

The processes of developing Kitty's Diner concept – from the idea to the product

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<p>The general purpose of this thesis project is to create a business plan based on a 1950's Classic American Diner, which will be potentially located in Helsinki. The subject has been strongly researched for the duration of the time of studying from 2012 to 2015.</p> <p>The business plan has been developed during the time spent at Haaga-Helia University of Applied Sciences and StartUp School. The authors started the project and have been collecting material for the thesis since January 2013. The thesis has been put together and written within one year since November of 2014. The main idea of the business plan was to create more than just a hypothesis but to fully understand the challenges of creating a business from idea to product. It was decided that the authors would write about the most fundamental topics that are of importance to them, which is the main body of the theory. All of the findings in the plan belong to the authors of this thesis and come from the authors own initiative. The plan will be used in the future to potentially start a business, although the plan may somewhat change as it often does.</p> <p>The project has been piloted in the following ways. First the research on the topic was tested and then created into a business plan format, which has undergone many changes during its creation. The authors have used materials from professional business coaches, authors and journalists to inspire knowledge, as well as creative thinking from the entrepreneurs. After the business plan was polished, the authors continued to write the theory part, which has been researched from a bibliography of authors in the industry.</p> <p>The outcome of this thesis is a complete business plan that can be used immediately for investments and places a strong foundation for a potential business to be built. The main aims and objectives have been reached, which were that this product thesis has enabled the authors to clarify their thinking in their business, increased their general knowledge from the field and trace back if they need to. The authors have researched and taken theory from various sources about in depth topics such as, the importance of team building, networking, creating the business idea, business plans and marketing.</p> <p>The findings of the thesis are that the authors realize that they are now experts in analysing new start-ups. The authors have also fashioned a number of products from this thesis project, such as the actual business plan, logos, website, strategy mind map. The whole project has been immensely challenging however rewarding to see an almost finished result and to the authors the outcome was a success.</p>	
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1 Introduction

If you want to be successful nowadays one way to achieve this is by taking the risk and starting your own business. An example of one of the most successful Finnish companies is Hok Elanto who have been providing food and drinks to customers since 1907. (s-kanava 2015)

Today students have the opportunity to embrace their entrepreneurial spirit and engage themselves into a business environment whilst still studying. Haaga-Helia University of Applied Sciences offers this opportunity and has a business coaching program. This paper is produced by two individuals, who had an idea to create a business in Helsinki that has been developed whilst they have been studying. Lenita Toivakka, a politician in Finland, has written a lot about the Finnish government supporting entrepreneurship.

“There is a start-up boom and more and more young people have a dream to become an entrepreneur and new start-ups have ambitious goals”. (Toivakka 2015. 863).

This bachelor thesis will hope to inspire and guide the reader or potential entrepreneur in the steps to creating a business. The paper focuses on how to develop a successful team strategy and the importance of teambuilding, networking, marketing and having a good business idea and the right business plan. The authors will explain about the individual processes that they used for their own business.

The authors of this thesis are ambitious students who are aspiring entrepreneurs. The business idea has stemmed from passion and interest from the hospitality industry. The authors have been developing their business concept since the year 2013 and have since then achieved many significant milestones, however, are still in the early stages of establishing the restaurant. The idea that the authors are motivated by, comes from their past roots and interest in classic Americana. Kitty’s Diner was born from a potential gap in the marketplace that needed to be filled in Helsinki. There have been many challenges along the way, however these challenges have been great learning experiences for them. The business plan presented in the appendices is the product part of the thesis, thus meaning the main body of research that the entrepreneurs have undertaken. The portfolio is a coherent integrated programme of research work with the authors own examples. It made sense to the authors to write a product based portfolio thesis about their own business plan, since they have been developing it along-side of their studies for some time. It was suggested by several teachers that the authors choose a subject that is

related to their education in the hospitality industry and this is why this thesis topic was chosen and is important to them.

1.1 Presenting Kitty's Diner in a nutshell

The authors of this thesis met in September 2012 whilst entering the same class in Haaga-Helia - Haaga Campus. They discovered that they both shared a passion to be entrepreneurs and have a strong desire to build their own company. They began to share their thoughts and visions and continued planning from that day onwards. From their two creative minds, Kitty's Diner was born.

Kitty's Diner was named after a persona that the entrepreneurs invented. They are differentiating themselves with a marketing strategy that is focused on creating a story behind Kitty and her life. The hope is to build a strong brand image this way. Helsinki does not have this concept as of yet. The authors have done research about the topics mentioned earlier in the introduction. Through this research a small demand has already been established and Kitty is very much alive in various social media such as, Facebook and Twitter and already has a good number of people following. The idea is to create a first 1950's diner-type restaurant in Helsinki. Kitty's Diner is an attempt to transferring people back to the classic 1950's bygone era by introducing exciting interiors, food and drinks. The company is looking to showcase a milkshake bar, which will be the first available in Helsinki of its kind.

One of the ultimate goals is to make the guests feel completely welcomed to a friendly environment. The team will be trained to a great standard as the authors feel that training is of the utmost importance, and this will help to improve the over-all running of the business.

1.2 Aims and Objectives

This portfolio thesis includes data gathered from the year 2013 until present day. This type of thesis is based on a research task related to the student's future career. (University of Jyväskylä 2015) One of the products in the portfolio is the actual business plan for Kitty's Diner that will be presented to the reader in the Appendix 1.

It was decided to create three objectives with this thesis.

- Familiarizing the reader with building a new start-up by using the author's personal experiences.
- Educate with the best shared knowledge about the topics of team building, networking, marketing and creating the business plan.
- How the authors are going to implement this within the company.

The authors believe that in the completion of the thesis they will be exceedingly more knowledgeable in the business and will also comprehend the basic factors that will help their future business to succeed.

1.3 Limitations

The authors have started developing the ideas for the thesis at the end of the year 2014 and finished writing in October 2015. The authors spent some time trying to figure out the direction that the thesis was meant to go in and did spend many un-necessary hours writing useless material. The authors then soon decided that they are not going to continue in research of topics that were at that time irrelevant for the thesis. The thesis does not provide the reader with step by step instructions about how to build an actual restaurant, instead it is explaining how this particular restaurant will be possibly erected in the future and the elements that make a successful establishment. And finally due to the immense amount of materials researched by the entrepreneurs, not all material could be included into the thesis, only those that are relevant to the theory parts. In the business plan the authors decided not to include any financial statements from Kitty's Diner as it is not relevant to the thesis and there wasn't any financial based theory researched.

1.4 Structure of the thesis

The authors considered focusing on the particular chapters because they feel that they are the essential key points in establishing a successful business. It was agreed with the coordinator that the authors will proceed with these topics.

The chapter creating the start-up team was fundamental to the theory part because the authors believe that without the right team no establishment will ever be successful in the long run. No matter how great the product or service is, if the backbone of the company (the team) does not function well then mistakes will soon start to show and leave cracks

on the surface, which may damage the reputation and status of the company. Great team work increases organizations productivity as the authors found out during their extensive research on this subject.

The chapter, Process of ideas was included because it shows the exact timeline and the journey the students went through in creating Oy samiGo Restaurants Ltd and Kitty's Diner. Within the three years of studies and writing the business plan, the students have gone through many different processes, some have been useful, others not. This is important to the reader because it gives them some idea on the importance of having a good business idea. It also reads like a story, and the authors felt that this style of writing suited this type of thesis.

The chapter of Networking in Business is vital to the entrepreneurs because all businesses involve people. Having strategic relationships will benefit a new start-up and also participating in networking events promotes and markets the company to possible future investors, customers and suppliers.

Marketing a new start-up is a chapter that the students have put a lot of emphasis on. The marketing aspect has helped to make their own business idea recognized and talked about in Helsinki. No matter how great your business idea is, if nobody knows about it then it might as well not exist. Therefore, this chapter explains the importance of marketing and the various types of marketing strategies that were used.

The final chapter concerning Business Plans was included in the theory because without professional written guidelines you are setting yourself up for certain failure. Thus the authors have the most important tool, the business plan, included in the appendices.

The appendices are the backbone of the thesis project and included are the years of research and designs that the authors have collected. It is the main collective of the thesis.

Along with the own experiences section after each chapter, gives the reader a more detailed insight to the field work and progress that the entrepreneurs took during their time, creating this project. The authors felt that these were key topics in the processes of the business from idea to product. These subjects were important to the authors, as there was significant personal experience gained from each of these topics listed. The sections will be explained in more detail throughout the thesis.

2 Creating the start-up team

Creating the start-up team is one of the first initiatives in establishing a limited company. The chapter opens the subject by introducing a variety of different theories from authors, who are experts in the subject. The authors have also included their own ideas on how they created their start-up team and how they will build the right team in the future.

2.1 The importance of creating the right team

To the authors of this thesis, it is vital to establish a company with a hardworking set of people that work together as a successful team. They understand that by creating the right team through selective recruitment processes and effective training they will be able to empower the team and focus on growing the business elsewhere.

A team is “a group of people with a full set of complementary skills required to complete a task, job or project.” (Economy 2014) Eduardo Salas (2015) has gathered quotes with various other authors and they agree to define a team as “two or more people whose tasks are in some way interdependent i.e. individual efforts are dependent upon the efforts of other members and who have shared common goals.” (Salas, Benishek, Coultas, Dietz, Grossman, Lazzara & Oglesby.2015, 3). This is one definition of what the word team stands for. In the theory part of this thesis the authors have included quotes and statements from other sources about the terminology of what a team should be.

Peter Economy (2014) agrees and quotes that “Teams have always been and will always be an essential ingredient of building successful businesses. But building great teams is not just something that happens. It takes planning and ongoing effort to get them right and to keep them that way.” (Economy, 2014).

The authors of this thesis realize that great teamwork is never a one-man job. A team is built of many other individuals and as the well-known saying goes that no man is an island is truer than ever. The authors of the thesis both realized that they are able to positively affect the business idea together. More knowledge is shared, the goals are reached faster, on-time and necessary tasks are always completed. This is so that if something is not done, then both parties and the project will suffer. Therefore, by having two of them in the business they are holding each other accountable at all times.

As stated by James Caan (2013) "It's not only naïve but also foolish to think that just one individual is capable of running a large organization on their own". He also emphasizes that any business without a decent team will eventually suffer. Paul Graham (2006) agrees with this and quotes "starting a startup is too hard for one person even if you could do all the work yourself, you need colleagues to brainstorm with, to talk you out of stupid decisions, and to cheer you up when things go wrong". By having more than one founder it is a driving force in order to succeed and to face any challenges together rather than alone. Peter Economy (2014) agrees with this and talks about the power of teamwork. Each individual in a team has different personalities, and it is important to suit them with one another in a way that their skills complement each other. The authors have understood from the very beginning of this project that it is better to work together in a business than on their own and accept each other's individuality.

Even though a team may have a number of highly skilled individuals, it does not necessarily mean that the team will perform well. As Larson and Grey (2011, 374) explain about the difference in productivity between an average team and a high performing team by quoting that "Positive 'Synergy' is for example a team that shares a sense of common purpose, and each member is willing to work towards achieving project objectives." For the authors they have already experienced this with one head chef that did not share the common goal, thus leading to the individuals releasing them from the project. Larson and Gray (2011, 375) suggest that the team identifies individual talents and uses them accordingly based on the project's needs. Differences in opinions are encouraged and expressed and mistakes are taken as opportunities. These are the ways of a positively thinking and effectively working team. The entrepreneurs have adopted this approach by having a strategy of communication within the team and guiding each member to be proactive in this at all times. There is a belief that by having open communication in the workplace then this will resolve and decrease tension. Open communication is one of the fundamental values of their future company.

Larson & Gray (2011, 376) also give an example and scenario of a poorly functioning team. They believe that failing teams can often be seen in sports. From an example of one player in the Olympic redemption team 2008, they write that a failed team does not operate as one, instead they subdivide into a series of smaller groups. The groups consisted of people with the same skill-sets and time was often wasted through gossiping and complaining. When projects start to slip behind in this scenario the team members started covering their tracks and passing the blame onto each other. Resulting from this, tension was created and direct conversation between the teams came to a halt. The only

communication was made through email. Management decided it was best to pull the plug on the project altogether. This goes to show that it is vital in a team to communicate at all times between varied skillsets.

The above scenario is something that can happen very often in larger organizations with many people working together. The authors of this thesis want to avoid the pitfalls of this should the company expand. This follows on with Finnish business and sports coach, Juhani Tamminen's words. "To be successful in any job or organization we all need each other. Your work place is your team" (Yhteispeli 2014, 23, 24, 29). Tamminen has established methods such as being reliable and dependable. These qualities ultimately create and builds trust in an organization. The second is to strive in excellence, which ultimately builds confidence. And the third is to take care of others. Each team that is established has different individuals and he argues that each individual is as valuable as each other.

At Kitty's Diner the authors are in the process of recruiting the team members. They have researched how this is done and now in this part of the thesis explain the steps in the recruitment process, which is supported by references and quotes.

Cichy & Hickey (2012, 59) state "the first stage of the recruitment process is to attract people who share the vision of being honourable and primarily have the right attitude towards the profession for serving others." (Cichy & Hickey 2012, 59) explain that recruiting is more than just hiring someone, and in a restaurant it often involves staff members who add value to the business as well as managers. Cichy & Hickey (2012) suggest that the use of social media such as LinkedIn, Twitter and Facebook are excellent at being able to announce job opportunities. Another angle of recruiting comes from John Maxwell (2001, 22) whom said "When it comes to building a successful team the players are everything. You can have a distinct vision, a precise plan, plenty of recourses and incredible leadership, but if you don't have the right people, you are not going to get anywhere." Maxwell continues on quoting success stories that all emphasise that success is made by driven individuals within the same team who share a similar goal and work vigilantly together. (Maxwell 2001, 23)

The attitudes of the candidates determine whether or not they will be selected and employed to work within the team. The interview should not be based solely on skills alone. There are certain questions that need to be assessed. Does the candidate view problems as opportunities and does he or she see a way of manoeuvring through

challenges, or do they fall at the first hurdle? The authors believe that the individual needs to be self-confident and show that they can play an important role in the team where everyone strives to do the job to their best ability. Attitude can be spotted immediately through the way the candidate carries themselves and dresses. The words that they use are of prime importance in order to show if they are capable of doing the job well. Words convey action. The candidates are asked to share their personal and professional short term and long term goals with the employer. (Cichy & Hickey 2012, 60). The authors of this thesis agree with the above statements and therefore have established a recruitment plan, which can be seen in the business plan in Appendix 1. The writers of the thesis feel that the applicant should be confident to say to the employer what they want and how they would like to achieve it. Alignment of the values, mission, and personal vision are beneficial to both parties because it gives them mutual support and the organization will benefit this collective work as other members of the team may also share these goals. The selection process should include a thorough check, assessing any criminal records, employment and educational background. References can be called on from previous employers who have worked with the individual and then the decision can be made whether or not the applicant is suitable for the position. (Cichy & Hickey 2012, 60, 61) Once the candidate has been successfully chosen, the entrepreneurs understand that training is of prime importance.

According to Lillicrap & Cousins (2006, 430) they outline that training aids to increase the quantity and quality of output by improving employee skills. Training also reduces accidents in the workplace as well as increases the return of the employee with personal rewards such as pay increase, promotion and other benefits found in the job. Training and orientation play a big role in minimizing the staff turnover because of a lack of skills. Lillicrap & Cousins continue to state that training is needed because it identifies standards and the performance required in order to meet the standards. It improves the ability of the staff and creates a more efficient working environment. The team have clearer responsibilities and they develop the ability to also train others as required. Additional training is needed when there is a significant gap between knowledge, skills, and attitudes which are shown by people at work. Also if performance goals results are not being met then extra training would be needed to bring the team back to standard. (Lillicrap & Cousins 2006, 432) The authors are willing to put as much training and self-development into Kitty's Diner as possible, in order to stand out from the crowd.

2.2 Criticism

Robert Bacal (2015) has an opposing opinion on this subject. Bacal suggests that teams do not always make the workplace better. He believes that having a team can create chaos and negative outcomes. Bacal states that some autocratic managers or executives can force people into working in teams. In this situation teamwork becomes something that is done to people by a manager and is effectively forced upon them. He suggests that this use of power to create teams sows destructive seeds from the very beginning. Many autocratic managers may lack the skills in order to lead the team well. Bacal states that this can lead people in the workplace to be frustrated and without direction. This also creates a loss of credibility for management and many people feel that there is no point in presenting them with ideas as they feel they are not heard. Bacal also suggests that some tasks are best done by one person.

“Writing is a task that is made by one person alone, and having more than one person working on the same piece means that its likely to be less effective. When tasks are very straightforward and simple, they do not need a team of people doing them. Not everyone wants to be in a team as some prefer working alone” (Bacal 2015).

As the entrepreneurs believe in the power of building something great together, they oppose Bacal’s statements and disagree with his ideas. There are people who do not wish to be in teams or do not believe in working with other individuals of course, but the entrepreneurs will not attract these applicants, since teamwork is in the company’s core values.

2.3 How we did this in Kitty’s Diner

We both understood from the very beginning that we wanted to start the company together as partners. James Caan (2013) previously mentioned in the earlier chapter that it is not wise to start a company alone, we share the idea and believe it to be true. Therefore, as a collective the first thing that we are going to concentrate on together is building our best team. This is through a well thought of recruitment strategy. We have decided to challenge our team from the very beginning by posing a well thought out application that will entice and also question our potential candidates. An example of this would be as follows:

Kitty's Diner – Amazing restaurant team opportunities available!

Do you want to challenge yourself and improve your skills in a positive restaurant environment?

Our shared company values include:

A belief in maintaining great relationships among each other

Being passionate and having the drive

Open communication between people is encouraged

If you share these values, then we have some exciting opportunities in store for you! Various positions such as waiter/waitress, chef and manager positions are open today. Send your story and CV by post only! We do not accept email applications – Thank you. Our address is: Kitty's Diner, Köökinukuja 1, 00520, Helsinki. Finland.

The differentiating factors with our application, compared to others is that we pose a question that makes the applicant think. First of all, we are asking them if they share our company values. It is at this point the applicant can assess if the company is right for them. We then emphasise the excitement behind the position and lead the applicant understanding that the job would be more involved than just serving a table of customers. We are also creating a mystery behind the application, leading the applicant to question more. Our final strategy is to request the applicant to apply to the job by post only. It is very easy nowadays to send many job applications by email, which are generally impersonalised and have little effort attached to them. We believe that if the applicant is serious about applying then they will make the effort to write a letter, and post their CV, buy a stamp and envelope and walk to a post-box. The psychology of this is more challenging and we believe that from this, we will receive a smaller but more quality range of applicants to choose from in the recruitment selection. The process can also be very creative for the applicant as they can choose to stand out of the crowd easier.

We are looking for the best team possible so we chose to reference with two authors who write about certain qualities that a great employee should be. Kotschevar & Luciani (2007, 87) suggest that the traits of a quality employee should be, a warm and outgoing attitude towards life, a sincere wish for the job, habits that do not interfere with the job, willingness to accept an entry level position, positive job record, poise and confidence, an ability to solve problems and make decisions, pleasing appearance and a good self-direction. We believe that when we have a team that embodies these qualities, even if they lack some skills required in the job, we are able to provide well managed service in the diner. For us

it is vital that not only guests that dine with us but members of staff truly enjoy being in the diner.

We are both people persons, which mean that we love to be around people and work in teams. We are looking for similar like-minded individuals to be in our workforce.

Personality traits such as; confidence, humorous, professional, respectful, sensible, trusting, focused, hardworking, ambitious, good with people, friendly and adaptable are invited. We do not want everyone to be like us, we want our team members to be themselves at all times, so as long as someone is friendly and has the right attitude in learning and working then they are welcome into our team.

According to Cichy & Hickey (2012, 59), staff members are strategically managed and motivated in order for the restaurant to be successful because the team members are just as valuable in the operation as the guests that visit. The reason that we are putting emphasis on the selection and training of skilled individuals is because we want to promote excellent and professional business ethics as well as follow the correct guidelines, which ultimately leads to great service experiences.

We have listed a set of these values that are well thought by the management team. They are as follows:

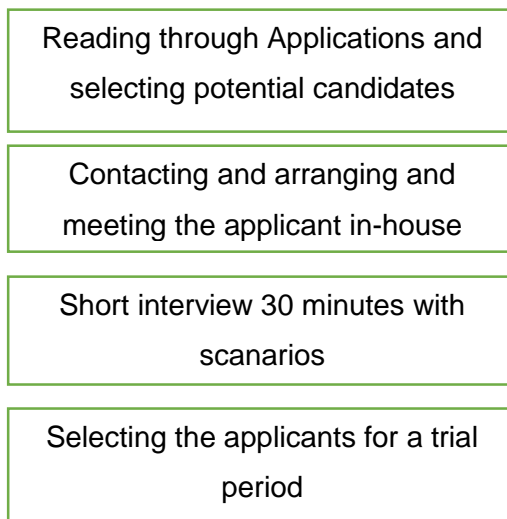
Respecting and embracing individuality A belief that being a good friend brings you more A belief in maintaining great relationships among each other Being passionate and having the drive Open communication between people is encouraged

Below is an example of the ways that the owners will recruit the team, interview and train them. The authors believe that this process will be used when the diner is established. The next page follows with our recruitment processes.

Kitty's diner recruitment process



Kitty's Diner interview process



Kitty's Diner Training Process



Figure 1. The recruitment Process.

For the last few years since developing our product we have already began some small stages in the recruitment process, initially recruiting a head chef, who has been relevant in creating the menu and design. There have been some challenges with this and we both have learnt a great deal from this process. Finding the right head chef for the job has been no easy task. Initially we had a school peer who was on-board with us and helped us a great deal to put things into perspective. For instance, our first menu that we created was far too large and would have eaten into our profits. This individual helped us to focus on keeping the menu simpler and small as well as helping us with some economics and to this day is currently designing a new menu for us and pricing it. Our second head chef candidate was from Africa, he met with us and seemed very interested in this project,

however we did not feel that his experience was adequate enough and really needed someone with more skills. The third person that we interviewed was an American chef with a lot of experience from being a head chef in Helsinki as well as also having worked in a diner in the United States. Although he was a very good candidate we felt that his situation at the time was not right and the timing was bad for him to take on this project. One excellent and well known head chef has been guiding us through the recruitment process and will be very happy to help us in the long term as an executive advisory and for this we are grateful. Our first hired head chef that we recruited was able to help us by putting together a menu, which was then to be arranged to be made at Haaga-Helia UAS for our test run. However, this chef was unable to put in the effort and time that we needed and also was unhappy to share the recipes with the school. We therefore felt that we needed someone who was as focused as we are and can put the effort into the project from the very beginning. Unfortunately, we had to release the head chef from the project and begin searching for a new head chef forthwith. Our next candidate was from Malaysia and now lives and works in Finland. Although the candidate said that they wanted to work with us, we noticed that timing is not good right now and that our schedules did not meet. It is also important that we look for a chef who has American roots. From this we have come to the realization that it takes time and patience to find a good team member and that even though someone shows an interest, it does not necessarily mean that they are the right person for the job. We have also both learnt about being more critical and assertive with what we want, that involves dictating a standard and also being able to judge how much a chef is worth in monetary value in skills compared to their attitude.

We have hired a designer. Our designer is a very talented young individual, who will be working with us closely during the next few years.

We will soon be taking applications from perspective employees and will be interviewing them before we have a unit open. The prime importance of finding a new head chef is critical to us, but at this moment we are focused more on finishing our studies and saving money for the business in question.

3 Networking in business

This chapter represents the social side of business and the opportunities that can arise from great networking. Many people have become very successful due to being able to create great business relationships and through networking leads to finding the right people. The students have researched this topic and share knowledge as well as their own experiences.

3.1 The importance of networking in business

Ivan Misner (2015) defines networking as "a supportive system of sharing information and services, among individuals and groups having a common interest" (Misner 2015). He also quotes that "business networking is much more than showing up at networking functions, shaking a lot of hands and collecting a bunch of cards" (Misner 2015). Misner explains that the concept of networking sounds simple but it is more of a challenging process than one might think. Question, how many of the contacts people obtain in networking events are actually beneficial to ones business? Misner suggests that not all contacts that we meet understand what it is that you do, and therefore do not make any impact in helping your business succeed. The business cards that people exchange might just end up in the garbage bin or stored on the shelf for a long time, without any communication between both parties. Misner emphasises that "networking for business must be strategic and focused" (Misner 2015). When it is planned there is control of whom you meet, where you meet them and how to create mutual benefit. Being proactive is also a key factor. Planning and focusing on what is relevant gets more consistent results than picking up numbers from just anyone (Misner 2015).

Stephanie Speisman (2015) defines business networking as "the linking together of individuals who, through trust and relationship building, become walking, talking advertisements for one another." Speisman gives the readers tips for networking properly and how to get the best outcome of meeting new individuals. Some advice given in the article is about getting the right contacts that evoke your interests, follow-up with the networks and always be clear on what you do (Speisman 2015)The advice is similar to what Misner suggests.

Dani Johnson (2005) a world renowned business coach has developed and gathered a simple systematic way to approach people in networking events or simply just when introduced to someone on the street. This strategy is called FORMing. Johnson (2005)

suggests that Family, Occupation, Recreation and Message make up the four components of getting to know someone in a short period of time and conveying the message across to the other person. In FORMing listening is the key as people love to talk about themselves. It is a studied fact that once people talk about their interests, they become more comfortable in the conversation. Whilst FORMing a person, you will know quite quickly if they are the right person or not to help you with your business. Asking about family is an icebreaker and quickly will get the conversation to a speedy start. Through asking about family you can obtain an all round idea about the person's situation. Occupation is vital to know in the beginning of the conversation because sometimes there is a limited amount of time to meet many people. Recreation means that the person speaks about their own interests and what they like to do in their spare time. By finding this out you are able to obtain general knowledge about what the person likes or dislikes and can then use this information whilst delivering the message. The message is simply the final result of the conversation and swapping business cards and contact details. By finding out valuable information about the person's portfolio then the FORMer can relate their business idea or strategy to the person in a subtle way that mutually benefits both parties and does not come across as an amateur salesman but as a business developer, who is looking to sustain long term relationships.

3.2 Social media networking

Boyd & Ellison (2007) define social network sites as "web-based services that allow individuals to 1. Construct a public or semi-public profile within a bounded system, 2. articulate a list of other users with whom they share a connection and 3. View and traverse their list of connections and those made by others within the system" (Boyd & Ellison 2007).

"Know me, like me, follow me" is a phrase that will become central to your online philosophy. It is about making sure that you have your social footprint in the door. Power & Power (2010) created this term to help people to understand a process that they can relate to. Social media takes a lot of time and energy and it is important to know why you are doing things in order to create value. As a new startup you want a lot of people to be aware that you exist. The company is building a brand and by broadcasting any material that the company has online means that you are gathering awareness and building momentum. By people liking your page you are hoping that they will begin to trust you. Having online conversations within social networks is a good way to add value in your online network. 'Likes', however do not mean that people are following you. When people

follow you it means that they want access to your knowledge and experience. (Power & Power 2010, 104-105). The writers of the thesis have learnt on their own page that by having many 'likes' does not mean that the actual message sent is getting through to the audience.

Being social and getting business results - Your social footprint

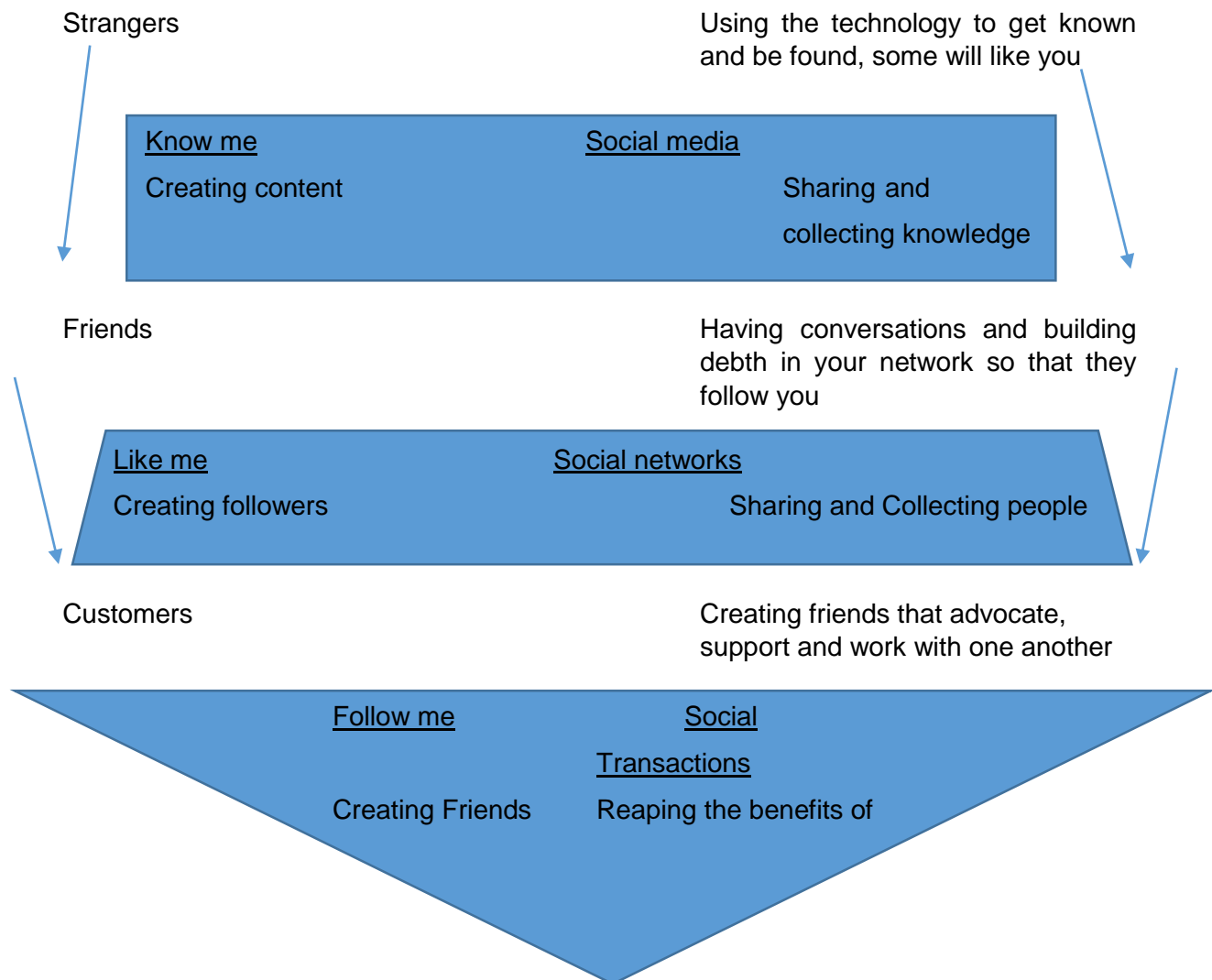


Figure 2. Eacademys social footprint (www.flickr.com/photos3162243@N02-3487938199)

The authors of this thesis understand that in order to get people to follow you, a systematic and smart way of posting a message is needed. The authors attended a social media workshop that taught them the very principle of smart posting. Asking open questions, hashtags, creating topical conversation and posting articles and photos at the right time,

creates more interest and likes, which eventually turn into followers. The authors have adopted this approach.

The Ecademy's pyramid of social media to transaction (figure 2) shows the process of the public becoming your client. Created by Power & Power it represents how strangers become friends and friends become customers. Social media allows people to get to know you and respect what you do. Social networking enables the same people to engage in conversation with you and follow your page. There are certain types of people on your page who will become friends, advocates and will generally support you. And others will become profitable relationships which does not necessarily mean that there will be any money exchanged directly. They may help you in other ways such as spreading the word about you and also providing useful knowledge that you may need. (Power, P & Power, T. 2010. 104-105)

3.3 Criticism

Erica Dhawan (2015) opposes networking. In her opinion having thousands of contacts will not make anyone happier or more successful. She demands that individuals need to evaluate the importance of certain connections, instead of wasting time on collecting business cards. "I think the conversation needs to shift back to how we use our human ingenuity, or better described as our connective intelligence. Instead of 10,000 LinkedIn connections, we really only need the right 5 or 7 smart, passionate individuals to start". (Dhawan 2015) Dhawan continues on to say that if we put our only focus on networking then nothing will get done but only to become paralysed by those wanting to get things done.

The entrepreneurs understand Dhawan's point of view in having only a few important networks. However, they still believe that in order to obtain these few great ones, you need to meet a lot of people. Meeting a lot of people, a.k.a networking. The writers of the thesis have experienced many great connections through meeting many people. From the start they have both understood that great contacts do not fall into your network easily and that it is important to talk to many different people who can help reach that significant contact. This is why that the entrepreneurs do not agree with Dhawan because they feel that networking adds to success and does not hinder it.

3.4 How we did this in Kitty's Diner

It has been apparent to us from the beginning the importance of creating great networks. We believe that networking and meeting the right people are key elements to our success. Relationships are built and business follows. At Haaga-Helia UAS we have been very privileged to meet many different characters that have given us constructive advice and connections, especially within StartUp School. We have also participated in various events as guests and also presentation speakers. Connection with the public has been established through social media, our own planned events and happenings. A few examples of the events we have entered are Boost your business, Eric Edmeades Business coaching, CrowdPuisto and a variety of Start-Up School functions. Haaga-Helia UAS not only teaches the student the essence of the industry but helps in creating relationships by introducing opportunities to meet influential people and potential employer's as-well. The University is in cooperation with many companies in the industry and has developed many long lasting relationships, where the both parties benefit. There are many success stories and alumni that have graduated from Haaga-Helia UAS, which are now in high positions of authority or have developed successful businesses. The students have an opportunity to gain work experience through placements and this way make them more professional after completing their studies. The hotels, restaurants and other resorts get young, hungry trainees to coach into real life work.

The Start-Up School is beneficial to the entrepreneurial student who wants to be in business, self-employed or a business owner. In this institution we have been able to attend some excellent events as well as hosting one at Haaga-Helia UAS, which was run by several other students. As it is stated in Start-Up Schools website that it "is a program that supports students, who want to become entrepreneurs". (Koivusalo 2015). We have also been to New York to connect with some diner owners and are hoping to develop a relationship with them where they can also potentially benefit from us. We do not know what the cooperation could be, but we felt that we had to grab the opportunity to get to know them in the future.

How we connect with people. Over the last few years, we both have acquired different skills from different business coaches. One of whom is Dani Johnson as previously mentioned. We have studied her methods and used them in real life with great results. We believe that we have met a lot of right people. Listening in conversations more than talking is great advice and has made us more critical of what kind of people we need to find in order to help us. We have also been networking with bloggers, which has been a

challenging yet a rewarding experience. One of the most valuable lessons that we learnt was that in order to attract bloggers, you need to have something tangible that they can write about, there also has to be something that they can learn from. The event that we put on at Haaga Campus was a great experience for discovering how committed others are to attending. We were fortunate enough at the tasting day to meet one blogger from Helsinki Heroes and the blog article can be found in the Appendix 3.

The most relevant networks that we have had so far would be StartUp school who connected us to our thesis coordinator and business mentor whom has given us great advice and expertise. Gastropro event at the Haaga-Future Leaders Club introduced us to John Self, who is a professor/entrepreneur and has studied in depth about restaurant failure. He gave us a deep understanding about the causes of restaurant failure, such as bad management and not preparing yourselves i.e. writing a business plan. An amazing lady called Violetta Salonen is a marketing expert whom has encouraged us to be out there in the social media. Dollypower the web designers were a great network as we wouldn't have had any web design input as good as it has been. A fellow student Marianna Hilker introduced us to business coaching, through which we met great connections, such as our graphic designer Lauri Huusko. A fellow graduate Joseph Youseff has given us a reality check from the industry and has taught us a lot about the processes involved with setting up a restaurant. We are always going to need more connections and will always network. Through doing more and more business, we are getting to know more and more people every day.

4 Creating the business idea, Development and Testing Process

This chapter goes into detail about the importance of creating the business idea, the development and testing of the product. The reader should consider the content carefully and use any ideas that is presented in this part and enforce it into their own business idea. The writers have also included their entire timeline, which are made into to do lists, from Kitty's Diner, which refers to work done, that is found in the Appendix 7.

4.1 Creating a business idea

The authors of this thesis believe that a business idea is a starting point for any current or future entrepreneurs. It is important because it presents the beginning of a new life – a life of a business and a life of a entrepreneur.

"A business idea is a concept that can be used to make money. Usually it centres on a product or service that can be offered for money" (Martins 2015). When starting any business the first stepping stone is achieving the business idea. Every succesful business that has ever existed has been created from somebodys own idea. The concept has to be researched thougherly and Martins gives examples of promising business requirements such as, an innovative product that is relevent, a clear focus on something specific and a profitable margin in the long term (Martins 2015).

Ronick, D & Houser, J. (2011) stated that with most things in life there is no instruction manual, which is why they wrote about highlighting the principles that can be used in any industry. They state that the first thing that anyone needs to do is to come up with the initial idea. The idea must encompass the entrepreneurs passions, goals, strengths, resources and overall tolarence for risk (Ronick & Houser 2011). These statements are agreed with by the authors of the thesis beacuse the idea stems from their passion and strengths accompanied with in depth studying of the food and beverage industry. It is important to remember that when you are thinking of an idea, that at this stage it is just a theory. It is vital that the entrepreneur uses constructive criticism and ways the idea out and does not fall in love with it. Next Ronick & Houser (2011) states that all angles must be thought through. This involves a process of analytical thinking. The entrepreneur must see and evaluate the business idea like an investor would. What are the markets? Who are the customer types? What is the business module? Is there a gap in the market? It is at this point once all questions have been answered that you can start to create a basic business plan. This will make sure that all the basics are covered. Ronick & Houser believe that getting feedback from people who understand the market will make a

successful impact to the business. Talking to people is incredibly vital as knowledge is priceless. Speaking to potential customers in the core target market will help to evaluate whether or not your hypothesis is a good or bad idea initially. The authors of the thesis believe in this theory therefore are in a constant communication with social media followers and have been testing their products in various events, and receiving feedback from the public. By doing this you are putting your feet on the right path and not just jumping in head first to the deep end. It is during this time that any changes to the business plan or product can be done. It will become clear to the entrepreneur at this stage the milestones and goals that need to be reached as well as how much capital they would need and capital that must be raised. The business plan will create an intangible product that to the writer will seem very real. The product then must be built somehow to make it tangible to the public. Building your basic product as quickly and inexpensively as you can will help others to understand the concept better. Keep the ultimate vision on hold for now presenting now just the very basics. Once you have the basic product, you should open shop (Ronick & Houser 2011).

4.2 Developing the business idea

When Martins insist that a business concept must be thoroughly researched Ronick & Houser opposes and suggests that the idea can be made into a product, built quickly and brought to the marketplace. The entrepreneurs find truth in both statements. They believe in investigating their ideas but also making something tangible already for the public to see.

Stephen Harper (2005) suggests that waiting for the right moment is crucial in the long term success of the business. Harper believes that the entrepreneur should really take the time in order to do their market research properly. Secondly businesses need time to launch, so careful planning is needed, so that they do not have to wait too long. Thirdly businesses should not assume that by being the first in a market will be the only advantage that a company needs to succeed. Harper suggests that an entrepreneur should not let their ego and eagerness to bring out the product quickly, which may cause you to enter the market prematurely. He said that like wine it is better to wait to serve it when it is really ready (Harper 2005, 141).

Oliver Milman (2014) has opened a discussion on great business ideas. Milman describes a great example of an inventive business idea that was created from a company called Innocent Drinks. Milman tells the story of three friends who graduated from Cambridge

University UK, whom created successful careers for themselves but wanted to be entrepreneurs and were hungry for more than they had. They researched the market place and found a gap for a natural smoothie with no additives. They made many test runs and set up a stall to introduce it to consumers. The idea was a success and the product was well received by the public. They were turned down by many investors and banks for funding, which meant that the founders had to redraft the business plan a number of times in order to get it right. They eventually got the funding from an investor and are now selling around two million smoothies per week in supermarkets globally. Richard Reed, founder of Innocent Drinks believes that by waiting to start a business until you are 100% confident will get you nowhere, you will never make a decision. If you are 70% sure about an idea then go for it. Milman (2014 in Reed 2013).

The writers of the thesis agree with this and have decided to bring the products to market as soon as possible by possibly introducing a food truck before the diner unit is open. This will ultimately strengthen the brand image and give the entrepreneurs experience and the ability to test the products to see if the initial business idea will go anywhere.

Ronick & Houser (2011) backs up Reeds statement by saying "It's tempting to wait until your product is perfect to start selling it. Instead, realise perfect is the enemy of good enough." This confirms that by being only 70% sure of the success is better than waiting to be 100% perfect. Until the product is actually on the market then the entrepreneur is walking blind and spending valuable time and precious resources with a real limited ability to learn how the customers react to it. Make something that people can relate to and get it to the market quickly thus why they are possibly creating the food truck idea to start with.

4.3 Testing the business idea

The entrepreneurs agree with Milman that the idea should be brought to the market as soon as possible. Although Harper (2005) and Martins (2015) are also correct in saying that it is right to research and wait, the entrepreneurs however believe that waiting too long means that people will possibly lose interest in the idea and then somebody may take the opportunity before them. The authors of this thesis believe that research is vital but also testing the product is a must. The only way to see if the idea or product will work is to test it first and bring it to market as cost effectively as possible. For instance, a kiosk or a food truck will possibly be created for Kitty's Diner, giving the public a taste of what is to come. Other events such as restaurant day are also a useful tool to evaluating and testing the product. Testing elements like pricing, branding, features, and customer experiences

are part of the process. Also cost effective ways should be found to attract customers or drum up interest by experimenting with marketing messages, such as using social media. Measure your results at all times and be sure to draw relative conclusions. The food truck concept can be read about in more detail in appendix 1.

It is at this point that Ronick & Houser (2011) suggests, that when you learn which aspects of the product and marketing went wrong, that they should be fixed accordingly. The entrepreneur will notice things that have gone right and things that have gone wrong. Keep the things that have gone right and improve the things that haven't. Growing is a vital aspect in a business and expanding is only natural. However many people make the mistake of not revisiting their business plan. They suggest that you should revisit the business plan, update the product, team, marketing plan, and finance strategies. At this point gather all resources that are necessary to expand. If capital is needed then this is a very good time. It is at this point that you will be able to confidently pitch to investors and give them accurate information already generated from the product. You will be able to tell the investors what the business needs to grow, the amount of money needed and what the best and most positive aspects of the business has been whilst the product has been tested. Finally with a market tested plan and the correct resources the entrepreneur has enough leverage to expand. It is important at this point to have a vision on where you are heading. The whole team needs to know where they are going and what is expected of them and what they need to do to get it done.

4.4 How we did this at Kitty's Diner

This chapter alone refers to our journey from the idea to the product, and simply tells the process of ideas and events that we went through as a story or learning diary. The reader of the thesis at this point can pick up any valuable points from this section and read about our mistakes and successes in the business.

Since we started our studies at Haaga-Helia UAS we have found our passion to lie in the entrepreneurial sector. The business process started almost three years ago in 2012. We had decided in our marketing group to use our idea as a test run and made a small campaign plan, which we executed in our report. The initial plan was good and a strong foundation for the business idea to grow. We went to start up school in Pasila campus and introduced the idea to a coach. The idea was originally approved but needed work and we were asked to come back and present our ideas further. During this time, it was a very creative point by which we were able to play with many different ideas. Often we were

meeting more than once a week in order to come up with the idea that we have today. Sketches, logo designs, names and ideas were thrown into the air and much editing was needed along the way. Logos and artwork can be found in Appendix 4.

During May 2014 we had already started to make our first business goals. With the help from StartUp School coaches and also our thesis coordinator we were able to start the ball rolling in one way or another. During the summer of 2014 we both started to think about investors and other funding options. The school had heard about a new company called Invesdor, which is a crowd funding platform for new start-ups as well as existing companies that wish to raise extra capital. An upfront fixed fee is paid to Invesdor and the company page is displayed on their website, which gives the public an opportunity to purchase shares at the entrepreneur's guidelines. If you should not reach the target amount stated in the duration of the round, then the money is returned to the online investors and the round is closed. We were optimistic that we would raise the funds as we were so confident in our idea, however we didn't reach the goal and no money was received, but from this we learnt a lot about setting targets, putting together a marketing campaign and also about shares and budgeting. This was a valuable experience for us and gave us a reality check. The content of Invesdor can be found in the Appendix 5.

We have competitors in the industry, who already have a similar idea to ours. Our plan was to bench-mark all the American style restaurants in Helsinki and Tampere and to research how they were doing things and therefore give us better ideas about how to do things differently. The reviews of this may be found in the official Business plan, which is the Appendix 1. We did not arrange any meetings with managers or interview any of the personnel because the main point was to observe and review the restaurant like a mystery customer would have done. We decided that in order to get an authentic diner experience then we had to travel to the United States of America. This was field research for the business and thesis and gave us the opportunity to sample many diners in the New York area, which was an unforgettable and invaluable experience for us both. From this trip we decided to create the milkshake bar, which is something we may not have thought about had we of stayed in Finland. Our full report of New York and research field trip is also included in Appendix 6.

We had a meeting with Violeta Salonen, who is a marketing expert and is teaching courses in Haaga-Helia UAS, in order to gain some insight about how we could start to market Kitty's Diner. Social media was one of the main topics that was talked about and using Facebook, Twitter, Instagram, Pinterest were tools that we were not using at the

time. We had no fan base. In order to create a solid fan base we had to create a buzz. Buzz marketing is something that you can read about further in Chapter 5.2. We had discovered from various meetings that we needed to create a strong brand for Kitty's Diner. We came up with a character for whom Kitty was and came up with a story for her. This was therefore a persona that people could relate to. We were also able to create a image for her based loosely on our imagination, this gave us a story and a brand that was in its earliest stages. We also both later on attended a social media workshop at start-up school, which was a real wake up call to the power of social media and the ways to make it work for our business.

We had decided to start creating logos and artwork as part of the project. We needed something that people could visually see and recognise and especially as our social media sites were gaining momentum. We also thought that this was important for the thesis. We got in touch with a graphics designer that we met at a self development event. Within 3 months of working with the graphic designer we were able to see logos and also the image of Kitty was eventually brought to life. After many emails and meetings the end result was perfect and exactly how we both wanted it. We needed to tweek the designs many times and also we both needed to think about the colour schemes as they had to be uniform throughout. The process was another learning curve and made us aware of unnecessary overspending and creating graphics that were not needed at this early stage in the business such as the menu design.

We also wanted to shoot a video for the Invesdor page. This would help investors to visually see what we are doing and get them interacted with us. The video was a challenge. The video was our individual pitch in two minutes, which we had rehearsed several times. We chose to use a friend to shoot the video for us in this underground theatre. Hasten to say that the video quality and atmosphere was wrong and instead of persuing something that would waste time for us and cost us money, we ended up scrapping the idea altogether. This was a valuable learning curve for us but however rewarding as we both followed our instinct.

We had our logos ready and were rolling with design ideas. We decided that the best way to show investors that we were serious about our business as well as also give them something visual to look at would be to create an actual website. In hindsight this may have been too early a venture but we decided to use a company called Dollypower Ltd and work was scheduled for mid-November 2014. We do not regret this as we are able to showcase something for the public and also for the reader of the thesis.

Our working web address is **www.kittysdiner.fi** .

The meetings were planned with the designer throughout November and the initial website would take three days in total to create. For preparation we had to prepare a spec that would outline what we were looking for, to also include any logos, or any initial ideas. See appendix 2 for the full outline and spec sent to the web designer. The first meeting involved talking about the spec and going through any additional details, for instance would it be HTML or CMS, and what did we want the initial page to highlight. Dollypower then made a blueprint of the website and by the end of that day we had a mock website on Fireworks, a design software of what the website could look like. The next meeting involved talking about the content of the site, colors and images. This was a creative session that then involved us having to create another spec that was content related. Once we had decided on the headers that we were going to use it then became clear in which direction we were going. It made it much easier to write content, although it still was very challenging as we had no previous experience in this. By the second meeting the website was being held on their system but was not live yet to the public. The website was visible and some of the links were working already. The third meeting was for regrouping and making sure that the website was going in the right direction, editing the content, putting in images and also adding fun stuff like the moving logo and the sparkling smile. The website was then tested and transferred to the host site in the United Kingdom and tested again. It was a great experience that was really interesting and valuable to know. Working with our designer was very nice because she educated us about web design and we learnt some valuable lingo (which can be found in Chapter 9 – Dictionary) and also how to conduct design meetings. The process was very smooth and easy with no problems. The website is included in the thesis and can be found in Appendix 2.

We both decided that with all our current designs finished that we needed to actually open the company. The meeting with the PRH office in order to register our company was challenging at times. You can see the established company papers which are in the Appendix 8. We also went to TE Yhdistys Helsinki and spoke to one of the representatives about applying for start-up funding. We qualified to get the money because we spoke to them before we registered our actual company, but will not get any funding until we find a venue. We created Oy samiGo Restaurants Ltd in November 2014. It was a great day for us both, as we were now able to proceed with the funding application for Invesdor and we were now recognised as an official company.

In November 2014 we also had our first talks with a teacher in Haaga-Helia UAS - Birgitta Nelimarkka, about putting an event on at the school. We wanted to find out if it would be possible to showcase our diner at the school and somehow incorporate the idea into the other students curriculum. It was agreed that we would arrange an event where a group of bright student chefs would prepare some dishes from our menu as part of their studies. This also gave us a chance to showcase our restaurant idea to friends, family, bloggers and other teachers and students. The date was arranged and we would showcase the diner in February 2015 at the school. In order to put on this event our menu needed to be edited. The first draft of the menu was far too large. We added so many items to the menu because we thought that if people have more choice then the more succesful it would be. We realised that it is better to have a smaller menu and add items, rather than take away items when the menu is live. We then realised that the menu had to give people enough choice so that when our customers return they could try something different. We had to expand the menu again and this time we gave the responsibility to the head chef. The head chef at the time created a menu that was wide enough to give choice and also had an element of uniqueness to it. We decided that we were going perhaps use smoker oven. The oven is unique because it uses logs instead of smoking chips. We have both learnt the importance of making sure that the recipes that we put on the menu belong to us. We bought a selection of Betty Croker cook books and used some of these for inspiration.

Leading up to the christmas period of 2014, we were now ready to meet with Invesdor. The whole experience was challenging, however it has been a great learning curve for us, and as the only students in StartUp school to do this at that time, have tested this and can now relate our experience to other students that might wish to use crowdfunding as a source of investment. We arranged a meeting with Invesdor before christmas. We had managed to translate the content into Finnish and were at this point almost ready to submit it. The biggest challenge was deciding the valuation and share price of the company, as well as also getting the finacials correct. We made one fundermental mistake when submitting the application. We decided to make the valuation of the company to 750,000€. This was a huge mistake as we did not have any business yet. The share price was originally put for 375 €, which we thought was a standard amount, it then came to light that this amount was too high. However there are some companies who are able to value their new start-ups at very high amounts. Companies who have a great idea, such as gaming companies and IT developers, may estimate their business at over one million € if they have a golden idea, and when the idea is eventually brought then the company will possibly be worth the amount they have stipulated. We do not believe that companies such as ours should be evaluated so high at the earliest stages as we have no

foundations of our own as yet. We also believe that it is ludicrous to evaluate a company into millions that doesn't have any customer base as of yet. We submitted the application in January 2015. You can view these Investor papers in Appendix 5.

The application should have started on January 1st but we delayed it due to the valuation being too high as well as the share price. We decided that no serious investor would even look at us if the valuation was too high, and we felt that people were not able to buy shares for 375 € and that for regular people, it might be too expensive. We therefore whilst in New York lowered the share price to 50 € and also the valuation to 450,000 €. The length of the round was for 90 days. Finally the page went live on the 10th January 2015 a few days before we arrived back to Finland. We have learnt that no serious investor will put money into a business that doesn't exist or have any financial earnings to date, and the asking price 200,000 € is very high. The greatest lesson that we learnt was that we needed to have our own money saved, which was not used from bank loans. This was another reality check and has propelled us to save further to reach our goal.

In February 2015 we were able to showcase Kitty's diner at Haaga-Helia UAS. This was a fantastic experience for us to really create a buzz (our marketing strategy) around the school. We were also hoping that we would be able to invite bloggers that would further our exposure in print. During the restaurant process development, it was decided that in the best interest of our business we would like to test our menu on the general public. This was something that we felt would allow us to test our ideas and also gain feedback. Initially we were going to have the menu tasting day on Restaurant day. This is a specific day in the year that allows free-movement for the general public to set up their own pop up restaurants for the day. However we believed that costs would be astronomical, time consuming and challenging. We spoke to Risto Karmavuo who is in charge of all kitchen operations and with a few details discussed with Birgitta Nelimarkka again and it was agreed that the operation could take place. We began planning at once.

We had a limited time frame since we were in New York and was not able to plan anything there. Together with our head chef at the time we decided the best approach. There were challenges with the head chef and we soon realized that we were going to do this on our own. We had decided the final food items which we would allow the kitchen chefs to prepare and showcase. These were crab cakes and chicken wings as a starter. Main course included ribs and mac n' cheese and the dessert items were cheesecake and pecan pie bites. We gave the students an opportunity to prepare their own course. The student's dishes that were made were club sandwiches, stuffed peppers and lemon

meringue pie. On the 10th of February we had a small presentation with the student chefs. The day before we had a call from our head chef explaining that the individual could not attend. This put us in a difficult position as we had no guidance and also the students were expecting to meet the chef. We decided that we would be able to talk about the recipes ourselves to the class and guide them effectively without the head chefs input. We asked the chef to send us the method the next day by email, but the chef forgot to do that, leaving us to scramble together the methods last minute that go in line with the recipes and ingredients. Because the head chef did not deliver we had to give out recipes that we were not sure would work. The class went away and the food was ordered from Heinon Tukku and the preparation was done the day before. The day of the event arrived and we realized that our head chef was not going to be present. We arrived at the venue and picked up some further items for the tables, such as napkins, candies, playing cards, ketchups and mustards. We decorated the tables in a two-line format, seating 20 per table. In total around 37 out of the 50 people invited attended. Everybody liked the music and atmosphere as well as the food and drinks received good compliments. We both decided to release our head chef from the operation entirely that day. We had a meeting with Birgitta and also the chef that was in charge of the kitchen operation at Haaga-Helia UAS. They both felt that the event was beneficial to the class and over-all everyone enjoyed themselves. The event over-all was a success.

Kitty's Diner was brought to the public for the 1st time to run a milkshake bar. We decided on the concept of milkshakes because it is one of our unique selling points that we discovered we could do whilst in New York. The field trip in New York can be read in Appendix 6. Restaurant day has always been very challenging as the processes need to be thought out and planned very well. The biggest challenges that we had was a lack of electricity, how to keep ice-cream frozen and where to locate it. The milkshake bar went up in Esplanade Park. It probably was not the best location for us as there was a great deal of competition and crowd flow was too busy for people to stop and enjoy themselves. Kitty's Diner milkshake bar was located on a side road just off the main walkway. This did give us some room to move but however did not grab the attention of passers-by. The milkshakes that we sold were successful and most importantly we received very good feedback from all guests. The problems that we encountered was the milkshake mixer broke, but was repaired and the lack of electricity meant that we had to finish within a certain time-frame. It was also very time consuming as we decided to bake muffins, which is something that we are not going to do if we attend the next Restaurant Day. Over-all we made a small profit each and again learnt from our mistakes. Photos from the event can be seen in the Appendix 11.

Throughout the summer of 2015 up until this very day and submission of this thesis we have been saving money for our future business and participated in many events and project, which are too numerous to mention. We will continue to test the product with the public, until we have secured funding and possible outside investments as well as a location to place the diner in. We are starting business straight after graduation.

5 Marketing a new start-up

Marketing is fundamental to the new start-up and is imperative if the new company wishes to establish themselves firmly in an overly crowded highly competitive market. The following section represents the theory behind marketing and what ways the new start-up can market themselves. This applies even if there is not an already established company in place. The chapter concludes the authors own initiatives and looks further into their own marketing strategies.

5.1 The importance of marketing

Jim Blythe (2012) describes marketing as: "Activities which occur at the interface between the organization and its customers" and "it comes from the original concept of a marketplace, where buyers and sellers would come together to conduct transactions (or exchanges) for their mutual benefit" (Blythe J. 2012. 4) Blythe continues to describe the main objective of marketing that it is to make sure that the buyers are aware of the product or service and do not go to other competitors. To retain customers effectively marketing professionals have to be able to present customers with what they are looking for and fill a need whilst giving value for money. The customer's needs are a starting point for all decisions. Marketing uses the customer and builds on their decisions. The authors of the thesis agree with the above statements as they have studied marketing and consulted professionals as well as read books and articles written about this subject. It is vital to understand the needs of future customers, therefore the masterminds behind Kitty's Diner have decided to put emphasis on continually asking the public via social media and events, what they want to see.

The two most widely used definitions of marketing are: "Marketing is the management process which identifies, anticipates, and supplies customer requirements effectively and profitably." (UK, Chartered Institute of Marketing 2004)

The other definition: "Marketing is the process of planning and executing conception, pricing, promotion and distribution of ideas, goods and services to create, exchange and satisfy individual and organizational objectives." (American Marketing Association, 2004)

The above quotes have been criticised. The Chartered Institute of Marketing (CIM) criticised the definition of AMA because they believe that it takes profit as being the only real

outcome of marketing. And CIM suggests that marketing techniques are used by governmental organizations such as charities that are not allowed to make a profit. Criticism can also be applied to the CIM definition, because none of the definitions above have the word consumer included in the text. This is probably because there are people who purchase the product but do not consume it personally. Also some consumers do not make buying decisions such as children. Marketing very often carries negative feeling as non-marketers believe that marketing is simply just about persuading people to buy things that they don't necessarily need. Sometimes people actually believe that marketers are cheating people. In fact companies have a great responsibility for insuring that the customer comes first. So therefore the marketing firm will do everything that they can in order to provide consistent products and services with value for money that will keep the customer coming back. Competition is fierce. If there is room for companies in a specific market then you will find that it is filled to the maximum capacity. (Blythe J., 2012. p.4). The authors agree more with the AMA statement because in their definition the four fundamental elements of marketing have been mentioned. The four P's, price, product, place and promotion are a well known marketing term and have been studied in depth during marketing courses in Haaga-Helia UAS.

5.2 Buzz marketing and its importance

The authors felt that it is important to incorporate a chapter on buzz marketing since it is something that they have both encompassed in their business marketing strategy. The entrepreneurs chose to write about buzz marketing because it is relevant to what they have been doing and there is an element of fun to this for them. They have used the theories below in their own strategy, in various ways. The definition for buzz marketing is as follows: "Buzz marketing captures the attention of consumers and the media to a point where talking about your brand or company becomes entertaining, fascinating, and newsworthy." (Hughes 2005, 2). In essence this means that buzz starts conversations. Buzz marketing begins in a way where the marketing team creates a message, purchases the media and then sees the end result delivered to the customer. The customers then tell their friends and their friends tell their friends thus creating what is known as a buzz. The marketplace is vast. The odds of being recognized are set against you. Products, brands and companies are being created every day and they all want to grow their business and it is a well known fact that within five years that 80% of small businesses will fail, which was taught to the authors by a well known and talented professor called John Self, who taught briefly at Haaga-Helia UAS. So really, you cannot

afford not be a buzz marketer, it is structured and methodical in its approach. It is simply conveying the message to customers using various portals. (Hughes 2005, 5).

Joseph Putnam (2012) a professional blogger and a consultant, also agrees in his article 'How to apply buzz marketing principles for effective internet marketing' that this type of marketing is not random. There is a science to getting people to talk about your business. In the article Putnam mentions the 'six buttons of buzz'. Based on his research Putnam believes that taboo (controversial) the unusual (unique), the remarkable, the outrageous, the hilarious and secrets (kept and revealed) are topics that get people talking. Taboo is something that people should not be discussing, however secretly love to talk about it. It is a controversial topic and can lead to debate. In order to apply this principle you should not cross the line and make enemies but be controversial and get people talking. (Putnam 2012)

Putnam (2012) suggests that there are many reality show presentors who use controversial tactics. They cause the public to follow but loathe them. When it comes to the unusual, the goal here is to create a product that stands out. Doing something unique will get you noticed. For example the entrepreneurs hope that Kitty's Diner will be so unique that it will create a buzz because it is different from anything in the existing market. The next button was the remarkable. It is doing something extremely well in extremely high quality. An example being a three star Michelin restaurant chef opens a new restaurant. The experience here will be of a very high standard and will be a defining differentiator and get the public talking. His next button is the outrageous, this however is not so straightforward. For businesses this can be challenging because for the sake of being outrageous it does not provide a benefit if there is no connection made with the brand. If it is outside the brand then it will not be beneficial for you. The hilarious button is tricky to pull off for any company because businesses are not generally very funny. So, again, Putnam says that the comedy value must be linked with the product and brand. And finally, secrets. People love to talk about secrets that are kept and that are revealed. It is in a human's nature to want to discover hidden secrets. A sneak peek of a product or a service can really get people talking, and once people find out about the secret, they will want to tell everyone. Companies take advantage of this method by selecting a few choice customers to reveal the product to them and then once revealed to the public use them as brand ambassadors. (Putnam, 2015). The students have had similar experiences with their own product using Facebook. This can be read in more detail at the end of this chapter.

5.3 Criticism

Yahia and Touiti (2013) believes that there is a negative flipside to buzz marketing. Buzz marketing prevents interpersonal communications. They suggest that influencers are difficult to spot and instead of sending the buzz the marketers send specific questions to the target audience. The company who is creating a buzz also has the problem that it is not possible to control conversations with the audience. They suggest that because of this inability to control the conversations, that negative buzz can be derived from what was meant to be initially a positive buzz. This he suggests can be disastrous for the image and the sales of the company. Some people feel that they may have been unethically misled or manipulated by buzz marketing and will doubt the identity of the source. This could lead to them distrusting the company altogether. Buzz marketing also can take away the attention of the actual product itself, as more people focus on the actual campaign instead. Budweiser beer is an example of this when they introduced the 'whassup' campaign. He states that company profits that year fell by 8.3%. (Yahia & Touiti 2013)

The entrepreneurs understand that buzz marketing can be risky, like any marketing, negativity can be derived from it. However, the entrepreneurs agree with Putham that if buzz marketing is done correctly using the six button strategy, then there is a great chance that the campaign will be a success and that marketers cannot afford to not be buzz marketers. The writers of the thesis believe that if the company is always truthful and loyal to the concept and audience then the negative issues will not arise. Buzz marketing is in their opinion a vital tool in creating interest, as they have realized from their own personal journey and tested on their own social media sites.

5.4 How we did this at Kitty's Diner

From the point of a new start-up company, it is interesting to study the importance of marketing and being able to actually test some of the marketing tools learned in Haaga-Helia UAS in real life.

Kitty and Kitty's Diner will hopefully within time become a brand in itself, although the brand is still weak and in its very early stages. The restaurant will be an experience based in the heart of Helsinki. It will portray us and our vision. The diner will have many varied customers, it's location preferably is in the urban district of Kallio. The customers in Kallio are demanding individuality, something that is not the 'norm' and defiantly strong and bold in it's nature.

The diner's market segment are diverse from the modern hip and trendy adventurers, novelty enthusiasts, families with children, students, young newly employed people and DINK (double income, no kids) couples. The marketing idea is to promote a fresh individual expression and originality.

Although the diner is not yet tangible, there is a market strategy in place. In the university we have been given the opportunity to learn different aspects of marketing and create many great connections. The one thing that has been acknowledged is that marketing does not actually have to cost anything at all in the very beginning. Being a start-up business funds are limited so Kitty's Diner will use the most cost effective methods possible such as for example, word of mouth. This is very effective publicity, whether it will be negative or positive. People exchange a lot of information through word of mouth, which often is online and is supported on many social media sites by people commenting, reviewing and adding their own content of the subject matter. We have found this to be so when we started working on our own social media sites for the diner.

In the previous chapter we were talking about buzz marketing. This was the style in which we wanted to adopt. When we first decided to market the diner, we opened up a Facebook page just called 'Kitty'. We were posting small clues and snippets into her life. Our first post was 'Hi Guys and Gals! I'm just real happy that you decided to come and visit me today....I just love to look at your beautiful faces! Who am I? check out my story...' We found that with these posts we were gathering interest, mostly posting things relating to diners, Americana, food and music. The Facebook page has already hit over 800 likes in just one year. Like most things the hype then hit its peak when we revealed our plans. Putnam said in the last chapter that an element of buzzmarketing including revealing the secret. We tested this theory at Kitty's Diner and implemented it into our marketing strategy. Since then the page has been growing steadily and gaining momentum, but the hype is now passed, until we have something more tangible for people to experience, like the actual diner itself. We are now using some of the other buzzmarketing strategies that Putnam suggested, such as unusual (unique) by promoting unique selling points such as the milkshake bar or posting photos on Facebook of unique style desserts or food items that we have made. The food truck that we are going to invest in eventually is (remarkable) because its custom made and (unique). One example of the controversial marketing strategy that Putnam suggests would be for instance a charity event called 'Kitty's Carwash Babes'. There will be women in 50's style bikinis or short shorts, washing cars and getting wet. This may cause controversy because some people might get

offended by this, but we can use this to our advantage to get people talking about us. Finally the hilarious, which is simply adding humorous content such as jokes or amusing pictures to the Facebook site. We do not take ourselves too seriously and wish to have fun with our guests. Some of our videos where we have been cooking have been quite humorous.

With our Facebook site we are able to see how popular the site has been and what posts are most viewed from the stored data that Facebook keeps about the page. Post likes and dislikes, meaning leaving the page altogether are recorded. Figure 3 shows the number of likes that we have had during the time that we first opened the page in June 2014. It started to rise in december and then has slowly risen since then.

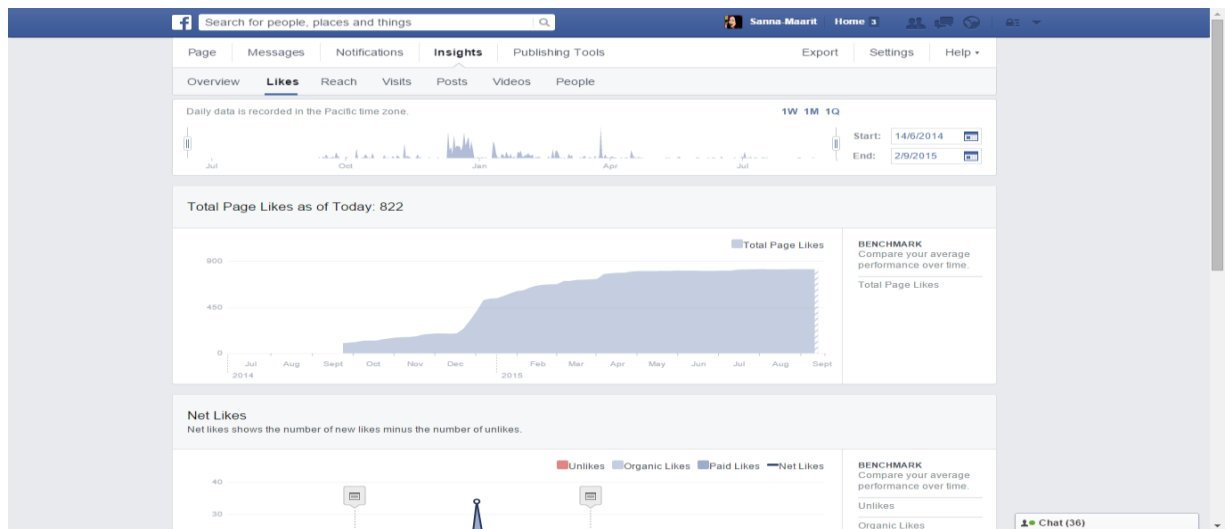


Figure 3. Facebook Likes from Kitty's Diner page. <https://www.facebook.com/kittysdiner>

We have also created a Twitter, Instagram, Pinterest and Google plus account and will list ourselves on sites like Trip Advisor and eat.fi when the time comes. The social media sites can be viewed in Appendix 10. The public can add content by adding photos on Instagram, putting comments on our Facebook page, and reviews in Trip Advisor and Eat.fi. This is a positive form of marketing but can also be risky, which is why consistency is key. We realize that consistency is key because if a customer has a great experience and then returns to a bad experience, the likely scenario is that the customer probably will not return again and write something bad about us. If the experience is consistently good but for some reason the customer has a bad experience, then the customer is more forgiving because there has been many consistently good services prior to the bad one. There has to be a consistency with all social media sites and there has to be a link to

Kitty's Diner in everything we post. We are doing this by posting content that is relevant to the subject matter.

Another marketing tool that will be used will be to invite bloggers and press to the opening week of Kitty's Diner, giving all bloggers and press free meals. This is great advertising because they are extremely influential and can market the diner in their own print. Radio advertising may be used also later on. Posters or flyers are costly and time consuming and there are better ways to get customers to pay a visit, rather than Kitty's Diner to go to them on the streets. If home delivery or catering is an option then a small van can be purchased that will advertise Kittys Diner on the side.

We are partaking in events such as restaurant day and also through StartUp school that has allowed us to advertise our business idea further. Events are effective because they create awareness and we are also able to test out our ideas and gather feedback. We have created a website as mentioned earlier, which can be found in the Appendix 2. This is a visual tool for the potential investors and public since the restaurant is not established yet but atleast it is something tangible for people to look at and shows that we are serious. The phases which are duplicated from the businessplan in appendix 1 and can be read here also.

Phase 1: Webstite Strategy

The work started in November 2014 and was finished by the end of the month. With the web designer, the color schemes and the layout of the page were decided. It was a very interactive conversation which was performed over Skype. During the 1st session it was decided that it would be best to split the website design into 2 phases initially, and then add a 3rd phase if needed. This is the strategy.

Phase 1. Hype page Phase 2. When establishment is ready to be opened add extra content (interactive menu, location, photos, reviews, publications) Phase 3. Adding interactive game or other fun marketing material. (only if necersery)
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Phase 1: Session 1: Wireframing and Content Design on Fireworks Phase 1: Session 2: Coding and building the website Phase 1: session 3: Changing the servers, designing the site to fit all devises, continued coding, and adding some fun bits to it.
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When the phase 1 was completed, there was a website that we could show potential investors and the public. Phase 2 will begin when the diner is being created and the venue has been chosen. Right now the content is placed on an HTML format but later in phase 2 it will be switched over to CMS where managers can change and update the content themselves. This is especially good for the changing special's board.

Phase 2

This stage will hopefully go ahead after the funding has been secured. The phase 2 will see the hype content disappear and other content to replace it, for example, the funding tab will disappear and be replaced with perhaps a booking system tab. A gallery tab with pictures should be inserted and also eventually a customer testimonial page as well as directions and maps. Pictures from the diner will be more available and it will give more of a general impression that it is a diner to the viewer. The strategy for marketing in the early stages is to use the website, the business cards and the social media to advertise the diner. The owners are not looking to spend and waste any money on other marketing such as on-line banners or any other online advertising, as this is too expensive. They are using google analytics in order to look at the vital statistics, such as traffic flow, geographics and how many clicks they have had already on their website. They have added keyword searches to Google, which will help customers locate the website easier. They will be looking to set up a database for storing customers data, where they will eventually be able to send some emails to customers at certain times of the year through mailchimp. The data base will be installed much later when they are nearly opening and have an initial client base.

Development Requirements

The website will eventually be converted to a CMS user interface, which can be maintained after development by Michael Beresford, Sanna Langi or any of the management team. When Phase 2 is completed and the diner is running and changes will be made for instance updating the menu occasionally and weekly lunch offerings. This is why CMS is a better option. The phase 1 is complete and phase 2 should take no more than another 2-3 sessions. Phase 3 is adding additional content like a fun and interactive game or a complex booking system, but there is no plans as yet for developing this phase. The website is constantly growing and developing. Oy samiGo Restaurants Ltd will use Dollypower in the future to design the webpages for any other businesses that will follow. Storytelling is popular and a novelty in restaurants these days. We believe that people are more than just interested in eating out, they want to be a part of something. Stories sell

and people can relate to them, which is why we are creating a story for our brand – Kitty. By creating a buzz as already mentioned around the diner, the competitive advantage is that there will already be a potentially strong customer base, which is critical in the early stages of opening. This will give us an upper hand with our competitors. Business cards are going to be used always. There is an understanding of the importance of networking and the power of personal recommendation, therefore we made our business card stand out. Great artwork will remain in someone's possession if it's memorable, that's why the business cards are very important and will reflect the owners and the diners' personality. This in itself is a competitive advantage.

Considering that the diner has not yet opened, it is a little premature to say for sure if the marketing strategy has been effective or not, or if it has reached its desired goal or not. What we can do, though, is take a closer look at the mentioned marketing elements and, based on that, try to predict the effect that this strategy will have on the public. To summarise, the authors of the thesis have put much time and effort into studying marketing a start-up because they understand the benefits of it. They have also taken extra courses, for instance Social Media and Blogging in StartUp School. They have already implemented the information researched for this thesis and developed their social media marketing.

6 Business Plans

The following chapter dives into the fundamental aspects of a written business plan. The business plan is of great importance to new start-ups and the reader should take careful note about how it should be written and why. This section of the thesis will help the reader to conduct a full written business plan in time, which will aid their new start-up greatly should they have one.

6.1 The importance of the business plan

Arlette Measures (2015) on the small business association website suggests that a business plan helps you allocate resources properly, handle unforeseen complications, and make the right decisions. It provides specific and organized information about your company and how you will repay borrowed money, a good business plan is a crucial part of any loan package. In addition, it can tell your sales personnel, suppliers, and others about your operations and goals. (Measures 2015).

Another definition for the business plan is suggested by Schwetje & Vaseghi (2007, 1) define the business plan as being:

“A business plan in principle can be seen as a document that commercializes your business idea, as a whole towards potential investors and stakeholders. A business plan is successful if you succeed in conveying to the reader the most significant opportunities and growth capacities of your company realistically.”

The authors of this thesis find the both definitions to be correct and the reasoning behind the importance goes along with their current situation, as stated in both definitions that the official business plan should include the full document on how, why, where and when the business idea will be established.

Measures (2015) goes on to suggest that the business plan is invaluable to any business. Without a business plan there would not be the recorded fundamental foundations of the business ideas and objectives. Creating a business plan is the first step that any business should take in order to be successful. It creates focus and attention on the things that are really important, and can also highlight anything that has been missed and also needs to be done. It is like a journal that creates a story and also a diary that signifies events.

The entrepreneurs have found focus in their own business plan. By using a professional platform to record down their ideas, they have been able to assess what is important and necessary right now, rather than waste time focusing on things that are not important or irrelevant. Furthermore, it has been a mind map for the entrepreneurs, that like a diary or journal starts off fairly naive or juvenile but with time can mature through much editing.

Measures (2015) suggests that the business plan is a means of communication, even when you are in business, then the business plan can be given to employees so that they understand the foundations better. The entrepreneurs have considered the above statement but have decided not to hand the official business plan to any of the workforce because in the fundamental values of the company open communication is necessary. Therefore, giving the business plan to the team members to read would be unnecessary because it is the entrepreneur's most important task to convey the message and ideas that are included in the business plan across to them clearly and precisely.

Measures then suggests that managing something that is going wrong in the first stages of the business is crucial to its success, that's why a business plan is necessary because without it then the entrepreneur would not be able to see what the initial direction was that they needed to take. It is a memory bank that keeps the entrepreneur on the right track. (Measures 2015, 16)

There are many types of business plans and numerous guidelines on how to layout the business plan correctly. David Sellers (2009, 3) suggests that "The executive summary, opportunity analysis, the organizational plan, the marketing plan, the financial plan and supporting documents and bibliography." These sections are imperative because first of all in the executive summary needs to be a basic introduction to the idea and then overview of the planned actions.

The writers of this thesis agree with Sellers and realized that in order to be taken seriously the business plan should have all the necessary parts filled in before taking it to any investors or banks. Walker & Lundberg (2005, 99) also go into more detail by stating that in the executive summary there should be "name of the business, the logo or trademark if any, the current or proposed address of the restaurant, the restaurant telephone number, the owners name and associates names and their qualifications."

Sellers also suggests that secondly the opportunity analysis dives into reviewing the competitive section that might impact the business success. Thirdly the organizational

plan will put emphasis on the companies' hierarchy structure and location that it will occupy. In the marketing plan there also should be included the strategies used and the promotion design. In the financial part of the business plan there should be included factors such as profits, loss, projected sales etc. And finally should the business plan entail any extra documents or bibliography they should also be mentioned as-well with highlighted references. (Sellers 2009, 4-5) Walker & Lundberg share these ideas but again go into more detail. They suggest that for instance in the description of the concept there should be included safety and permit information for the venue. More details are described in their market analysis and strategy section. One example is drawn from this and it states "description of target market, competitive analysis, pricing strategy, advertising and promotional campaign and other information." (Walker & Lundberg, 2005.100).

The authors of this thesis agree with the above statements and already have implemented these key points into their own business plan. The business plan as a whole entity is the Appendix 1.

6.2 Criticism

Brown (2013) wrote an article on Forbes and claimed that creating a business plan is a waste of time. He suggests that many people advice entrepreneurs to create a business plan. However, his experience in this is that it does not make much sense. Why? "Because you can plan and research all you want, but the first time you encounter something you didn't expect out in the marketplace, the plan goes out the window. Once you are underway, things never go exactly you anticipate" (Brown 2013). He suggests that the longer you plan the longer you are not in the marketplace. He states that no money is coming in, somebody else may introduce the product before you and that the marketplace is shifting so your product or service is no longer relevant. He also states that you should do the absolute minimum amount of research, just enough that the idea is good enough and then introduce it to the marketplace and ask people to give you an order. If the answer is yes, then that is all the research you need (Brown 2013). The writers of this thesis understand why Brown wrote about this subject as they realize that some people just want to get their product out in the market from the start. To the entrepreneurs this is risky. The research required illuminates what you do and do not understand about the business, you begin to understand your competitors better and also how the competition affects their business. The business plan hones your narrative about why your business is so different and necessary. Also the business plan is a tool used for raising money from

banks and potential investors. Brown suggests that you will never know if you are right until you are in the marketplace and that you can get a full sense of security from writing a business plan. He also believes that you do not understand your competitors as you are not working in their inside business. You do not know how they will react once you are in the market, the business plan is just a number of estimated guesses as for honing the narrative and that the narrative will change according to public reaction (Brown 2013). The entrepreneurs agree with Measures (2015) that the professional business plan is of prime importance. It would have been a disaster for the entrepreneurs to have launched their product at the early stages because along with their business plan their ideas have matured. The business plan for them has been a road map where they have been able to concisely record their thoughts onto paper and be able to take steps back and critically analyse the data and ideas thoroughly and make changes accordingly. An example of this was when they were going to introduce singing waitresses on roller skates. The entrepreneurs due to much research and planning realized that this idea would totally fail and they were able to analyse it better because it was on paper.

6.3 How we did this in Kitty's Diner

When we were creating the plan, we visited many of our competitors and researched the industry in depth. Without the business plan then we would not be able to refer back to what we thought needed to be changed in the industry and we wouldn't have remembered all the particulars that we thought was positive and negative, as we learnt from Measures (2015) who refers to this as a mind map. Therefore, without a business plan then we could not consult it at a later date and create niche opportunities by which we could prosper. Included in our business plan is strategies that we can refer to at any time. We can track the marketing strategies that we have used works, and record its progress. We can also change anything we need to and do things differently, because we have had a reference point in order to go back to. One of the main reasons that we started to write the business plan was because it is required by Finnvera. The establishment Finnvera is a Finnish financing company that together with banks help entrepreneurs seeking financial aid. If Finnvera support the company's request for a loan, then the bank will most probably issue a company bank loan. We have contacted and met with both parties with great results and by the end of 2015 it will be decided if a loan for Kitty's Diner and/or Kitty's Diner food truck will be issued. Emails have been exchanged with Finnvera and the date for the meeting with Finnvera, the bank and our company Oy samiGo Restaurants Ltd will be set by the end of 2015.

We have been creating our business plan for Kitty's Diner since early 2014. We have edited and changed the business plan and done a 180-degree flip. We realized later that when we started the business plan we had good ideas and some rather radical bad ideas that now we can see were very unrealistic, like waitresses on roller skates. Since we have been building the idea of the business now for over two years, we have developed ourselves and our ideas have matured. Although we realize we are continuously developing our ideas and changing them, we now have a specific goals and a lot more direction than what we had when we started out.

Yrityks Helsinki has a very good business plan that is free of charge and allows the user to record their ideas. We registered for the business plan in January 2014. The business plan offered a full description of the business, SWOT analysis, expertise of the owners, what products and services we are offering, and what our products are. There was a large section on customers and the market, and a section that challenged us to think who our customers are and put them into specific groups. The plan also analyzed the competition and markets. We also were able to write about our company, where it will be located as well as a small but very relevant section on finances and how we would do those. As in the last chapter of the theory part it was mentioned by Sellers (2009) that the finance section is required, which is accompanied by a more in depth analysis from Schwetje & Vaseghi (2007) who say that finance is one of the most important parts within your business plan. And that when most of the other components are ready then the entrepreneurs should start to think about the finances. Once all the components are on the business plan, like the legal framework, the market defined and all the other things that Walker, Lundberg and Sellers suggest earlier then "all these activities now have to flow into an economic number system which can be used to convince your current and potential investors of your entrepreneurial ability" (Schwetje & Vaseghi 2007,108)

The Yrityks Helsinki plan prompted the user with questions, which really made us think about each one in turn and the business plan is a good starting tool to use because it allows the entrepreneur to write the basic but fundamental points of the business down on paper. However, when the business becomes more in depth and reaches maximum capacity then a business plan that costs money is a very good idea, as generally the quality is better, especially the financial information section.

We started to write the business plan fairly soon after we had decided that we were going to go ahead with the idea. We met with one of our business coaches for the first time in 2014 as mentioned and was advised to start planning and putting ideas into the business

plan already. Other plans that we looked at were from bplans and although this seemed like a good plan it actually was very expensive. Enloop and liveplan were the others we looked at, which were very similar in design but still charged a fee which we thought was not appropriate at that time.

We are currently using a business plan called Business PRO, which is a business plan template from the United Kingdom. The business plan is quite good although there could be improvement. This cost us 100 € to purchase but allowed us to write more in depth about our ideas. We feel that at the moment this business plan is adequate but we will probably change this again at some point if needed to an even more professional business plan as our company expands.

We recommend to the reader of this thesis whom is perhaps aspiring to create their own business, that they should definitely make a business plan alongside their idea as this will significantly benefit and enhance own business in the long term.

7 Conclusion and the learning process

Referring to all the previous chapters the authors went through a massive learning process. Each central point from the chapters have been learnt and will be implemented in their future business. First in creating the startup team the authors learnt that no man is an island as Economy (2015). It takes two individuals to make a business work as both parties will add value to the success of the business. Caan (2013) Also with a team of highly skilled people it doesn't mean that the team will perform well, so that it is the entrepreneur's responsibility to make sure that communication is apparent all the time. Larson & Grey (2011) Recruiting and training is crucial to the overall long term success of the business and will also free the entrepreneur's time so that businesses can be run without them being there, so that they have more time to develop other businesses elsewhere. Cichy & Hickey (2012)

In the creating the business idea, developing and testing chapter the crucial point is to not fall in love with any business idea, Ronick & Houser (2011) and when the product is 70% ready, just go for it. Reed (2013) If you continue to wait until its 100% perfect then you will never launch it, as nothing is ever perfect.

In the networking chapter the authors learnt that they should be critical about who they actually need in order for them to grow their business. Speisman (2015) The follow up of the contact is especially important and always remember that relationships come first and business always follows. The entrepreneurs realize that they should always be clear about what they do so that there is no misunderstanding in conveying the vision.

In the marketing section the entrepreneurs realized that social media allows people to get to know you and respect what you do. Power & Power (2010) Also with buzz marketing the entrepreneurs learnt about the six buttons of buzz marketing, which will prove invaluable to them throughout their careers. Putnam (2015) The realization is there also that the entrepreneurs cannot afford not to buzz market due to increased competition in the marketplace.

In the business plan section, it is important to write the business plan as soon as an idea has developed and works. They learnt that it is a means of communication and has the fundamental foundations of ideas and objectives. Measures (2015)

During the thesis one challenge was that there are so many great sources to be referenced and choosing the right ones that were relevant to our topic was challenging and hard to choose as there were so many great references. The structuring of the thesis was the most frustrating aspect of writing the thesis, as we had to change it so many times and got confused with our direction, whether it was a product thesis or portfolio. We decided on the portfolio since we had already worked on the product for over two years and had a lot of material ready.

7.1 How we reached the goal

The authors are happy with the outcome and the over-all product and research results. To remind the reader the authors initial goals were:

- Familiarizing the reader with building a new start-up by using the author's personal experiences.
- Educate with the best shared knowledge about the topics of team building, networking, marketing and creating the business plan.
- How the authors are going to implement this within the company.

The goal also was to create an almost ready business in time of graduating, which the authors of this thesis have done, and they are now ready to present their business plan and concept to the bank in order to start the funding process. Other objectives such as familiarizing the readers with the topics chosen in chapters 1 to 6 have been successfully conducted although could have been expanded even more because there is a significant amount of resources that can still be used in further research. The authors have also included their own experiences from the chapters and how they have or will implement things in the company. The authors feel that they have reached their personal goals and look forward to graduating on time.

7.2 Challenges and Successes in the business

The authors are now in a positive stage in the business. Not only are they continuously striving to keep learning, they have also gained some excellent skills in business that they can use throughout their lives. There has been a great deal of effort put into this business from the start, and there have been many challenges that they have overcome.

Challenges are vital in the learning process. Without any hardships and failures then nothing would ever be improved. The business is in a progressive stage that means that they are both confident about the funding that they will receive in order to create the business idea within the next two years. It may take time to finally build the concept. They aim to keep having events and promoting the diner and most importantly the brand. Kitty's face is something that they are actively marketing and eventually will gain recognition. Both parties realize that success does not happen overnight and they both need to work very hard. At the beginning of next year 2016, they will open up a small scale diner, which is located in Helsinki airport. Let's see what will happen next for the entrepreneurs.

7.3 Future recommendations

When planning a product based, portfolio thesis it is essential for the writer to understand the subject and structure the thesis accordingly. As the thesis is commissioned by Haaga-Helia UAS, the writers of this particular thesis would highly recommend the reader who is interested in entrepreneurship to work hard in developing their business idea and then to present it at StartUp School. The authors would also recommend in studying different types of thesis forms and choose the correct one to suit their idea. On a business point of view the authors would encourage others to not listen to negative comments, maybe on how they wouldn't succeed. The idea here is to keep climbing the stairs one by one and eventually get to where you want to go. Also the authors believe that once an idea is born the individuals should create many to do lists that give focus and not to waste time on irrelevant things that will waste time and effort. The main advice is to have a vision and a goal and always believe in what they are doing, there is only one person stopping them from getting anything that they want and that is themselves. Release the fear and get to their full potential. As a personal reflection the authors have learnt a lot about themselves during this process and have also inspired many ideas that will help their future business idea to grow. The authors have also become critical towards their own writing and some of their business ideas that they had in the past. The writers also have become adept in adopting good time management skills throughout writing the thesis and also during their studies. The authors have been very supportive of each other and have made a great team keeping the level of stress down and maintaining pure focus. They have learned to discipline themselves in order to get the job done. This at times was very challenging however they are proud of themselves for the completion of the thesis, hence they are able to graduate on time. They have had the opportunity to do an in-depth study of their business, in addition leading them towards expertise on the subject matter. There is belief that this thesis can be further improved, since no work is ever finished fully, and also there

may be a student who is successful in developing a similar business idea whilst still studying and working.

7.4 Kitty's Diner – next steps

After graduation in 2015 the graduates hope to proceed further with the business idea and already begin some kind of business by 2016/2017. The authors realised that no business is possible whilst still studying full time and there was also a promise to the teachers to graduate on time. The next steps of Kitty's diner will be to complete the funding as well as save enough money of their own and start business in the food truck or they will open the airport cafe in spring 2016. The entrepreneurs advice their peers that anyone interested in starting their own business should start saving money as soon as they have established an idea. In this way they potentially could start operating straight after graduation and also write your business plan from the start and test your product as soon as you have an idea. The authors hope that the reader will be able to see Kitty's diner operating somewhere in the near future. Watch this space!

7.5 Acknowledgments

We wish to thank our very talented thesis coordinator Juuso Kokko, who has been patient in guiding us through the process as well as giving us great business advice. We thank Juuso for building a great relationship with us, which we are sure will continue into the future. Also to Pekka Lampi who is our second coordinator and has been a great inspiration to us, and has taught us many great management techniques as well as how to potentially operate a restaurant. We would also like to thank all the teachers who taught us and students in Haaga-Helia UAS and StartUp School for giving us so much inspiration and knowledge throughout the years. Thank you to An Nguyan and Julia Moh for being our opponents and foreseeing the unforeseen. Thanks to the 1990's band, Technotronic and the song "Pump up the jam". Which was the only tune that helped us through the most stressful moments and made us laugh out loud and dance like fools. To Harri Suhonen for your amazing support and continuous love through the years of study and beyond, you are amazing. Erka and Liisa Langi and Marion and Raymond Beresford for being the best parents anyone could ask for. And finally to all of our other close family and friends who have been so supportive along the way. You are our rocks.

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9 Dictionary/short-words/abbreviations and jargon

CMS	Content Management System – web design)
Authors/Entrepreneurs/Students	Referring to Michael Beresford and Sanna Langi
S	Refers to Sanna Langi
M	Refers to Michael Beresford
Aka	Also known as
UAS	University of Applied Sciences
i.e.	For example
HTML	Hyper Text Mark-up Language
Blueprint	Reproduction of a technical drawing
Spec	Specification
PRH	Finnish Patent and Registration Office
TE Yhdistys Helsinki	Finnish Start-up Funding office
CIM	UK Chartered Institute of Marketing 2004
AMA	American Marketing Association

10 The Appendices

The Appendices are creative work that have been completed by Sanna-Maarit Langi and Michael Robert Beresford. The artwork and logos have been created by various individuals and remains the property of Oy samiGo Restaurants Ltd. The materials are protected under Finnish copy write laws and any unauthorised copying or using of this material will have severe consequences for the person(s) and will be liable for court prosecution. Although this business plan is now public, note it is a cut off version that doesn't include any of our financial statements or private information and strategies that could put the diner in a disadvantage if competitors assess this.

10.1 Appendix 1 – Business Plan

Kitty's Diner and Kitty's Diner Food Truck - Business Plan

Revision 1 - November/December 2014

Business Plan Table of contents

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1. Executive Summary

Kittys Diner which is under the company name of Oy samiGo Restaurants Ltd and this business plan is for Kitty's Diner restaurant and Kitty's Diner food truck.

The purpose of this business plan is to accurately follow the set of ideas that the founders are planning now, and into the future therefore consistently updating the vision. The business plan is a fundamental tool to successful start-ups and puts on paper original ideas, visions and values that can be referred back to. The business plan will be updated as the business continues to grow and develop hence it serves as a useful mind map to navigate and steer in the right direction.

The aspiration is to set up business in the Kallio area, Helsinki. The reason for this is that there is a specific target group that the diner would attract and Kallio is the new trend. The founders are looking for a corner unit with very large windows since they desire to replicate the old classic diner feel with a long counter that conforms to history. The floor space needs to be 150-200 sq. meters and fitting 50 customers in a sitting. The idea behind the location is that the suburban part of the city would bring a bigger artistic scene, and allow more individuality that will fit the ambiance of the diner perfectly. Ideally the building will have character and history and will be located on a busy road where cars drive by and people have access to as well as vintage cars can park outside.

Our intended name of our company is Kittys Diner, it was chosen because a persona was created from individual style and personality. It is quick, rolls off the tongue and the name is also fitting to that era. The logo that has been created looks authentic and obvious to passers by. The design uses a curly font and a retro background that looks a little chipped which was made by professional graphic designers who studied this concept. The logo will hang above the door and visible on the windows, the main logo outside will be lit with an inside light fixture drawing attention to it in hours of darkness. The logo represents fun and individuality, which Kittys Diner is portraying. The colours and the name represent a business that is unique in every way to Helsinki. Kittys Diner invites intrigue. The house colours are petrol blue, cream and pink. These colours are uniform with the marketing strategy and design.

2. Food truck summery

The food truck phenomenon has taken the states by storm, accordingly to the entrepreneurs own research in 2011, the mobile food industry was estimated at 630 million USD. The number and quality of food trucks are rising in Europe as-well. The food truck industry is growing rapidly and developing at the moment. The entrepreneurs realize that there is a gap in the market and great potential for the brand to be made stronger. Our intended name for the food truck is the same as the diner. Kitty's Diner will be used but of course the limitations are that the entrepreneurs cannot provide the concept of the diner 100% as there is no seating areas. The truck will be made in the UK and transported over to Finland by a company that the entrepreneurs will use to design our truck for us: vintagecars.com. The truck will be personalized to the brand and will be very attractive in order to pull potential customers to buy from it. The food truck is a movable restaurant in its own right and will be available for customers during morning rush hours, lunches and evening.

3. Objectives

Helsinki is at an interesting point regarding the hospitality Industry. The city is constantly growing and being developed. In 2013 there were over 200,000 foreigners living in Finland, bringing new cultures and cuisines to Helsinki. People are looking for new trends all the time, and being the capital of Finland, the owners believe that this is the place and the time to present the business idea. Today businesses are changing rapidly and new competition is coming in every day to Helsinki. Large chain restaurants rarely have room to move or change since the concept has to be duplicated exactly the same. New start ups are creating small fish eats big fish and reaping benefits as they have more flexibility and a nothing to loose attitude. If someone copies the concept, then competition is embraced and the attitude of improvement, benchmarking and being true to ones self is of prime importance to the founders. Kitty's Diner will be constently developed and improved for the better. After 3-5 years restaurants can stagnate and the over-all wow factor dissapears. To combat this we have to keep focusing on feedback from our guests and how well the restaurant is operating. The future goals for duplicating and expanding OY samiGo Restaurants Ltd will be to give each diner a different story behind a new persona. The aim is to be a niche restaurant with a very large loyal customer base. Our objectives are as follows, this is concerning both the diner and the Food Truck;

- The determination from the entrepreneurs for this venture to succeed has been paramount from the start. They have both been working very hard in all aspects of the business, and for two years have been developing their concept. They hope to be doing some kind of business by the end of 2015.
- One of the entrepreneur's main objectives is to become financially solvent. This requires a skill of saving money and dividing it to make profits. The objective is to save 5000 € by the end of 2015 and continue saving money throughout their life careers. By the end of spring 2016 they hope to have saved a further 10,000 €.
- If the venture does not work out for both of them and there is no possible way to continue, i.e. if the business fails, then it would be possible that one of them would move back to the UK to pursue another idea. However, saying that failure is also a positive thing, which both entrepreneurs embrace, so it is very likely that they would try to start another business, with a better concept that would succeed, thus learning from their mistakes.
- The company has a huge potential to grow. That saying the diner and food trucks are in its earliest stages, so no real idea of how big this could be is possible yet. However, the entrepreneurs have a massive drive to succeed and would aspire to open up a Kitty's diner with a food truck in every large town in Finland. Breaking into the Estonian market would be a very interesting proposition for the entrepreneurs. The company is born in Finland, and the owners will always keep their Nordic roots, although possible expansion in Western and central Europe and even globally is on the table and open for discussion.
- The objective is to simply make a profit within the first years. It does not matter if in the first year they simply break even, there is a belief that the diner and food truck will generate very high sales and demand as the entrepreneurs realize that there is a need and a gap in the market for a diner, and also an expanding market for food trucks in Finland.
- The diner is for a particularly niche market in a sense but has also been very popular with the Finnish market, as the entrepreneurs research suggests that American food and Americana has retained a consistent level by restaurants such as Chicos, which is a well-known name and new restaurants such as Hard Rock Café being introduced three years ago into Helsinki. This shows that American restaurants are still as popular as they were 20 years ago.
- The management will be the owners, Sanna Langi, who is appointed CEO and Michael Beresford who has taken the role of Chairman of the board. They will as their business develops employ several members of staff in the diner and possibly

team members to run the food trucks. The entrepreneurs will have a hands on approach to the business during the first few years to set the building blocks in place, and then will direct their attention to expanding the business further. The main objective is to hire responsible people that will run the place consistently well, eventually without the owners necessarily having to be there. The owners will delegate the food preparation, sales and HR management to the selected team members and also hire accountants and lawyers.

- In the future the entrepreneurs may require outside investment from private investors. The objective is to own as much of the company themselves that they can, however if an outside investor is needed then they are both willing to allow input into how the business should run. They will be firm that the diner and food truck must remain with the same values and beliefs that it was born with, and would never be made to be anything that it was not intended to be from the start.

4. Our mission

Helsinki is missing a classic 1950's diner concept. Oy samiGo Restaurants Ltd introduces a space where people come together, like they used to back in the bygone days. We are seperating ourselves from the competition by leading the way forward and creating a diner culture in Finland.

5. Our values

The guests are Kitty's Friends. The company wish is that guests feel relaxed and most importantly can be themselves. We aim to deliver consistant quality in service, refreshments and atmosphere, all day every day with a smile. The listed values are:

- A belief that being a good friend brings you more
- A belief in maintaining great relationships among each other
- A commitment to sustainability and environmental practises
- Being humble
- Being passionate
- Giving back to the community
- Striving to consistant growth

The company will train and develop skillsets for every employee. They will be given the best training programs, and each member of staff will be able to preform a number of different tasks at management level. The team's wellbeing is of the utmost importance, and they will be offered a competitive package. The work-force are the backbone of Kittys

Diner. The owners are both very passionate about giving to charities and helping others who need it, human beings and animals alike.

6. Our Vision

To create a successful and profitable concept that has the potential to expand globally.

To build on and maintain existing relationships and create new ones.

To help communities and give back to those in need, both human beings and animals throughout the globe.

To develop the company to be 100% sustainable for the environment and for people, and to be a great example of good code and practise.

The owners want to be respectable and influential leaders, whom other managers may look up to.

7. Our Differentiating Strategy

Our main differentiation factors are:

- First diner concept in Helsinki
- Welcoming atmosphere with personality
- One and only Milkshake bar with a large variety of flavours
- 100% American food & beverages

Food Truck differentiating factors:

- The food truck is coming from a company called vintagefoodtrucks.com. The company initially looks for classic trucks in Europe that are in need of renovation and then they personalize the truck according to the companies design. The trucks look asthetically impressive and it is a well known fact that the better the truck looks from the outside the more customers that it will pull towards it. This will be the differentiating factor.
- There are currently no american style vans with the entrepreneurs concept. Many food trucks are currently operating at night, however Kitty's Diner food truck will serve in the morning rush to workers, at lunch and then possibly in the evening and during weekends.
- The food truck industry is just beginning in Helsinki, it is a time that companies can differentiate themselves from stationary restaurants.

8. HR Strategy

Hiring process

Kitty's Diner – Amazing restaurant team opportunities available!

Do you want to challenge yourself and improve your skills in a positive restaurant environment?

Our shared company values include:

A belief in maintaining great relationships among each other

Being passionate and having the drive

A belief that open communication between people is encouraged

If you share these values, then we have some exciting opportunities in store for you! Various positions such as waiter/waitress, chef and manager positions are open today. Send your story and CV by post only! We do not accept email applications – Thank you. Our address is: Kitty's Diner, K  kinkuja 1, 00520, Helsinki. Finland.

The differentiating factors with the application, compared to others is that the entrepreneurs pose a question that makes the applicant think. First of all, they are asking the candidate if they share the company values. It is at this point the applicant can assess if the company is right for them. There is then an emphasis on the excitement behind the position, which will lead the applicant into understanding that the job would be more involved than just serving a table of customers. The entrepreneurs also are creating a mystery behind the application, leading the applicant to question more. The final strategy is to request the applicant to apply to the job by post only. It is very easy nowadays to send many job applications by email, which are generally impersonalised and have little effort attached to them. The owners believe that if the applicant is serious about applying then they will make the effort to write a letter, and post their CV, buy a stamp and envelope and walk to a post-box. The psychology of this is more challenging and they believe that from this, they will receive a smaller but more quality range of applicants to choose from in the recruitment selection. The process can also be very creative for the applicant as they can choose to stand out of the crowd easier.

They are looking for the best team possible, so the traits of a quality employee should be, a warm and outgoing attitude towards life, a sincere wish for the job, habits that do not interfere with the job, willingness to accept an entry level position, positive job record, poise and confidence, an ability to solve problems and make decisions, pleasing

appearance and a good self-direction. The owners believe that when they have a team that embodies these qualities, even if they lack some skills required in the job, they are able to provide well managed service in the diner. It is vital that not only the guests that dine are happy but also the members of staff truly enjoy being in the diner.

The owners are both people persons, which mean that they love to be around people and work in teams. they are looking for similar like-minded individuals to be in their workforce. Other personality traits such as; confidence, humorous, professional, respectful, sensible, trusting, focused, hardworking, ambitious, good with people, friendly and adaptable. They want their team members to be themselves at all times, so as long as someone is friendly and has the right attitude in learning and working then they are welcome into the team.

During the interview the owners will ask challenging questions that allow the applicant to express how they would deal with difficult situations and by creating imaginary scenarios that refer to everyday working life. This is a strategy that check if the candidate can work effectively to our standards and be placed in future management positions. There will be times when extra help is needed due to other team members being absent. The agency that will be used will be 'Enj Oy ' when there is a need for any extra workers.

Training applies to everyone, no matter how short time they spend in the diner. Basic principles and practises will be shared with the worker, even if they are extras. A trial day will be implemented to all new staff and feedback will be given and recieved at the end of the shift as well as a 3 month trial period commencing employment. For part time workers or key workers we will also have a 3 months trial period. For extra workers the owners and other staff members will evaluate the performance of the individual on a daily basis and a contract could be made later on if the member of staff is doing very well. Training will be given to all staff through certain periods of the year and will continue throughout the employees time with the company. The owners have listed a set of these values that are well thought by the management team. They are as follows:

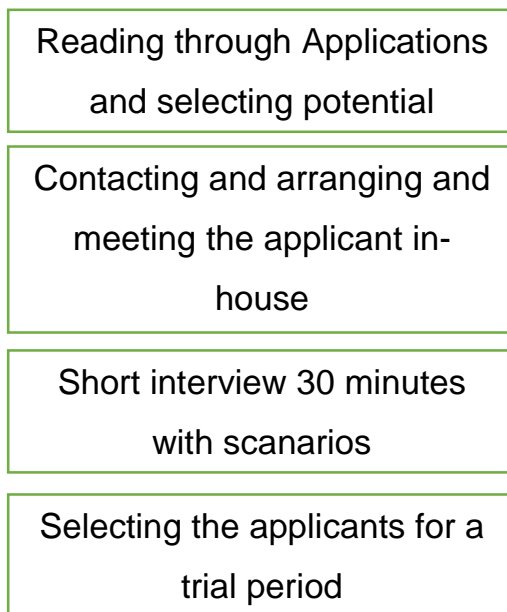
Respecting and embracing individuality A belief that being a good friend brings you more A belief in maintaining great relationships among each other Being passionate and having the drive Open communication between people is encouraged

Below is an example of the ways that the owners will recruit the team, interview and train them.

Kitty's diner recruitment process



Kitty's Diner interview process



Kitty's Diner Training Process



9. Training and Orientation

Training is a huge part of the process for which the company is putting a lot of effort into. There is a belief that good training creates a professional cultural environment. Once a year the company will have a day out or team building session, which will be funded by the owners.

Self development is encouraged and a wide selection of literature where our team can borrow the books, or CDs that we provide for them for free from the training library. We are introducing a soft human resource management to our company. A culture will be established amongst managers and workforce together. There will be a hierachial culture of managers, supervisors, waiters, chefs, whom should all respect one another and be able to do their job in the best way that they can. Every employee needs to be aware of job responsibilities, diversity training and safety at work at all times.

Food Truck training

The entrepreneurs understand that traing must be given in all areas of their business, especially when it comes to the food truck. Because the food truck is a mini restaurant the member of staff who is working there will be trained in food preperation, cleaning, cooking, customer service, handling money and driving the food truck.

10. Company Summary

Kittys diner is an innovative restaurant experience based in the heart of Helsinki. It is portraying everything that is cool and hip in the city, mixed in with the classic bygone era of the 1950s. The diner will have many varied customers. The customers in Helsinki demand individuality, something that is not the 'norm' and defiantly strong and bold in it's nature.

The diner guests are diverse from the modern hip and trendy adventurers, novelty enthusiasts, families with children, students, young newly employed people and DINK (double income, no kids) couples.

The food in the diner is relaxed, casual and full of fun"as well as unique to Finland. The concept is bringing back the classic period of 1950´s to the guests, the food and drinks - typically 100% American, with no confusions, like serving tex-mex or american/Italian. The owners want to be clear about that concept. This is something that is common in other competitors restaurants and the company does not want to confuse consumers. The menu is kept simple and a specials board will shake up the menu on a daily basis and add some extra interest. The strategy behind a specials board is to play around with what works and what does not work, and introduce food or drinks that are successful to the permanant menu as well as manage potential waste.

The idea is to serve food from the mornings until the evenings. The restaurant will do that by introducing breakfast shifts thus creating a breakfast culture, and will also concentrate

on lunch and evening service as-well. Sundays the restaurant is open. This will include bar service brunch because it is a popular trend in the Finnish markets. This probably will be the most lucrative day of business for the restaurant.

Visually the food will look exceptional, colorful and imaginative and will come from as many local farms as the kitchen can use. American food has an unhealthy stigma attached to it but to combat there will be a warm and inviting menu. The food is always fresh, unique and of exceptional quality. It is to be designed to be an exact replica of diner food in the USA and food that the people in Finland enjoy eating. There is not a promotion on health but more of a fresh individual expression and originality.

Visually the diner looks bold, this is something where much of the monetary investments will be placed. The house colours are petrol blue, cream and pink. The fixtures include high quality leather booths, classic car seats with a booth built inside, polished metal retro chairs and tables, a large whirlwitzer jukebox, pinball machine, dispensing candy ball machines on each table, funky lighting and art, a milkshake bar and possibly a small lounge area.

The restaurant will occasionally host small bands. There may be one wall reserved for enthusiastic artists who wish to sell their art and have them on display. There is a potential company that hires out art, which can be purchased in the venue by the restaurant guests. By changing the art, it will also change the decor and this helps the restaurant to remain interesting and not stagnate. There will always be something playing on the jukebox, most likely old classic records. The owners feel it is important to have a large selection of music and different playlists, which is varied every day.

A screen that shows old movies or movie trailers, from the 1950 could be rolled down once a week. The movie will be silent or turned on low depending on the night and the audience. The Finnish ice hockey final will possibly be shown to create extra revenue. The owners possibly want a small seating area with a couple of small couches for reading books with a coffee.

The show-case in the restaurant is ultimately the milkshake bar. There are a few restaurants in Helsinki that offers some milkshakes, like Brooklyn Bakery but there is no milkshake bar showcased in the city. Shakers is a popular milkshake bar based in the UK, they have a very wide range of milkshakes are are extremely popular. The owners are going to start a trend in drinking milkshakes. The milkshake bar will have its own individual

counter, which will be slightly separated from the counter bar. The milkshake bar will also have its own name and logo. The milkshakes are unique using ice-cream base and popular candy, which will be stored behind the counter. The service staff and bar manager will be in charge of making these for our customers. The restaurant will have large industrial blenders, which can mix up to 6 shakes per time.

Food Truck company summary

The entrepreneurs vision of the Food truck would be a cream coloured van, with chrome fixtures and counter. The Kitty logo will be on the outside of the truck and the Kitty's Diner logo will be on a canvas roof over the serving window, which can be rolled up when needed. The inside of the truck will be fitted with the best kitchen equipment that is sourced from vintagefoodtrucks.com and will be mainly imported from the UK and Italy. The truck will be renovated to the highest standard, using the best paint around.

Inside the truck there will be an espresso machine and also an orange juice machine, as well as the unique selling point, the milkshake bar. The equipment that will be needed will be a full fitted kitchen, which will run on a generator.

The food truck will be available to the public from the morning, and the entrepreneurs will try and make a co-operation with some businesses in Helsinki, so that they can provide an early morning service to their workers. Vallila is an opportunistic area that has many large offices but no lunch venues. This could be a way to break into the market. Over-all the truck will serve at lunch times and also during the evenings. The owners may not provide to the public on weekday evenings, but will definitely serve weekends.

11. Company Ownership

This is a partnership company trading under Oy/Ltd liability.

The company will be divided 49/51 between Michael Beresford and Sanna Langi.

Sanna Langi has been appointed CEO of Oy samiGO Restaurants Ltd and Michael

Beresford has taken the role of Chairman of the Board.

The reason that Sanna Langi was chosen to be CEO of the company is because she will be taking care of all the Finnish communications and dealing with any important documents. Michael Beresford and Sanna Langi are however equal partners in all matters and no person has authority over each other.

12. Products

The diner should be a place that easily fits into the city lifestyle. The main products are food and beverages. The menu is 100% what diners in the USA are selling right now. This knowledge is gathered from the field research trip in New York. Many other American restaurants in Helsinki are offering cuisines that are adapted to the Finnish Market, but if you are building an American diner then the food and drinks have to be 100% authentic in the owners opinion. With the products the company will play with names. Through research the owners have discovered that the other American restaurants do not do this. A name can bring more fun to ordering and even make the food more appealing. Instead of ordering a 'burger with cheese' the customer will say to the waiter/waitress 'I want to order the car wash club burger' or 'Fonzies French Toast'. This shows that the diner is doing things differently from the mass and having the aspect of fun added into the service process.

There may be a possibility that the menu will adopt a hit product that is fairly inexpensive (this will probably be on the specials board). It will be something very popular that people want and we will make it seem cheaper than it is, although it will still be making a profit. This is a very smart strategy that successful restaurants use in the USA.

The diner will have its own branded sauce, which will be available for customers on their tables and for sale. There is going to be a mini gum ball machine tables. These are small circular glass dispensing machines, which holds an array of colourful gum balls. This adds colour and fun to a table setting. This will be for free for our customers to help themselves. Tap water is free except sparkling water, which will be charged.

Helsinki does not have a extensive milkshake menu in any restaurants. Kitty's diner will be the first in Finland to offer a bigger range of milkshakes using exciting well known candy brands. We are going to have a separate menu and milkshakes will be made fresh on the counter. It's easy to store chocolate and candy for some time, so even if one particular milkshake is not selling as fast then the ingredients are not perishable too quickly. There will be authentic American beverages in the diner as well as a few local beers on draft. Finnish beers are important because tourists often ask for a local beer and if it cannot be provided then the customers may go to drink it somewhere else.

Customers will be able to buy bottles of beer and ciders at standard prices based in the area that the restaurant is located in. There will only be three choices of wine. Red, White

and rose. The wine will be produced from American grapes. There will also be a sparkling wine option too or champagne.

A burger is normally a popular product as there is such a huge market for it. It's a very American product, and easy and quick to make. This is why many restaurants in Helsinki are selling them. The burger though can either be made really well or really badly. It is vital to test the product and get it right.

13. Kitty's Diner Menu

Starters

Tipsy Tomato Soup – served with fresh bread and a dash of vodka

Chicken Run- Chicken wings from our smoker, hot and spicy with a blue cheese dip

Crabtastic - Cajun spiced crab cakes with salad and a chilli dip

Kitty's Veggie stack – Fried mushrooms, onion rings, potato skins, mozzarella sticks and stuffed jalapenos

Kitty's Meat Stack – All of the meats from our wood smoker, wings, brisket, pulled pork and ribs.

Kitty's Family Sharer – Combined meat stack and veggie stack

Salads

Smoky chicken ceaser salad - Smoked chicken with romaine lettuce, parmesan, croutons and ceaser dressing. Starter or main

The Cobb – Diced chicken, chopped avocado and egg, crumbled blue cheese and bacon, red onion and tomatoes over fresh lettuce.

Name that Tuna! - Heap of tuna on top of a bed of mixed greens, cucumber, olives, avocado and egg with our special Kitty's brand sauce

Creamy Green twist salad – creamy Avocado, egg, cucumbers, olives and croutons, served on a bed of mixed greens in a lemon dressing

Mains

Rebellious smoking rocking ribs – Our slow cooked ribs from the smoker, home-made BBQ sauce and coleslaw. 500g or 1kg.

Cheeky Chicken pot pie – Warm chicken pie made with pieces of chicken, carrots, onions, mushrooms, celery and peas in a heavenly homemade pie crust.

Veggie Peggy Pot pie – Warm vegetarian pot pie made with carrots, onions, mushrooms, celery and peas in a heavenly homemade pie crust.

Bettys Bobbing beauties – Baked fish of the day served with garden greens

Beer can chicken – Half a chicken cooked to perfection in our smoker whilst sitting on top of a beer can or take a whole chicken for two. Served with a beer can and a pair of fake eyes!

Smoking Brisket - Succulent and juicy beef brisket cooked overnight with a blend of spices and flavoured from our real wood smoker.

Life's a Hot dog – 2 large homemade pork sausages served in a sub bun with fries or salad

Burgers (all served with fries or salad)

Kit Kat Club Beef Burger - 100% local prime beef! 200g patty with crisp lettuce, tomatoes, onions, pickles, in a soft bun with our secret dressing.

Sloppy Joe - Overnight slow cooked, pulled succulent and juicy pork burger in a bun with our BBQ sauce and a heap of coleslaw.

Green Patty- Home-made veggie patty burger, with your 5 a day and lettuce, tomatoes, onions, pickles in a soft bun with our secret dressing.

Add: Jack cheese, Blue cheese, Swiss cheese, cheddar, bacon, onion rings or jalapenos.

Kitty's all day breakfast

Fluffy Buttermilk Pancakes – maple syrup is served with this, but if you want chocolate chips, banana, blueberry, Nutella or peanut butter it's free!

Short stack = 3

Tower = 5

Fonzies French toast – Classic French toast served with bacon for extra (€1.80)

Om Nomlettes – Classic American omelette (cheese, bacon, tomato or mushroom)

Waffles with maple syrup (as above)

Breakfast Buffet

Kitty's all day breakfast – Eggs, bacon, sausage, tomatoes and toast

Kitty's all day Vegetarian Breakfast – Eggs, tomatoes, fried mushrooms, beans and toast

Sides made to order

Home-made hand cut fries

Coleslaw

Onion Rings

Green salad

Cob of sweetcorn

Fried onion rings

Fried mushrooms

Mac N Cheese

Counter Goodies (specials)

Pecan Pie

Apple pie

Blueberry Muffins

Lemon meringue pie

Cheesecake (baked) – New York Style with berry sauce

Rocky road brownies – Brownie with nuts, marshmallows and caramel sauce served with Ice-cream

Peach or Cherry Pie (when in season)

Coffees and Tea

Filter Coffee

Cappuccino

Ice coffee

Ice Tea

Hot chocolate

Latte

Espresso

Double Espresso

Coffee and ice-cream float

Black or green tea

Food Truck Menu

- Various Milkshakes
- Freshly squeezed Orange Juice
- Hot sandwiches (varied)
- Cold sandwiches (varied)
- Selection of pies and cakes (muffins decorated in front of customer)
- Burgers
- Pancakes

- Hotdogs
- Waffles

Market Analysis Summary

14. Kitty's Diner Market Segmentation

Young adults and teenagers (12-19)

Young adults who are prominent in the Hakaniemi/ Kallio/Vallila area of Helsinki. They have money to spend, they are looking for unique and individual experiences. To be seen in the right place is to be cool. They are local to their area, and tend to hang out in groups. They still live with their family, they have expendable income and often spend money on clothes, music, food, going out and movies. The group hangs out in shopping centres, and enjoy fast food outlets.

Families with older children (children aged 14+)

Families are an important segment to the diner. The diner is not a childrens restaurant and will not be catering as such to this, however families play an important role in creating an atmosphere. All families are welcome.

Classic and vintage enthusiasts and rockabilies (20 – 65)

This market has a passion for anything vintage. They like to dress up in vintage clothes and often interested in fashion, many own vintage cars and bikes. The age group varies from younger to older people. They like rockabilly music or hard rock and anything from the era of the diner that we are looking to open. They have a large community in Finland and in Scandinavia which often hosts many festivals throughout the year such as the Vintage car festival in Helsinki.

DINK couples late (20 – 50)

Couples who will be interested in this business because they are looking for somewhere to go, perhaps on a date, that is interesting and lively, or chilled out and relaxed. They have a bigger income since they are both working and they do not have children. They tend to travel around Helsinki to go and eat out often.

Older couples 50+

The diner may bring a certain nostalgic tone and suit this customer group. They often live by themselves or with their spouse, they may enjoy the music and often like to sit with a friend or their family for a day out. They may even come on their own to just sit for a hot drink to seek company.

Ex-patriots/immigrants and nostalgic genres

There is a large community of North American and UK citizens in Finland. This minority group in Finland is extremely important to us, they are away from home and have certain nostalgic feelings towards being able to purchase products similar to those of their own country.

Walk-ins (uncategorized)

Walk-ins are un-categorized to our specific segments. They could be anyone and we welcome them all to the diner.

15. Kitty's Diner Food Truck Market segment

Oy samiGo Restaurants Ltd will be creating a food truck in order to create recognition and strengthen the brand. Therefore the market segment remains almost the same as the diner, however their roles are somewhat changed.

Young adults and teenagers (11 – 19)

Young adults have money to spend, they are looking for unique and individual experiences. To be seen in the right place is to be cool. They are local to their area, and tend to hang out in groups. These people are studying, at school or training to be young professionals. This segment eats from food trucks before and after nightclubs and also they tend to buy from these during the day. They still live with their parents or in student accommodation. Their money is limited as they do not work full time but have expendable income, which they usually spend on fast food or clothes. Our food truck would be very popular with this age group and it would be food that they would like and enjoy.

Families with all children (Children aged 2 to 11)

Families are important and bring in revenue in this case. Children and adults will buy a milkshake or a coffee from the food truck and also some snacks if they are in a hurry. The parents may not encourage this type of food at an early age as they may be looking for something healthy but very often a parent will treat the child to a salty or sweet meal. The

milkshake bar would be a hit with this segment as the colours of the milkshakes and cakes will attract them to the food truck. Children will like our selection of food and beverages that suit their taste.

Classic and vintage enthusiasts and rockabillys (all ages)

This market has a passion for anything vintage. This segment is aged from 20s and up to around old age. They like to dress up in vintage clothes, generally they live in artistic areas. They like rockabilly music and anything from the era that reflects our concept. They have a large community in Finland and in Scandinavia and our food truck would be a converted vintage car, thus bringing enthusiasm for our product.

DINK couples late (20 – 50)

Couples who will be interested in this because they are looking for somewhere to go. They are professional people who live together and earn double wages, which is expendable. They like to go on dates and would eat from the food truck on their way, for example; to the cinema/bowling or on their way back home. They have a bigger income since they are both working and they do not have children. They live in the centre of Helsinki or in the nearby suburbs. They have affluent jobs in industries like events, law, and medical. They tend to travel around Helsinki to go and eat out often.

Older couples 50+

This is our smallest customer group, however still an important one. There are certain types of people from this age group who do not eat from food trucks but we feel that there are many that do, especially when they are with their families and grandchildren on an outing. Many live in Töölö, Eira or on the outskirts of Helsinki or Espoo/Vantaa.

Ex-patriots/immigrants and nostalgic genres

There is a large community of North American and UK citizens in Finland. This minority group in Finland is extremely important to us, they are away from home and have certain nostalgic feelings towards being able to purchase products similar to those of their own country. They would be very interested in visiting a food truck.

Office workers

The food truck has a great potential to offer something to office workers who are looking for something quick to eat, whilst on their lunch break. In this case they are on their way back to the office or need to stay at their desks as they do not have time to visit a lunch restaurant. The company can collaborate with other organizations and arrange to be

available outside their office on busy days. The food truck also has the opportunity to be available from the morning when people are going to work. The idea is that they can grab a hot breakfast sandwich to go.

Walk-ins (uncategorized)

Walk-ins are un-categorized to our specific segments. There will be many of these during busy nights such as a Friday or Saturday who are under the influence of alcohol and have had long night out with their friends.

16. Target Market Segment Strategy – Kitty’s Diner

A target market segment strategy is an essential plan of action for any organization to adopt. Essentially, the strategy outlines the business's plans for reaching its intended customers. It takes into account consumer demand, the company's response to that demand and its plan of action for delivering high-quality products coupled with solid customer service.

Young adults, teenagers and students

- Discounted meal combinations
- Advertising on bus stops

Families with children

- Child friendly
- Kids menu

Classic and vintage enthusiasts and rockabillys

- Interior design
- Music
- Through rockabilly festivals

DINK couples late

- Advertising a fun venue to them (hosting bands, cosy atmosphere etc.)
- Late night closing

Older couples

- Veteran day
- Weekly coffee morning

Ex-patriots/immigrants and nostalgic genres

- Ex patriot clubs and societies

- Creating an environment for them to meet

Office workers

- Advertising in offices
- Logo on take away cups

Walk-ins (uncategorized)

- Visible sign and logo outside the restaurant and food truck
- Other marketing
- Trip advisor, eat.fi

17. Kitty's Diner Food Truck Segment Strategy

Young adults and teenagers (11 – 19)

- Parking outside busy walkways
- Targeting social clubs and play areas
- Targeting through schools and universities

Families with all children (Children aged 2 to 11)

- Free stickers for children
- Colourful truck and menu
- Targeting busy walkways
- Targeting schools and playgroups

Classic and vintage enthusiasts and rockabillys (all ages)

- Targeting motor shows and festivals
- Targeting existing car cafes
- Getting in touch with rockabilly shops in Helsinki

DINK couples late (20 – 50)

- Targeting offices
- Targeting nightclubs and pubs
- Posters in trendy hangout areas
- Posters on bus stops

Older couples 50+

- Being at the right time at the right place – with youngsters and families

Ex-patriots/immigrants and nostalgic genres

- Targeting ex patriot groups and social clubs
- Targeting embassies

Office workers

- Contacting offices directly and creating a business relationship
- Offices in Vallila are of interest (as no lunch venues)

18. Industry Analysis

Current market:

In Helsinki there are many various restaurant concepts. A large number of restaurants are owned or run by chain corporations. There are many chain restaurants such as Hok Elanto group, who owns 21 restaurant concepts, with many franchised units around the country. There is Royal Ravintola who have 28 restaurants, including some in hotels. Kämp group have 11 restaurants as well as hotels, CMB group have 16 units, Restamax have 60 units including bar and nightclubs. Restel has around 14 concept restaurants.

Competition and Buying Patterns for Kitty's Diner

There are a lot of diverse restaurants in the Helsinki area. However, there isn't one as yet with the same feel as the diner will be. The owners understand that there is competition in this industry, and embrace the challenge to always strive to be better. In the founders opinion competition is a must. If it wasn't for this fair rivalry, there would be no need to improve for the better. Through an extensive research the owners believe that there is more demand for this kind of venues than there is supply.

The main competitors are: American Diner (Tampere), Hard Rock Café, Chico's, Morrison's Green and Grill, Memphis, Soul Kitchen, Colorado, Mid-Hill and Stefans Steakhouse. Their strengths are that they have a established client base, and have been around for some time already. Their other strengths are that they are part of a big group and they have funding behind them. The competitors are now explained in more detail.

American Diner (Tampere)

The American diner is one of the strongest competitors, even though it is not actually located anywhere as of yet in the city. The Diner in Tampere, located two hours from Helsinki is a classic 1950's diner that is themed around action figures and heros. The diner although be it the same concept is however, very different as much of the restaurant is themed. The diner is a fierce competitor because it envisions the same idea as us, however the diner is missing the fundermental aspects of a classic diner that the entrepreneurs have envisioned, thus meaning that this diner can be benchmarked. The diner may come to Helsinki, if it does then the entrepreneurs embrace this.

Hard Rock cafe

Exciting Big brand HRC is worldwide in many of the great cities in the world. HRC came to Helsinki in 2012. From research the HRC Helsinki is a small franchise cafe. They have a budget of 100K a year to spend on marketing. Many Finns see HRC as a place to go on only on a special occasion, which means that they have a difficult time obtaining regulars. The HRC is the strongest competitor that the diner would have. The brand offers heavy rock and roll with an american style food. HRC has many connections in Helsinki, from the hotel restaurant to Finnish tourist boards. They are gaining momentum every year. From experience going their weekends it is packed out with people. Location wise it is perfect and attracts many tourists each day. However tourists come and go. The brand speaks for itself, however Helsinki is a small destination, and HRC is a small franchise with a fairly low budget comparing to other HRC in the world.

Often in the weekdays the floor is packed with customers. There were well over 100 people dining at one time, which reduced service quality and timing. People see HRC as an events venue. It lacks the local vibe, as its not the type of place that you would go for lunch every day. The restaurant is located on the second floor, and even though the location is perfect it may be more difficult to notice for passers by, who may prefer to go into somewhere that they can see. They may be put off by going upstairs and then not having the option to walk out again. If customers can see the area, they then choose to go in and stay, rather than going in and walking out again. The interior is funky and interactive, with large TV screens showing music channels and visual lighting. Its loud, big and packed. Kitty's Diner is not interested in turning out 100s of people a day and offering food that is not up to standard, which can be a danger for any oversized restaurant.

Morrisons Green and Grill

Morrisons Green and Grill is a burger, steak, finnish, tex-mex restaurant that caters for people who like larger portions. It is owned by the chain group Rafla. They cater for many people during lunches and evenings. They have been in Helsinki for a number of years. The Rafla group is a large organization with many restaurants based in Helsinki. Rafla is a fairly large chain, with finances behind them. Their menu is very mixed to cater for Finnish tastes. They have a large menu with a-lot of choice, which could leads to high wastage levels. The interior of the restaurant is red and yellow. The tables and chairs are mixed and the table settings are simple. On reseach it was discovered that the service was lacking energy. Waiters were eating in the dining hall, texting and using their phones.

However their strengths are that they have been in Helsinki for many years, thus created a big loyal customer base.

Chicos (HOK Elanto)

Chicos is an North American restaurant. They serve burgers and BBQ, very traditional American style dishes. Chicos is a part of the HOK Elanto- Ravintolat chain. Chico's has established a brand knowledge among people. Almost everyone who lives in Helsinki area at least knows their restaurants name. As they are a chain restaurant, there isn't anything really unique in their menus, or their restaurants interiors. Every chicos has the exact same vibe or be it a little different. This restaurant has established a modern American feel to their restaurants. Like most of the competitors the decor is in reds and yellows. Chicos has large venues with over 100 seats. Every time the owners have been to eat there is often a very empty atmosphere in these restaurants. The chain has recently had to remove one chicos in Helsinki.

Soul Kitchen

Soul kitchen is based in Kallio. Its location attracts a wide range of customers. The restaurant seats around 50 people and usually has a cosy atmosphere. The colour scheme is red again but they do have a very interesting unique table menu, which is designed like a record. The music was fun, the service was friendly and the food is very good. This is possibly the second biggest competitor and most like Kitty's Diner would be, however very different still.

Midhill

Midhill restaurant is also located in the city center, right next to Hard rock cafe and is owned by Restamax chain. They offer mostly burgers, ribs and some snacks. The interior is quite different from other restaurants and seems a little more unique. The service is standard and friendly, the prices are fairly high, but then again the location is very central. The food there was not up to standard and there are many people who have said on reviews that the burgers are served cold. In the research results it was a standard experience with no added extras. Midhill used to be independent and was owned by Hans Välimäki and was then sold to Restamax who took the concept over.

Memphis Bar and Grill

Memphis is owned by Hok Elanto. They are an American style burger and steak restaurant located in Kamppi shopping centre. The portion sizes were average, and the food was average, the research showed that the food was mostly from frozen or ready

made ingredients. The service is average. The decor is red and black. It has a modern American feel to it. The restaurant is also a club in the evenings. The price was again quite high but the location explains this.

19. Web Plan Summary

The website, designed by Rachel Laing who is the creative designer for Dollypower, a UK based company in web design and private DJ parties. Rachel will be working closely with the company in order to achieve the desired end result. Dollypower's designs are fresh and neat and offer a really different approach, which suits the diner concept. The website differentiates itself by being easy to use, bright and vivid.

The website was designed earlier than planned because the owners felt that it would be a good idea to be able to promote it and the social media sites, which were on the business cards, it also shows that a start-up, the owners were serious about developing the concept rather than just talking about it. The website in the owners opinion is very easy to use, fun to navigate around and has some special effects. The colours go alongside with our house colours. The colours match all logos and business cards and everything including font has been kept in line with each other and uniform. The website is still under construction and when the funding is complete then it will move on to the next phase in the web design process.

20. Website Marketing Strategy

The website design was divided into two parts. Initially the whole operation was to be completed after five planned sessions and work days. Rachel advice was that it would be better to create a hype page. This is so that potential investors and the public can read about what the company is doing and get a bigger picture of the idea. This made more sense because if the whole website would have been completed then many of the headings, like gallery and testimonials that the owners want would to be on the site, would have no content because the diner is not yet established. This would look unprofessional.

Phase 1: Website Strategy

The work started in November 2014 and was finished by the end of the month. With the web designer, the color schemes and the layout of the page were decided. It was a very interactive conversation which was performed over Skype. During the 1st session it was decided that it would be best to split the website design into 2 phases initially, and then add a 3rd phase if needed. This is the strategy.

Phase 1. Hype page

Phase 2. When establishment is ready to be opened add extra content (interactive menu, location, photos, reviews, publications)

Phase 3. Adding interactive game or other fun marketing material. (only if necessary)

Phase 1: Session 1: Wireframing and Content Design on Fireworks

Phase 1: Session 2: Coding and building the website

Phase 1: session 3: Changing the servers, designing the site to fit all devices, continued coding, and adding some fun bits to it.

When the phase 1 was completed, there was a website that we could show potential investors and the public. Phase 2 will begin when the diner is being created and the venue has been chosen. Right now the content is placed on an HTML format but later in phase 2 it will be switched over to CMS where managers can change and update the content themselves. This is especially good for the changing special's board.

Phase 2

This stage will hopefully go ahead after the funding has been secured. The phase 2 will see the hype content disappear and other content to replace it, for example, the funding tab will disappear and be replaced with perhaps a booking system tab. A gallery tab with pictures should be inserted and also eventually a customer testimonial page as well as directions and maps. Pictures from the diner will be more available and it will give more of a general impression that it is a diner to the viewer.

The strategy for marketing in the early stages is to use the website, the business cards and the social media to advertise the diner. The owners are not looking to spend and waste any money on other marketing such as on-line banners or any other online advertising, as this is too expensive. They are using google analytics in order to look at the vital statistics, such as traffic flow, geographics and how many clicks they have had already on their website. They have added key word searches to Google, which will help customers locate the website easier.

They will be looking to set up a database for storing customers data, where they will eventually be able to send some emails to customers at certain times of the year through mailchimp. The data base will be installed much later when they are nearly opening and have an initial client base.

21. Development Requirements

The website will eventually be converted to a CMS user interface, which can be maintained after development by Michael, Sanna or any of the management team. When Phase 2 is completed and the diner is running and changes will be made for instance updating the menu occasionally and weekly lunch offerings. This is why CMS is a better option.

The phase 1 is complete and phase 2 should take no more than another 2-3 sessions. Phase 3 is adding additional content like a fun and interactive game or a complex booking system, but there is no plans as yet for developing this phase.

The website is constantly growing and developing. Oy samiGo Restaurants Ltd will use Dollypower in the future to design the webpages for any other businesses that will follow and our duplicate diners.

Strategy and Implementation Summary

The owners understand that in Business things do not go as smoothly as planned, and it is vital to have an exit plan to get out of the business if necessary if things are going in an unpleasant direction. In entrepreneurship the exit plan is a way to transition the ownership of the company to another company or investors. Other type of exit strategy include management buyouts, meaning a partner buying another's shares of the company.

Exit Plan A:

The owners will position Kittys Diner to be a desirable acquisition for another company and sell the diner to another business. There are many large groups in Finland who would possibly be eager to take over the diner as it is so unique and can be modeled easily around the customer. The founders will need to target the potential buyer in advance and not leave things too late, and position the company accordingly. They will need to convince the buyer that it is worth the amount that they are asking for it. This at-least will possibly get them the money back that they have invested if not more, if the company is doing very well.

Exit Plan B:

The owners will sell the business in the open market. This means that anyone can purchase the business at a set price. Its like a selling a house, which is furnished. The owners will therefore have to make the diner an attractive place to buy like any other real estate. Some or none of the useless and non valued items may be sold, The books will be

in order, the management team and any legal affairs will need to be briefed and strengthened for any questions that may be asked for the new handover.

Exit Plan C:

Liquidation. This is the close up shop and sell all the assets exit strategy. To make any money with such an exit strategy, the diner has to have valuable assets to sell. And profits from selling assets have to go to pay creditors first. This is an option if the owners are in debt, going bankrupt, and literally do not have anything else to sell but the assets. It is the worst case scenario.

Exit Plan D:

The final option is to let the business run dry. This is perhaps an excellent strategy when the owners are ready to retire and do not want to pass the business down to family members. In the years before they plan to exit, they will increase their own personal salaries and pay themselves bonuses. They need to be on track to settle any remaining debt, and then they can simply close the doors and liquidate any remaining assets. With the larger income, naturally, comes a larger tax liability.

22. SWOT Analysis

Strengths

A new concept in Helsinki.
Company has many great networks.
Owners have a degree hospitality management.
Logos and websites promote the business now.
Small customer base developed already.
Story behind the brand.

Weaknesses

First time in business.
Restaurant turnover is high in Helsinki.
Restaurant service style is different (non finnish)
Brand weak and in it's early stages.
No permanent location as of yet.

Oppertunities

The first 1950's classic diner in Helsinki.
Breakfast may become popular in Helsinki.
Other diners can be duplicated and established.
Opportunity to establish a real community feel.

Threats

American diner from Tampere (Restamax Group) will possibly move to Helsinki.
Other competitors may have the same idea.
Large chain groups may copy the idea.
Climate change could affect people going out.
War in Europe could have an impact.

Kitty's Diner SWOT analysis. (For food truck read bullets below)

Kitty's Diner: Strengths

Kitty's Diner and Kitty's Diner food truck, strengths are:

- A new concept in Helsinki. There are no other diners with this concept right now, uniqueness is an advantage.
- The company has a network of many industry professionals who have extensive knowledge and expertise in the industry guiding them. The owners know a range of people in different fields, such as media, design and restaurant failure.
- The owners have a degree in hospitality management at HAAGA-HELIA University of Applied Sciences and have done many courses related in all areas of hospitality and also a business school called start up school. They are constantly developing themselves by following motivational speakers, which enables them to improve their mind-set.
- The website, business cards and Facebook page and everything else online is a strength and will promote the diner long before it is open.
- The owners have been talking about this to many people already, and have developed a small customer base who would already visit the diner once it is opened.
- Our brand has a story behind it.

Kitty's Diner Food Truck: Strengths

- The food truck industry is really new at the moment in Helsinki. Street food culture is on the rise. The market is open and not saturated and is an up and coming growing trend.
- The food truck has lower start-up costs and less risk compared to the diner.
- Food trucks do not depreciate in value as any van with do. The owners can sell it at the same price that they brought it for. In fact, every year around Christmas time the value goes up by 2-6000 €
- The food truck is mobile and can create revenue from almost anywhere. Festivals and clients wishing to use the services.
- The food truck will have no employees. One of the owners or both can work and keep their day jobs at the same time. Therefore, alleviating the risk of not being able to pay back the loan if they decide to close shop.

- The owners can choose their work schedule. If they need to work their day jobs as mentioned then they can, this will also enable them to make higher revenue when they know busy periods are coming into Helsinki.
- They have a strong support from Vintage cars.com who look after our portfolio and can assist with repairs.
- The van is unique. There will be not one like it in Helsinki.
- When it's too quiet then they can simply drive away and begin business the next day. They are not tied to shop opening hours and no revenue will be lost. The van is shut down within minutes and stored away safe at night in a rented secure storage space.
- The food prepared is performed and served on the food truck and it will meet all Finnish health and regulation checks and a team of students are working with the company and checking permits. The food is safe and ready to serve to the public without any risks. This is something that the owners can advise to their customers.

Kitty's Diner: Weaknesses

- The owners are first time in business and graduates. They are learning about business every day but may need guidance during the first few months to a year.
- Helsinki is an up and coming city for restaurants, and the restaurant turnover is quite high. There is always the risk of failure.
- The method of service may be out of some of the customer's comfort zones, since they want to introduce a very friendly environment. (American style fun service.) The restaurant is going to be different in this way and this style may be suited to some customers more than others. This is a strength as well as a weakness.
- The restaurant currently has a weak brand image because the business has just begun and there is no tangible diner as of yet. In time the brand will gain momentum and awareness. The brand has potential to be very strong, which is why the owners are building the foundations of it now.
- There is no permanent location yet. This might prove tricky when it comes to investor interest as many will want to see that there are premises already.

Kitty's Diner Food Truck: Weaknesses

- Even though the small business will be covered by a lot of insurance, the weakness here is if the van is stolen then we would effectively lose the business.
- No revenue can be made if the van is completely out of order. For example, machinery breaks down, the van's engine explodes, there is a car accident and the van is destroyed.
- Food truck trend may not pick up or just die out, until something else better comes along.
- Limited area of prep and storage.
- No seating available unless permits allow.

Kitty's Diner: Opportunities

- The first 1950's classic diner in Helsinki to be built. There are diners in Tampere and central Finland but none in Helsinki as of yet.
- Open new areas of interest. Breakfast may become popular in Helsinki, introducing a more diverse dining culture in the city and generating income through new trends. The company will also introduce a lifestyle that is different from the Finnish restaurant culture.
- Other diners can be duplicated and established around Helsinki and in other Finnish towns, if Kitty's diner is successful.
- The restaurant has the opportunity to establish a real community of people in a local area of Helsinki.

Kitty's Diner food truck: Opportunities

- The food truck industry is growing and is new at the moment in Helsinki. Street food culture is on the rise. The market is open and not saturated.
- The owners can target new businesses and companies that do not have any lunch venues on site or nearby.
- The owners would bring a breakfast culture into Helsinki. Food to go is becoming more popular and a hot breakfast roll in the morning with a coffee would be something that many restaurants do not offer, as they are not open until 11am during the week and even later during the weekend. There are very few coffee

shops apart from in the railway station, hotels or shopping centres that are open at 8am to serve people going to work.

- The owners are able to go to places with large volumes of people that static restaurants cannot. Festivals and other events would create mass amounts of revenue, as competition is significantly less and it is exceptionally likely for great sales as people like choice and variety.
- The food truck would possibly bring attention to the media. The van is unique. We will be unique.

Kitty's DinerThreats

- The American diner from Tampere (Restamax Group) will possibly move to Helsinki and open a new restaurant making competition for the restaurant.
- Other competitors may have the same idea as the founders. As the owners have now announced the diner they are currently under threat from their idea, concept and name being stolen. Large chain groups that have money may now decide to build this before the diner is open and copy ideas from the website or social media sites.
- Other restaurant groups or start-ups may also copy the idea when the diner is up and running. An example of this: Vapiano restaurant chain and HOK Elanto Bravuria.
- A major economic crash in Europe could mean that people will stop eating out and stay at home. Staying at home is one of our biggest threats and could lead to failure.
- Climate change could affect people going out, for example very cold winters -30c would prevent people from going out and very hot summer mean that people want to stay outside and not dine inside.
- There could be a war in Europe that may stop the opening of the restaurant, this is unlikely but still there is always a threat of this happening.
- Helsinki in the future may change where it is no longer growing and more people migrate to other cities, like Tampere for instance where there is more work right now and more artistic opportunities.

Kitty's Diner food truck: Threats

- Fire could completely destroy the business.
- The van could break down and the business would be out of use whilst it is waiting repairs.
- The machinery could break down leaving the owners without any back up.
- A road accident could happen leaving the van awaiting repair or if serious enough written off completely.
- There is a constant threat from people staying at home, especially in the winter.
- On bad weather days then the revenue made might be small or even non-existent.
- The food truck could be stolen, meaning instant crash of the business.

Competitive Edge

- The owners are presenting a unique diner culture and the mission is to develop it further within time.
- Visibility is another aspect among the values that a consumer looks for, how easy it is to visit, how likely the consumer is to be a repeat customer, and how it suites their own lifestyles. The aim is to check all of these boxes. The owners are not striving to create a novelty restaurant but rather an establishment where a loyal customer base of locals can enjoy a positive experience.
- The experience economy is very important in hospitality. From what the entrepreneurs know about this, people are looking for changing environments. The diner will change from a cosy morning or daytime cafeteria atmosphere to an evening venue. Evening time we can play with the interior, lights and sounds and have live music.
- The products are 100 percent true to the American market. There will not be any mixed cuisine that is adapted to suit mass market tastes. Original American products will be made and at first tested on focus groups before it is delivered to the public.

23. Marketing Strategy

Slogans

- A place where everyone knows your name, and are always glad you came, Kitty's Diner.
- Eat your way through 1950's America with Kitty's friends!
- Come on in you sugar babies!
- Greeting you with a kitty's smile. Every time!
- Find your inner Fonzie and have a happy day!
- Rock around the clock with Kitty's Diner and friends! Only at Kitty's
- We are a dream diner, so you don't have to dream alone!
- Bouncing in Helsinki, Kitty's Diner, creating a bang!
- Come on let's twist with Kitty's friends!
- Watch out, shake yourself about, it's twister season at Kitty's!
- All my love, all my Kitties, you don't know what you've been missing! Oh Kitty!
- Kitty, Kitty, Kitty, I got my rock'n roll boots on so let's do a stroll!
- Kitty's Diner:

K - kitchy

I - idyllic

T - tempting

T - thrilling

Y - yummy

S – sensational

The first marketing tool is the power of word of mouth. Word of mouth is so effective that the Facebook page already has over 800 followers talking about our business and it is not open yet.

The owners have arranged various events in order to promote the diner and have also taken part in various tutorials and lectures. Below is a list of what the entrepreneurs have already done.

Pre- tasting party at HAAGA-HELIA. In February 2015. A class of chef students created some parts of the existing menu to be served in a buffet style dinner for around 50 people. The invited guests may give suggestions about what they would add, feedback

and critique about the items. This was also a strategy to market the diner around school and create a buzz.

The owners had a milkshake testing day, with a small group of friends, where 5 milkshake varieties were tested before restaurant day. This proved valuable as the owners were able to understand quantities and measures, which was directed by a chef.

The founders attended an event called Cowd Puisto where there was a chance to network. The owners made some food from the menu and was given a small stall for the day in Haaga-Helia Pasila campus.

The entrepreneurs had a catering event for 25 people, which was a success and made them a good profit.

The entrepreneurs attended a pitching contest, which was called Boost your business. Many varieties of cakes were made from the menu and was very popular. Our website gained more interest and the owners had a chance to pitch for the 1st time on stage.

Restaurant day was a success because the owners were able to show the quality of milkshakes, which was well received. The event proved that they were able to open shop anywhere, even under difficult circumstances including not having a direct source of electricity supply.

There will also be a pre-opening launch party with many individuals from the restaurant industry. They will invite bloggers, and other personnel from the media, possibly reporters and writers.

Social media is an the most important tool right now. Constantly adding content, photos and stories on Facebook, Twitter and the restaurants own website will be the key to raising awareness. Media sites will be used as a marketing platform to highlight any special offers.

Once a venue is secured there are many things that can be done with the space. Events and theme nights is interesting and it's something that generates revenue. Bloggers and press will be invited to the opening week of Kittys Diner, allowing them to write about the company. This is great advertising because they are extremely influential and can market the diner in print. The company may pay to use radio advertising later on, but through networking this may be free.

24. Sales Strategy

The sales process will happen like so.

1. The customer sees a corner unit with large windows, and looks at a full, but relaxed and cosy atmosphere. They see the inviting decor and a fresh menu outside. They are immediately attracted and step inside.
2. They go through the door, there is a host nearby who welcomes them with a smile, and they are waiting by the sign to be seated. If it is busy and there are no available tables then a waiting time should be given, and a reservation for the table taken. The customer can meanwhile wait in the bar area, have a drink.
3. The customer hears the jukebox music playing vinyl records from 1950s, and 60s.
They see the chequered floor, and petrol blue leather booths, filled with happy customers who are laughing and having fun. The customer sees some people relaxing and reading a book.
4. The counter table is chrome and white and has a nice turquoise blue top that shines.
5. The walls are cream with some warm butter notes. There are lots of very interesting things on the walls imported from the USA (original 1950s decor) original old car licence plates from different states.
6. The customer sees the big jukebox (cherry red), candy dispensers (Jelly belly beans) Retro coco cola machine, pin-ball machine, small candy dispensers on the bar displaying colourful gum balls (for free) yellow banana doughnuts with chocolate mousse and cupcakes (in the circular spinning cake dispenser)
7. Staff are wearing typical 1950s uniforms, polka dot dresses or an apron. Men can wear a comfortable retro shirt. (Cupcake aprons) or additionally something else. No white or black.
8. There is florescent tube lighting around the walls, which is neither too bright nor too dark.
9. The customer sees the long counter. The cocktail syrups, bright coloured bottles and the sign saying milkshake bar. We also have a loyalty customer wall, with photos and quotes, we have photos of friends (recommending cocktail of the week)
10. The customer sees car themed seating booths (one)
11. The staff is interacting with the customer from the start, asking open questions and being very friendly and helpful.

12. The team then take the customer to the booth, table or car-booth.
13. They then hand them the menus, talk about the specials on offer, highlight offers and promote the hit product.
14. The customers discuss what they would like to order between themselves.
15. Meanwhile the team is attending to other guests, making sure they are happy, and the diner is kept tidy at all times. They are serving food and drinks to the other guests.
16. The waiter then goes back to the table, takes the order (using an iPad or tablet) the food is going straight into the system, which then goes straight to the kitchen.
17. The waiter makes the drinks and serves to the customers.
18. This is the time that the staff have room to chat to the customers if they seem like the open enough for this.
19. The team then leave the customers be to relax.
20. The food is brought to the table, the waiting staff knows who is eating what, without asking. The waiting staff know everything about the food and menu without having to ask the kitchen.
21. There is no running, no panicking, even if the restaurant is really busy. The waiter must be able to concentrate and engage the guests at the same time. There is to be no mixed orders or mix ups. They have to repeat the order every time.
22. There is minimum or no waste and no complaints this way. We will use HACCP (Hazard analysis Critical Control Points)
23. The customer eats their food and has a relaxing time, there is no rush time for them to leave and they free to order more drinks and add-ons which the waiters promote.
24. Waiter goes back to the table and clears the plates. The plates are immediately placed in the dishwasher straight away. There will be a person who will do the dishes during very busy times and will be present every day if needed. The dishwasher during busy times can also help and collect plates from tables.
25. The waiter then asks the customer if there is anything more that the restaurant can do for them.
26. If there is anything else, then we take a new order or get what they desire.
27. When the customer is ready to leave, they ask us for the bill. The bill is presented in a novelty item. The guest can leave a tip for the waitress (shared between all) in the collection box.

28. The customer pays using the portable card machine or by cash (the waiter brings the change back to the customer) our guest then can leave a tip in the candy machine.
29. The customer has an opportunity to fill out an electronic survey, which is attached to the table somehow. We can collect the data once a week and analyse it. Questions could be easy and quick, such as, what did you like best, what did you dislike, what would you like to see on the menu, and service quality.
30. The customer leaves with our business card and a receipt.
31. The customer is encouraged to comment on Facebook, Instagram, Twitter or Trip advisor about their visit. The page is created by the owners but maintained by the customers.
32. They add pictures, experience, comments and testimonials.
33. They tell their friends and family about us.
34. They return again and bring their friends or spouse/partner.

25. Start-up Funding

Personnel Plan

The entrepreneurs are currently saving enough cash in order to open up the diner and food truck. Their plan is to save as much money as they can and secure the capital needed to buy their first business (food truck) through a bank loan from Nordea. The owners wish to build a long term business relationship with the bank and also Finnvera, whom can provide the companies very first venue. Once the food truck has been running successfully for some time, the owners will have one years book-keeping and also will have saved money as well as partly paid off the loan. By operating the food truck for a year and creating data, the owners are likely to attract further investment as well as have a stronger brand image.

26. Accounting and Bookkeeping

The bookkeeping will be done by outsourcing to an accountancy firm. The owners believe that this is the best solution as they are better occupied with making sure that the business is operating smoothly. They will have to take care however of smaller financial details like wages and ordering but most of the larger details will be taken care of by an accountant. Anything that needs to be outsourced will be. The entrepreneurs do not believe in making extra work for themselves, when others can do it better and in less time.

27. Management and the team

Sanna-Maarit Langi

CEO

Michael Robert Beresford

Chairman of the Board

END OF BUSINESS PLAN.

10.2 Appendix 2 - Website

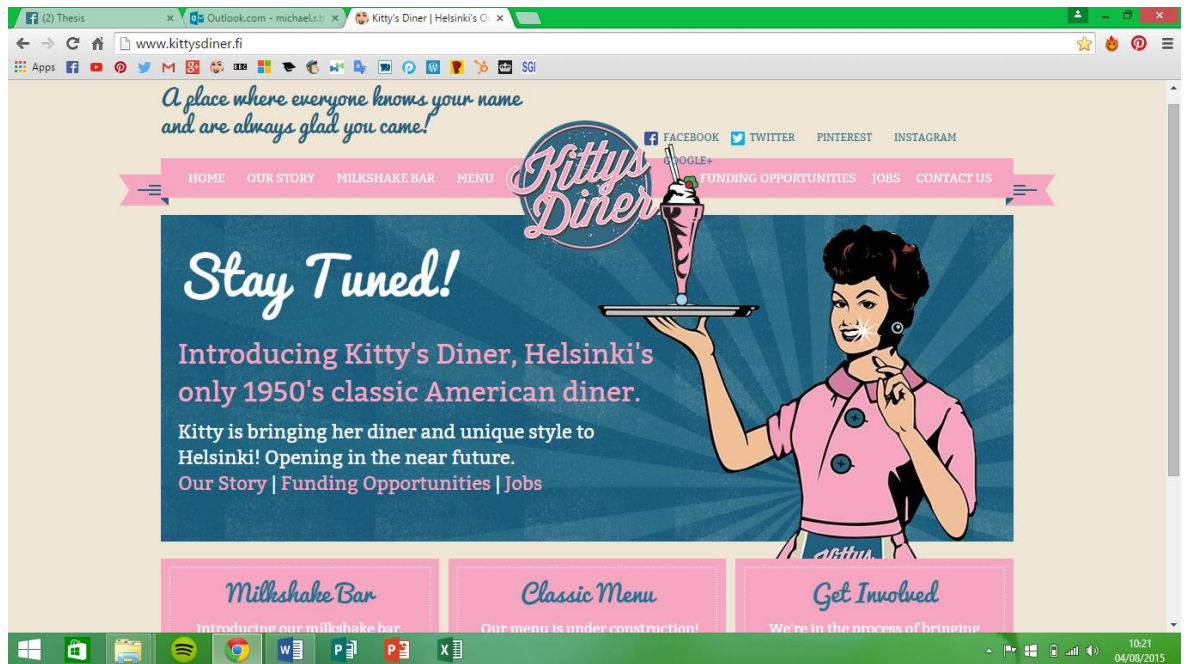


Figure 4. Website home page www.kittysdiner.fi (created by Dollypower Designs 2014)

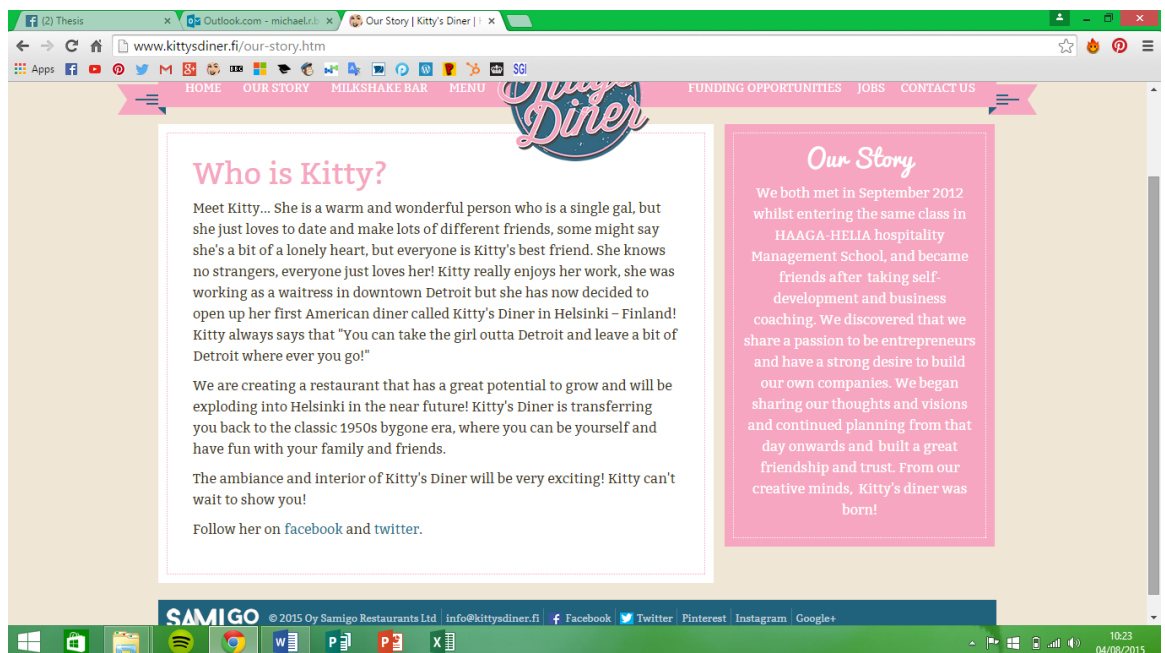


Figure 5. Website Story page www.kittysdiner.fi (created by Dollypower Designs 2014)

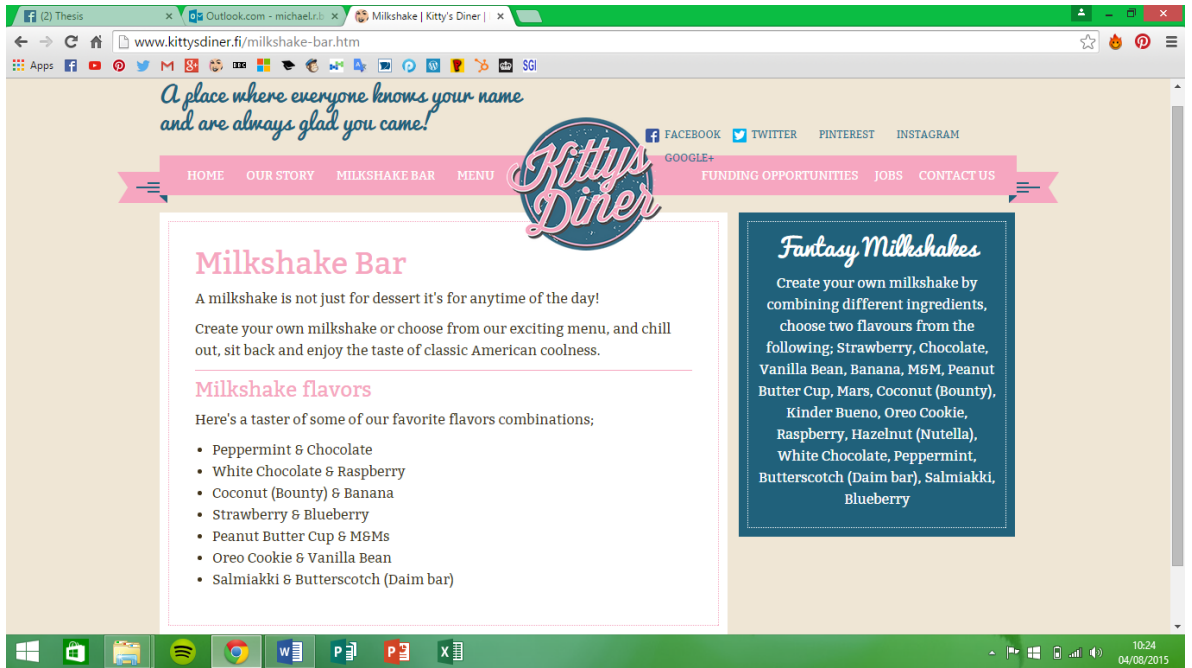


Figure 6. Website Milkshake Bar www.kittysdiner.fi (created by Dollypower Designs 2014)

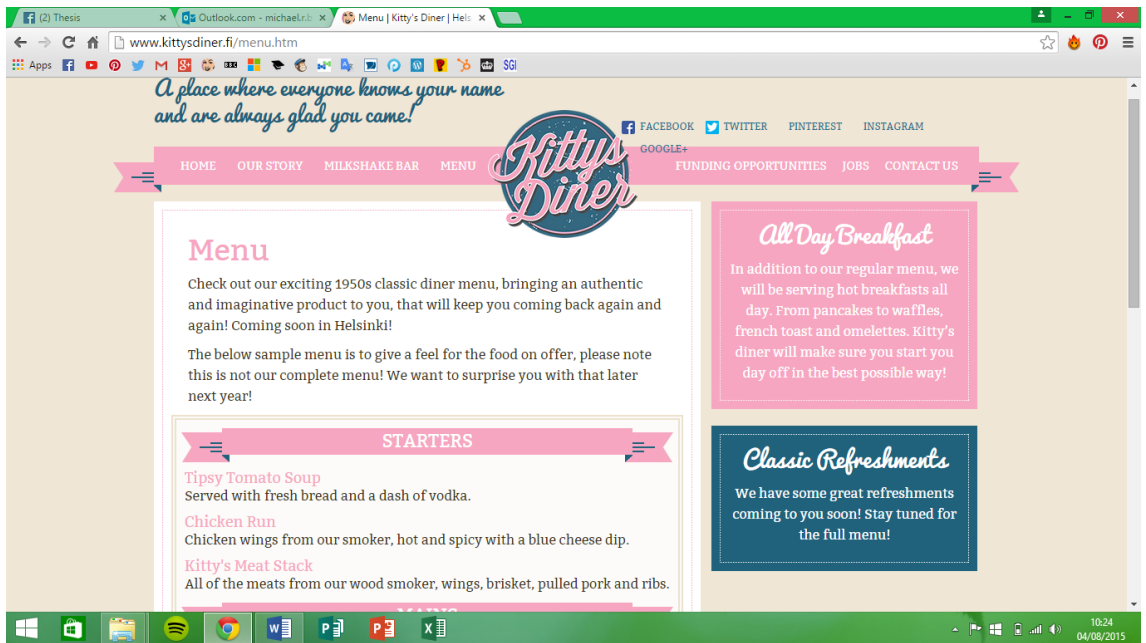


Figure 7. Website Menu www.kittysdiner.fi (created by Dollypower Designs 2014)

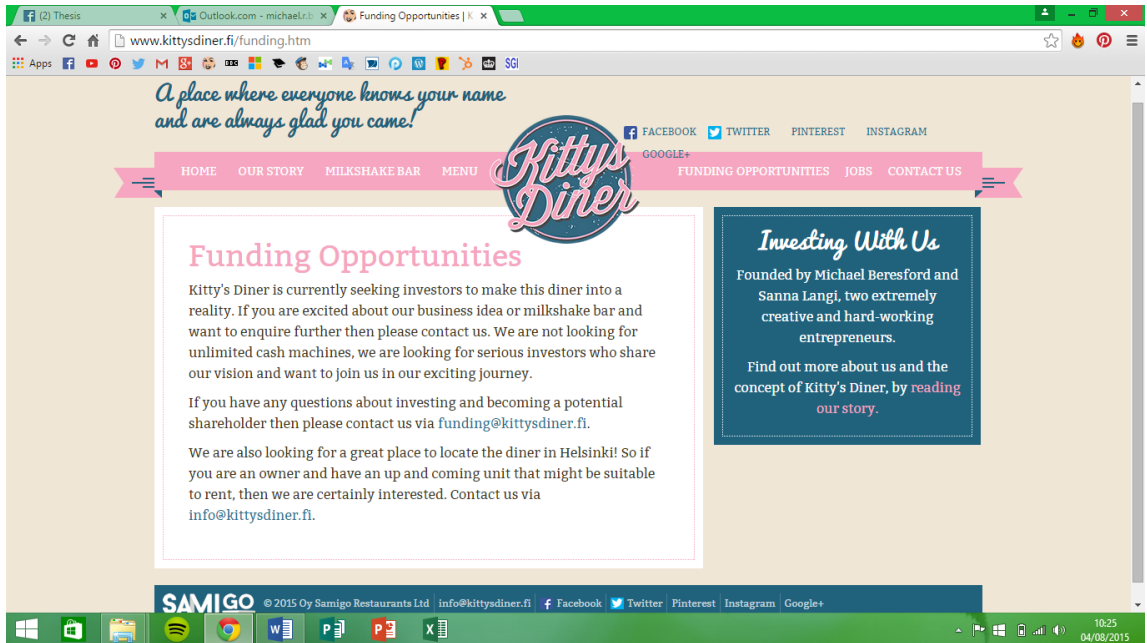


Figure 8. Website Funding Opportunitites www.kittysdiner.fi (created by Dollypower Designs 2014)

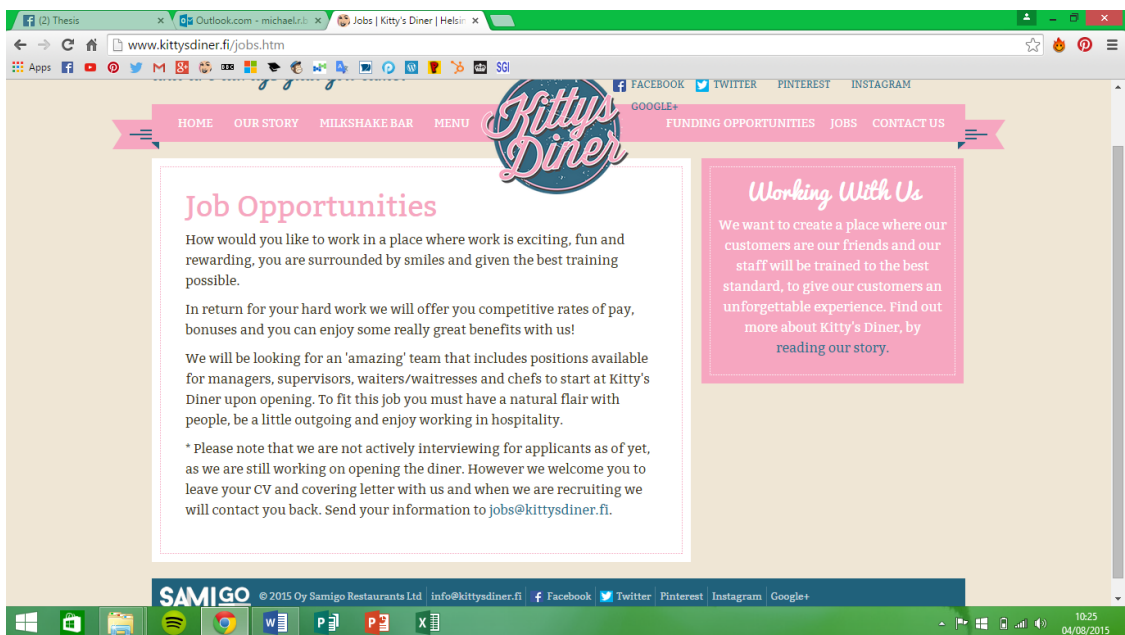


Figure 9. Website Job opportunites www.kittysdiner.fi (created by Dollypower Designs 2014)

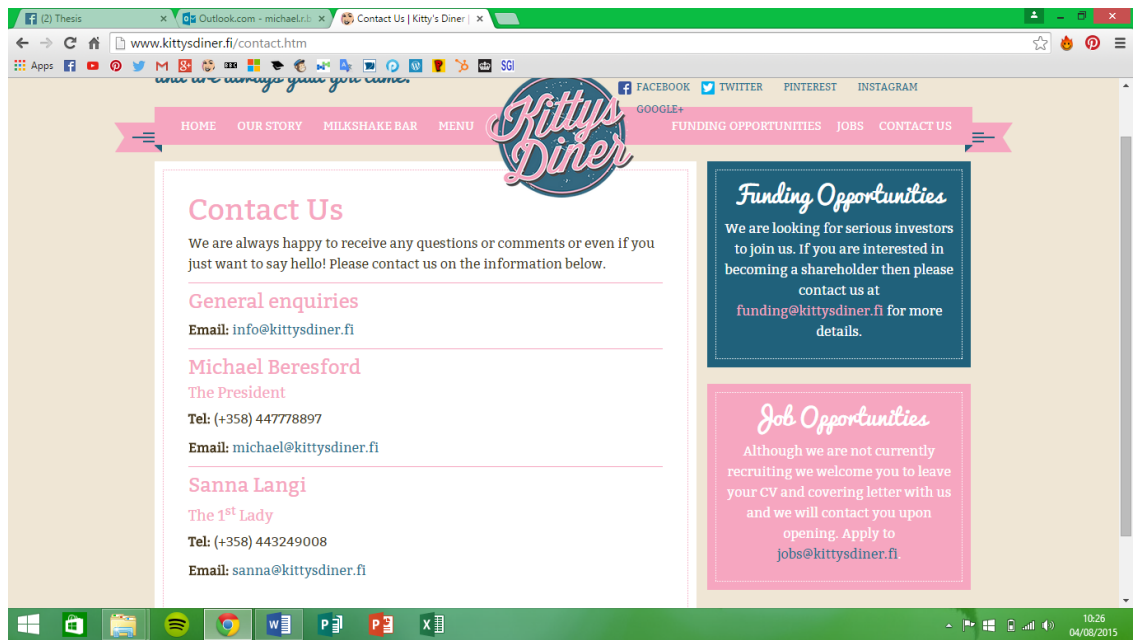


Figure 10. Website Contact us. www.kittysdiner.fi (created by Dollypower Designs 2014)

Kitty's Diner Web Page Spec for Dollypower

Hi Rachel and Chris,

Thanks for taking on this project and creating a web page for Kitty's Diner. We are really happy to be working with you on this! As requested this is our spec that we would like on the webpage. Please contact us if there is anything that perhaps you feel needs changing!

The company

Kitty is a lady in 1950s Detroit, she has a fun loving and flirty personality. She is everyone's friend and lots of people know her around town. She loves to do the twist and cook for her pals. She is the brand for Kitty's diner and is therefore a huge part of the atmosphere. She is opening up her own diner!

Kitty's diner is the only 1950s diner so far in Helsinki – Finland, and is the brainchild of Michael Beresford and Sanna Langi. It's a unique and exciting place and the attention is based towards our most valued customers, whom we like to call friends. Our service will be first class, so that we our customers are in the diner it feels like they are at home from home. It's going to be a bright, creative and colourful environment, filled with music and smiles! We aim to create a place that people feel that they can relax, hang out and have some fun! With a visually stunning atmosphere and food and beverages that belongs to classic 1950s American tastes. Our staff include so far myself and Sanna Langi who will be the managing directors and chief visionaries of the company and will oversee the running of Kitty's diners and decision processes.

Our goal date to Launch is in September 2015. The location will be in Kallio, which is a funky and artistic part of the city.

Our slogan is

“Kitty’s Diner - A place where everyone knows your name and are always glad you came”
(Taken from ‘Cheers’) we have others if this is not allowed to be used:

- Greeting you with a kitty's smile. Every time!
- Rock around the clock with Kitty’s Diner and friends!
- We are a dream diner, so you don’t have to dream alone!

Our products and services

The best customer service in Helsinki

The most original menu that is tailored to the 1950s diner (with no confusion)

The only milkshake bar in Helsinki

A visual treat for all the senses, with the emphasis on amazing décor and design.

Our friends (customers) & Target Audience

Our customers are mostly DINK couples, Double income, no kids

Hipsters

Rockabillies

Families with children

Students

Walk-ins (unspecified)

Because our clientele is very varied we are putting an age range from 3+ because we welcome young children and families. We are very sure though that the average age of our customer is from around 16 to 45 years old.

Target Audience 1 -General Public

Our funding is coming from 100% of our customers to begin with who hear our message through our marketing channels. We want to show the customers what a fantastic place, Kitty’s Diner is through the website.

Target Audience 2 – Employees

Our main value is to offer amazing second to none service to our customers, we are looking for quality members of staff who can deliver that every day. The website will act as a window to the atmosphere of Kitty’s Diner and uniqueness of our offering, which will attract job applications.

Target Audience 3 – Businesses and investors

Kitty's Diner's aim is to expand and grow with the times. We will always be looking for new funding from businesses and investors in order to develop our business further afield. The website will give investors a good idea about what the diner is about, so that investment decisions will be made easier for them.

Target Audience 4 – Media

We want Kitty's Diner to have excellent media coverage in the most cost effective way. Most restaurant websites are fairly unoriginal, which is why we are looking to have a unique webpage that will attract attention. We also want to use the website in any marketing material which may use, or written about us, to guide customers and businesses to us.

Website objectives and activities

The items are listed in order of importance:

1. To attract customers and guide them to the restaurant
2. To promote our products and services
3. To follow us on social media with sites like (Facebook, Twitter)
4. Subscribe to our blog
5. To attract businesses and attract them to investing in the restaurant
6. To attract employee job applications
7. To follow the Kitty story

The general website goals are to: (in no particular order)

- Create awareness about Kitty's Diner and Oy samiGo Restaurants Ltd (Our registered company)
- To create an online community and a family community
- To break trends in Helsinki
- To be able to promote to the media, and other areas of marketing for the diner.

Navigational Structure

- The website should contain the following navigational structures and design. Alternative suggestions are very welcome. Must also include our logo and Kitty logo and connection to Facebook (Like) page and Twitter feed.

Homepage

- Menu – Link (*SPECIALS BOARD* - We want something that can be updated daily – aside from the permanent menu, which will not change as much)
- Our Story/Kitty's story - Link
- Gallery - Link
- **Kitty Cat Card or Kitty's Friends** loyalty card - discount members card - Link
- Location – Link
- Contact us and questions - Link
- Blog - Link
- Testimonials and press - Link
- News and Events – Link (maybe not needed?)

Interior Pages

- Menu, drinks and Milkshake bar (shows menu page and highlights the milkshake bar)
- Story page (About us, About Kitty, Our history)
- Place for gallery photos (Of diner)
- Details about the loyalty card (For customers – to market)
- Map and directions (Link can be interactive with Google maps for instance if on mobile device)
- Contact us – Linked to our email: www.kittysdiner@gmail.com (customer can post a question or request on the website)
- Blog page (An interactive page that we can update regularly)
- Testimonials and press (something we can update – maybe a few comments from guests, and any press coverage)
- News and Events (Maybe not needed but something that can highlight that any up and coming events we are hosting)

Design

We are giving Dolly power a large creative lead with this website however a few guidelines of what the websites theme should follow:

1. The colour scheme is petrol blue and pinks. The pinks can be varied but the petrol blue must not be changed.
2. The over-all feeling must be a retro, quirky 1950s feeling, that amazes the viewer. It should bover-advertising or marketing. It should be full of colour, fairly

simplistic, easy to use, to the point and not too crowded with our products and services, or marketing material. We would like a fun font that is easy to read and a clean background that does not confuse the reader. Our angle is not too serious or corporate, however it must look professional and appetising.

3. We do not want pictures of food – unless they are very good photos, we are allowing one milkshake picture (and some emphasis on our unique milkshake bar)
4. We want viewers to have fun with the website, so the cursor could have some fun graphics coming from it.
5. There can be some movement on the website. i.e. pictures
6. We want the website to be interactive with the viewer. Links, blogs, etc.
7. We want to do something with Kitty's face (logo) and also include the official diner logo on the website.
8. We do not want any background music on the website.

Accessibility

We would like the website to be usable on tablets and mobile devices as well as laptops and PCs. We do not need brail or anything for customers with special needs.

- Also a point on the webpage design for the mobile device. It has become apparent that when friends are out they check their mobile phones, where to go and eat. Often this un-planned and spontaneous. Many people check either eat.fi or Trip Advisor for inspiration. We would like the diner to have a really simple page for mobile devices, for example menu page and a something that gives great directions. We would like the device page to be easy to read, quick and something that grabs the attention. Can the directions page somehow be linked to google maps or something innovative? Many restaurants do not have this idea, and we would like to somehow appear to be the first that people see and can find easily.

Maintenance of the website after creation

During the first year of start-up the company's webpage may not change too drastically. We are looking to have a flat HTML website that is linked to the Facebook and Twitter accounts that allow for changeable advertising. We are also prepared to edit the HTML ourselves as and when needed. We would like to rent web-space from Dolly power, which is payable on a monthly basis.

We will require that Dolly power will continue to maintain the site if any larger changes are needed, if it is possible to do so.

Budget and cash flow

We are looking to spend between £1000 and £2000 maximum on this website. We have no specific deadline on this, but we would ideally like it ready by January 2015 or February 2015 at the latest.

Our Current Domain

We have acquired the name:

www.kittysdiner.fi

This is hosted by a company called Louhi. We would like to use that specific domain for our website.

We do not know how much disk space MB we will need and how much traffic in GB we will need (please advise)

Websites that we like which are similar

- www.peggysuesdiner.com (For colours and that type of cartoony character to it)
- <http://www.edseasydiner.com> (for the overall style)
- <http://lorisdiner.com/> (layout is OK)
- <http://www.rubys.com/> (overall style)
- www.shakerattleandbowl.com (the fun vintage style, the cuteness)
- www.buttoneddowndisco.com (the overall fun style and uniqueness)

Our Competitors in Helsinki (websites we are looking to diversify ourselves away from)

- <http://diner.fi/> (Our biggest competitor. not located in Helsinki)
- <http://www.hardrockcafe.fi>
- <http://www.ravintola.fi/ravintolaketju/midhill/>
- <http://www.soulkitchen.fi/>
- <http://www.rafla.fi/morrisons-helsinki/fi/etusivu>
- <http://www.chicos.fi/>

Additional Comments – Your suggestions and advice is strongly welcomed here

- We require that the official website is not made live to the public until one month prior to the soft opening and hard opening launch in September 2015. (These dates may change due to internal and external factors)
- Is it possible to have a temporary “coming soon” web-page which can be made live to the public up to 6 months before opening? This will enable us to build interest,

post blogs and promote the diner. Perhaps through Facebook and Twitter median if it is not a CMS system?

- We are uncertain whether or not we should have a language tool button which translates the main headings into Finnish. Although many people can speak English, it may exclude those that cannot. What do you suggest?
- On the homepage – do you suggest that we put a heading for jobs and employment? Obviously being a new start-up and the nature of the business we may have a high turnover of staff at first or perhaps a very low turn-over.
- Is it possible to have a fun game on the website? – (Like put movable retro dresses on a still image of Kitty and change her hair colour etc.) I realize this may be totally useless and too much work – but interesting to hear your comments on that one.

10.3 Appendix 3 – Publications

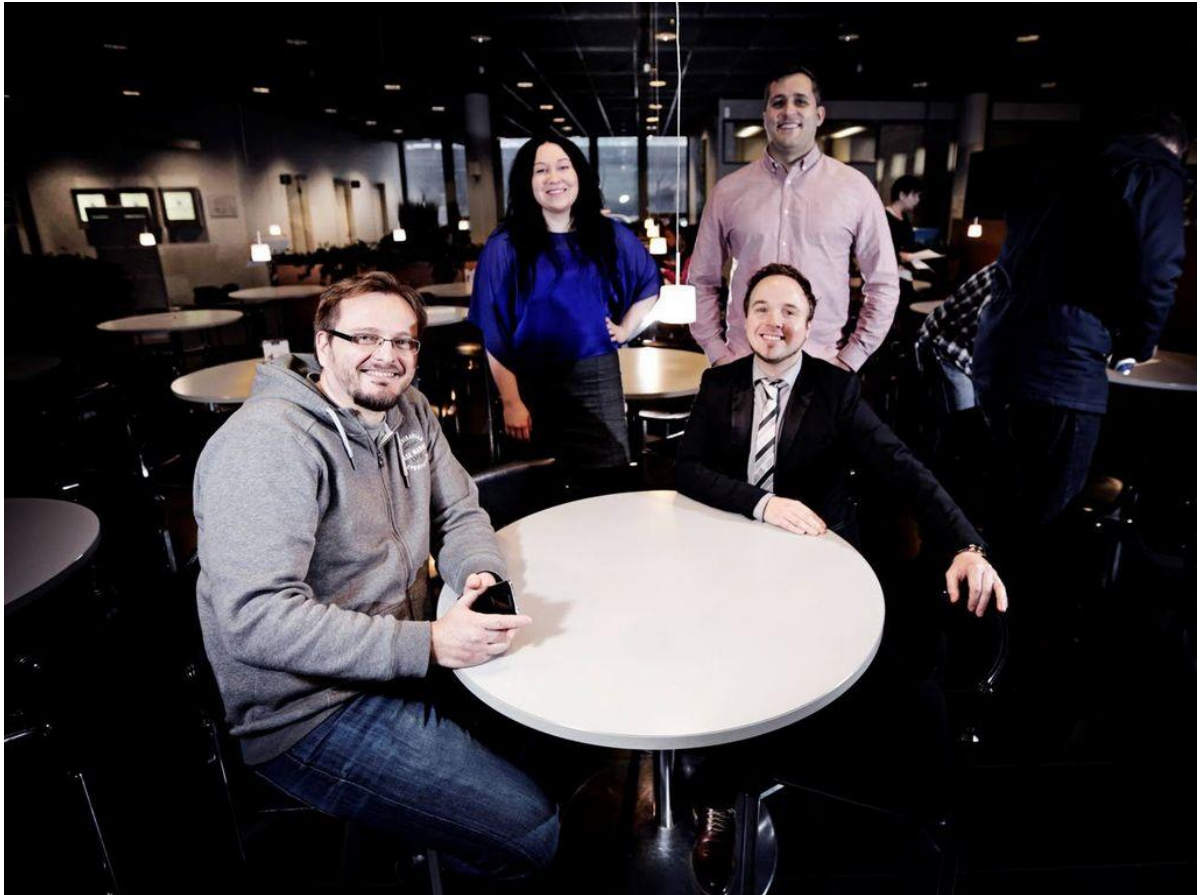


Figure 23. StartUp School Media Event 2015. Haaga-Helia Pasila Campus.

Sadas Haaga-Helian StartUp Schoolista alkanyt yritys

■ Haaga-Helian StartUp School on tukenut ja kouluttanut nuoria yrittäjiä vuodesta 2011. Tuloksena on tähän mennessä lähes 100 opiskelijoiden perustamaa yritystä. Haaga-Helian tekemän tutkimuksen mukaan opiskelijat ovat entistä yrittämiskyönteisempiä ja yhä useampi opiskelija haluaisi aloittaa yrittäjyyden jo opiskelujen aikana. StartUp School esitteli toimintaansa 3. maaliskuuta tiloissaan Haaga-Helian Kampuksessa Helsingin Pasilassa.

Vuonna 2011 aloittaneessa Haaga-Helian StartUp Schoolissa opiskelee tällä hetkellä yli 200 opiskelijaa. Heitä valmentaa koulun henkilöstöstä valittu 14 yritysvalmentajan joukko, joilla on kaikilla laaja liiketoiminta- tai yrittäjäkokemus. Viime vuonna opiskelijat perustivat 29 yritystä, vuonna 2013 vastaava luku oli 25. Tänä vuonna opiskelijoiden perustamien yritysten määrä rikkoo sadan rajan.

– Hyvän opetuksen, tukiverkoston ja motivoituneiden opiskelijoiden leikkauksissa syntyy Suomen tulevaisuuden kannalta tärkeitä uusia yrityksiä”, sanoo Haaga-Helian StartUp Schoolin ohjelmajohtaja **Tommo Koivusalo**.

Koulutus on luonteeltaan tukemista ja haastamista sekä käytännönläheistä ongelmanratkaisua. Keskiössä ovat ideat ja opiskelijat. StartUp Schoolissa nostetaan yrittämisen kulmakiviksi kokeilut, innovaatiot ja yrittäjäasenne. Koulu auttaa opiskelijoita yhdistämään joustavasti opiskelun ja yrittämisen.

– Tehtävämme on rohkaista, ohjata ja kannustaa. Ammattikorkeakoulu on hyvä alusta uusien yritysten syntymiselle, koska ihmiset kohtaavat koulussamme oikeaan aikaan elämässään, Koivusalo perustelee.

– Opiskelijoiden asenne



on kohdallaan; he osaavat yhdistää yrittämisen ja oppimisen ja ovat löytäneet omat juttunsa. Onnistuminen on opiskelijoillemme muutakin kuin tutkinto.

Yrityksiä ravintoloista teknologia-alaan

StartUp Schoolin opiskelijat ovat tuoreita, kansainvälisiä ja ennakkoluulottomia yrittäjäalkuja. Opiskelijoiden yritykset toimivat monilla eri aloilla palveluyrityksistä uuteen teknologiaan.

– StartUp School tuo opiskeluun käytännönläheisyyttä ja liiketoimintaosaamista, medialle esitetyt Stupid Stupid Gamesin **Jussi Kyrönseppä** sanoo.

Startup school on loistava konsepti. Se luo opiskelijalle 'just do it' -asennetta, uutta ravintolakonseptia kehittäneen Kitty's Dinerin toinen perustaja Sanna Langi komppaa.

Haaga-Helian opiskelijat edustavat yli 90 kansallisuutta. Paestum-yrityksen perustanut walesilainen **Johnathan Cozzi** on

yksi Haaga-Helian kansainvälisistä opiskeilijoista, joita StartUp School auttaa löytämään mahdollisuuksia suomalaisessa työelämässä ja yrittäjinä.

– Löysin englanninkielen ilmaisussa markkinaron Suomessa ja sain StartUp Schoolista kaikki työkalut ja opit oman yrityksen aloittamiseksi, Cozzi sanoo.

Opiskelijoiden keskuudessa tehtyjen kyselytutkimusten mukaan Haaga-Helia nähdään erittäin yrittäjämönteisenä ammattikorkeakouluna. Yrittäjämönteisyys on StartUp Schoolin myötä kasvanut selvästi. Tutkimuksen mukaan yhä useampi opiskelija haluaisi aloittaa yrittäjyyden jo opiskelujen aikana. (Tutkimuksen yhteenvedo tiedotteen liitteenä.)

– Startup on aina jotain uutta ja uudet yritykset luovat hyvinvointia. Ne syntyvät vain uudella tekemisellä ja ideoilla, ohjelmajohtaja Koivusalo sanoo.

Figure 24. Newspaper article from Kauppalehti. March 2015

Helsinki Heroes Article published online 2015.

Our stealthy sources at HAAGA-HELIA StartUp School alerted us about a certain couple hatching a master-plan: to open an authentic, 50s era, American Diner in the middle of Helsinki! Somehow we managed to get invited to a tasting session at which the following was offered: chicken wings, mac-and-cheese, crab cakes, ribs, club sandwiches, pecan pie, cheesecake... It was delicious, and we wanted to know more about their project.

Hi, there. Tell a bit about yourselves.

Sanna: My name is Sanna Langi, I'm 24 years-young, and I am from Kotka, a town quite close to Helsinki. I was born and raised there, and after high-school I went abroad. I am a free spirit. I have always been lively and sociable.

I went to the UK in a youth exchange program in 2009. I got a job in Scotland, I moved there, and worked for seven months. It was challenging because the work load was too much for my experience at the time. Work-wise it was really exhausting, I was working split shifts and twelve hours a day. We did breakfast, lunch, and dinner shifts, in this massive resort. It was a sobering experience on how crazy the restaurant industry can be. But I also met so many wonderful people from the UK and from all around the world; people I still keep in touch with.

After that, I decided to go to Australia with a Finnish girl that I met in Scotland. We booked tickets within two days' notice and went to Australia for a three-month "holiday". We worked for three months in several places, like banana farms, bartending, waitressing. I was even planting papaya trees for a while! Then I came back to Finland.

How did you feel when you came back?

S: Oh, I may be a citizen of the world, but I am Finnish, I love Finland. It's so honest; people are who they are. I'm proud of my nationality and I embrace it. We have so much knowledge and know-how here, and amazing and successful companies.

So anyway, I came back and was working at the reception of a resort, then I applied to HAAGA-HELIA Hospitality Management School. I got accepted, and... I met Michael there!

Michael Beresford: Hi! My name is Michael Beresford. I'm from Winchester, England. I studied tourism at Lincoln University when I was in my twenties. I was fortunate enough to meet my very good friends, who are Finnish. I had never been to Finland before.

S: We wouldn't have known each other.

M: That's true! So then I started to come on holidays with them. Very interesting people, and they are very eclectic. They are quite artsy, creative types, which is the people I feel good to be around. I was very impressed with their honesty, and their ability to have fun. They invited me to stay in Finland in 2001 and I came here on a holiday, and was quite

impressed with the country, the nature. I found peace here. And then I kept coming sporadically. I graduated on European Tourism, and I decided to move over here. It was kind of a failed attempt, because I spent all my money on music festivals! I was living in Turku, and it was hard to get a job...

S: You were foolish! (*Laughs*)

M: Yeah. So I went home for a while, to work in London, save a little money. I went into banking, which was completely wrong. Then I decided just to work as a waiter, because the banking industry was getting too stressful. After that, in 2009, I packed my things, got a one-way ticket to Helsinki, and came over here again. It was really exciting, and scary. At some point I was homeless, broke an arm at a ski resort, so I couldn't work... Then I put my passport in the washing machine... I was couch surfing, basically.

How did you survive?

M: My father encouraged to stay and he told me "you're not coming home, you have to make it work there, and it's what you dreamed of". So from that, I had the motivation to find myself work. I walked every street in Helsinki until I found a job. I was getting older, so I thought "right, what am I doing?" I had applied to a place at home to study Environmental Science, but I chose not to. I decided to stay here and apply for HAAGA-HELIA University.

S: ...then we met!

M: Yes. We had a get-together with the new class. On our way there we "had a few beverages" and started to talk. We realised our goals in life were similar, and we both were keen on entrepreneurship. From that day Kitty's Diner started to come alive.

S: After some weeks we were on a marketing course and decided to test our concept. We made a promotional campaign for the diner. After that there was no doubt in our minds.

M: It's fun to see our first materials, the first Kitty...

Who is Kitty?

S: I actually remember the day we came up with Kitty. We met at Michael's place and co-created Kitty. So at first it was going to be "Kitty's Kitsch Diner", then we ditched the Kitsch (Michael did, actually). Then I thought "why don't we create a Kitty person? She's like a 43 years-old lady, she looks like this, she wears this type of dresses and this brand of lipstick, she dyes her hair this colour..."

M: We brainstormed a lot.

S: "What kind of family does she have, what car does she drive, what does she do, hobbies..."

M: We created this persona. We loved the name Kitty, and we thought it was a great idea: "Kitty's Diner". It's a catchy, American name. And Kitty is a composite of both our characters: fun, frivolous, social, lovable...

S: All of the good qualities, none of the bad! (*Laughs*)

M: She's colourful, and she develops through time.

S: She's from Detroit, and recently moved to Helsinki.

How did you get things going?

M: Our mentor at StartUp School recommended crowdfunding to us, so we spent six months documenting ourselves, and researching. Recently we began a campaign with Invesdor, which is a new concept in Finland by which people can join in as investors in our project.

S: We did a lot of research for this. We have both worked in many different restaurants in Helsinki too, and believe there is a lot of room for improvement, in management and other areas. But there really isn't much on offer. So we did our benchmarking and we saw there was a gap in the market place for this kind of offer, for breaking trends, as we call it. People would, according to our research, welcome this type of American dining.

Why did you pick American style in particular?

M: I've always been interested in the era also because my father owned many classic cars as well, MGs and motorbikes. He's even owned vintage boats! He has this vintage-retro side to him. And my mum also has encouraged us to be unique and individual, and the American diner portrays a certain individuality. The fifties were a fun, free era, people didn't hide behind masks so much, and they would go out and socialize a lot more.

A tremendous tension was globally released after the end of WWII.

S: Exactly! And they didn't have Facebook back then. Today, a strong competitor for restaurants is... home. Basically it's the whole industry trying to drag people away from their homes and go out to eat. I asked many, many people this question: "where do you go to eat when you go out in Helsinki?" and they go "er, not sure..."

M: So the diner is a classic, from a classic era. And it makes people happy, in a way. You can do so much with colours and the deco!

Will it be kind of like the McDonald's in Mannerheimintie?

S: The *Rokki-Mäkki!* No. We don't want to create a theme restaurant, but to have a general feel to it. The important thing is that we want to be ourselves.

M: We don't want to call our customers "customers", but guests, or friends. And that's the way we want to do it at Kitty's. It needs to be a personal service, without so much rush. There's so much you can learn about people just by having a short conversation, a few questions.

S: We are interested in people.

M: And we also want to keep our quality up, all the time. We will focus on this, and also on the training of the staff. So many times I have felt that restaurants don't put enough time into training their people. You're expected to know everything out of thin air, and sell the menu to the customers. So we want to focus on their training and personal development.



Let's talk food.

M: Something related to 1950's diner food, like what you can get in a diner in New York today. We're going to have dessert pastries on display on the counter.

S: Cakes won't be on the menu; we're going to have a pastry chef doing different cakes every day.

M: We'll also have the Specials board with different things each day, play with the menu, and see what works and what people like. And our milk-shake bar!

S: Yeah! We found several places in Helsinki offering milk-shakes, but we want to offer a great variety of options. We had a huge list, actually...

M: ...then we were told "calm down, keep it real!" The problem is that we got so many good ideas from New York: root-beer float, cherry-soda and chocolate ice-cream floats... And this really great one called "New York Cream" which is soda-water, milk, and some syrup...

S: Root-beer float, oh-my-gosh... Rich vanilla ice-cream and then root-beer...

M: And then we can sell eggnog in winter... There's so much we can do with the milk-shake bar. We have bars like that in the UK, and they're really popular, because basically you have the candies that you store, and you mix them with ice-cream.

Are you going to offer gym memberships too, to counter-balance all the calories?

(They both laugh)

S: No! It's their choice! *(Laughs)*

M: We will offer options that are lighter, like salads, but when you think of an American diner you don't exactly think healthy, but variety.

S: We were asked, in the beginning, what kind of food are you going to offer, and we were like "let's do this hangover-brunch-thing, ha ha!" And then we thought "we can't do this! Under the new trends in Helsinki everything is organic, everything is gluten-free, blah-blah-free!" So we were considering "let's do a healthy burger, a healthy this, a healthy that!" It didn't work. So we just said "let's do the 50's diner that we wanted to do in the first place!"

People can come once per week, and then burn the extra calories the rest of the week.

(Laughter)

M: The most exciting part is the all-day breakfast. We'll have pancakes, waffles, French-toasts...

Bacon?

M: Lots of bacon.

Ok, I'm in. Do you have a place already?

M: We are looking for a place. We need a corner unit in Helsinki!

S: We are in the early stages of the funding, and we'll also have a meeting next week with Finnvera and the bank. We have a plan B and a plan C.

Any special area you are interested in?

(Both) Kallio.

M: It's such a hip area at the moment for up-and-coming independents. We wouldn't want to have Kitty's diner in a shopping centre, for instance. It would lose its identity completely. So we need a corner unit, in Kallio, or around that area.

Is there a particular target audience for Kitty's?

M: Basically people who dare to go out to have fun. We have a target market already, but we believe that 1950's enthusiasts would find our venue pleasing.

Will you encourage people to stay there, to socialize or work with their Macs?

M: There are many restaurants in Helsinki where you're expected to pay and go, so we want to create an American style of cheers-café feeling, where people can come and meet their friends.

S: We went to a diner in New York, and five waitresses came to our table while we were still eating, to collect plates. We do not want something like that. We may have a special area for lunch, and others for chilling, but until we see the floor plan, we can't do much.

What do you need the money for?

S: The physical place, and all the renovations. If we find a good location that already includes a kitchen that would be great. And if the owners like the idea they may do the renovations themselves, so it really depends. For kitchen equipment, we've seen all the major providers by now.

M: It would be our dream to actually have a cool 50's diner, so we could have the rockabilly scene from Finland and the Nordics coming over and parking their cars outside! And I think it would be a good idea to collaborate with other diners, maybe. The point is to drive the distance, so they travel together and meet there with the community.

When can we expect an opening?

M: November to December 2015. Maybe early next year. But let's say that, as soon as we get the money, we are rolling!

Interview conducted by Gustavo for Helsinki Heroes (www.helsinkiheroes.com)

10.4 Appendix 4 – Logos and artwork



Figure 11. Official Kitty's Diner logo created by Late Designs 2015 – Lauri Huusko.



Figure 12. Official Kitty Logo – created by Late Designs – Lauri huusko 2014

SAMIGO

Figure 13. Oy samiGo Restaurants Ltd Official Company Logo created by Late Designs – Lauri huusko 2014

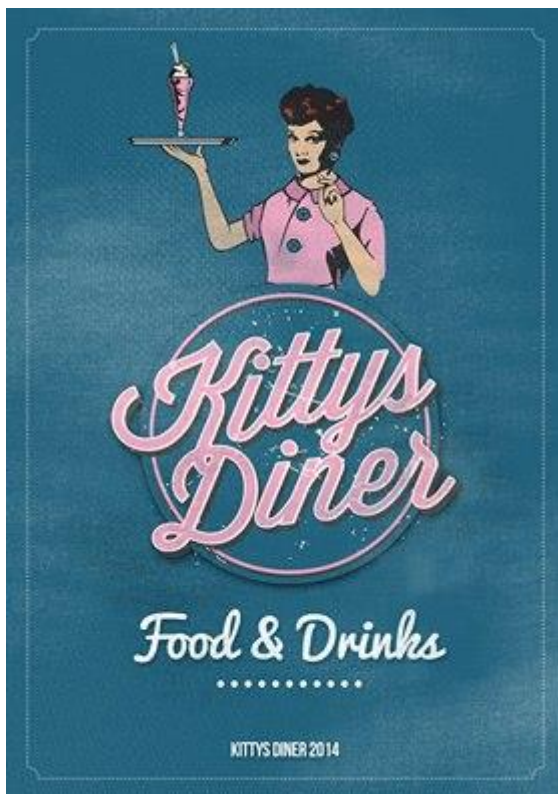


Figure 14. The old style Kitty logo on Food and drinks menu. created by Late Designs – Lauri huusko 2014



Figure 15. Example of the menu design. created by Late Designs – Lauri huusko 2014



Figure 16. Kitty's Diner business card. Front. Created by Late Designs – Lauri huusko 2014



Figure 17. Kitty's Diner alternative logo. Second choice. created by Late Designs – Lauri huusko 2014



Figure 18. Kitty's Diner alternative logo. 3rd Choice. created by Late Designs – Lauri huusko 2014



Figure 19. Kitty's Diner alternative official logo. created by Late Designs – Lauri huusko 2014



Figure 20. Oy samiGo Restaurants Ltd alternative colour logos. created by Late Designs – Lauri huusko 2014

Michael
Beresford

-Mr President-

michael@kittysdiner.fi

+358 447 778 897

TWITTER:

@Kittysdiner1

FACEBOOK:

facebook.com/ whoiskitty

WEB

www.kittysdiner.fi

Figure 21. Kitty's Diner business cards for Michael Beresford. Reverse. created by Late Designs – Lauri huusko 2014

Sanna Langi

- 1st Lady -

sanna@kittysdiner.fi

+358 443 249 008

TWITTER:

@Kittysdiner1

FACEBOOK:

facebook.com/ whoiskitty

WEB

www.kittysdiner.fi

Figure 22. Kitty's Diner business cards for Sanna Langi. Reverse. created by Late Designs – Lauri huusko 2014

10.5 Appendix 5 – Invesdor



Figure 25. Invesdor shareholders agreement.

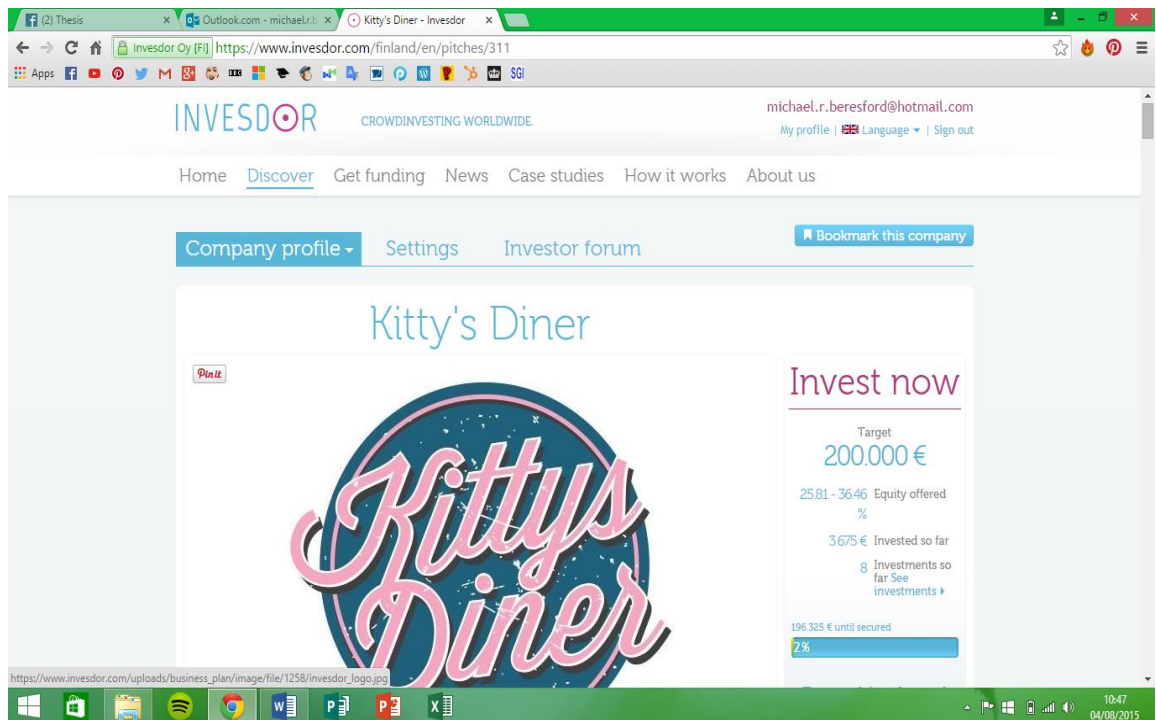


Figure 26. Kitty's Diner Invesdor crowd funding page. (www.invesdor.com)

Our story

We both met in September 2012 whilst entering the same class in HAAGA-HELIA Restaurant Management School, and became friends after taking self-development and business coaching. We discovered that we share a passion to be entrepreneurs and have a strong desire to build our own companies. We began sharing our thoughts and visions and continued planning from that day onwards and built a great friendship and trust. From our creative minds, Kitty's diner was born!

Kitty's diner was named after a persona we created. We are differentiating ourselves with a marketing strategy that is focused on creating a story behind Kitty. We are building a strong brand image this way. Kitty lives in the 1950's, owns a red beetle car to go to her diner, turns on the jukebox, does the twist and then goes and whips up a milkshake! This is what is missing in the marketplace in Helsinki. We have done research with focus groups, surveys and just by talking to a lot of people. We have already created a demand and we continue on our marketing strategy.

Ms. Kitty is also interested to hear what is going on in her friends' lives and loves to chat. We invite people to interact with us. Kitty is very much alive in Facebook and Twitter. Kitty

is a great character to get to know and her story is evolving day by day into something more and more exciting!

"Greeting you with a Kitty's smile every time!"

Our business & market situation

We are creating a first diner-type restaurant in Helsinki 2015! Kitty's Diner is an innovative approach and we are transferring people back to the classic 1950's bygone era. Our promise is to deliver a welcoming and warm atmosphere, with great service and unique and tasting 100% classic American food and beverages with a twist.

We love to create and inspire. What we have discovered through research is that most people are tired from receiving artificial and sometimes robotic service that many restaurants in Helsinki can offer. There is a certain lack of service skills, warmth and places where customers do not feel like just a number.

Our ultimate goal is to make our guests feel welcome as they were our best friends. Our whole team will be trained to the best standard, also in self development, to give our customers an unforgettable experience. We are ambitious pioneers who look to the future with a very positive mind-set.

The ambiance and interior of Kitty's Diner will be exciting, cosy, funky, trendy and very unique. Kitty's Diner evokes all the senses and will have a really great individual sense of humour!

As soon as our customer walks through the door they will immediately know that they are in a 1950s classic diner. The interior is something that we are paying great attention to. Our chosen colour scheme is petrol-blue and pinks. Our guests will see our team clothed in 1950s retro style dresses, or retro style shirts, this is also what differentiates us. The diner will possess quality style furniture that represents the essence of that era.

The diner will have a stream lined feel that a classic diner lives up to, with electric tubular lighting, a shiny blue and white chequered floor, a long marble style glitter pink or blue counter top stainless steel bar, with an array of American drinks and liquors on display. Our bathrooms are going to be themed and reflect our humour tastefully.

Our food and beverages offering is something that we are very proud of. Kitty's Diner is serving our guests food and beverages that really represents the 1950s diner and is 100% classic American in taste. We have inspired many of our ideas from the Betty Crocker cookbooks, as well as from our head chefs skill and excellent knowledge of meat dishes. We have done extensive research and know that our menu is something that Finnish consumers will love. We believe that our menu is different from everyone else and offers a few hidden dishes that we know is not available anywhere in Finland as of yet and we are looking forward to revealing those when Kitty's Diner opens its doors!

Our unique selling point is our milkshake bar, which will be our showcase! We will have many varieties of milkshakes to tempt our customers with. Kitty's Diner will have collectibles from the 1950's, a colourful big bubble-gum machine on display and jelly-bean dispensers on tables. We have a small reading/lounge area with beanbags and comfortable sofas with retro books and comics on display. Some books can be taken and exchanged through our book exchange initiative.

"We are a dream diner so you don't have to dream alone!"

The aromas of delicious cooked foods, rich breakfasts and warm pies will draw people in to Kitty's diner. Hot coffee and freshly squeezed orange juice will also entice. Kitty's Diner is a local favourite hotspot in Kallio where guests can relax without any hurry. On a crisp winters day we want our friends to come in, chill out, take a table or armchair and warm up their toes. On a summers day the ambience will be bright and breezy!

"Find your inner Fonzie and have a happy day!"

Guests can expect to hear the Whirlwitzer jukebox playing an old record from the 1950's and 60's and in addition we are having live bands playing occasionally. There will be a great atmosphere created by our fun-loving team and loyal customer base.

Taste is everything! Our customers' taste buds will zing with delight! A range of real 100% styled American food that is cooked to perfection and lovingly by our head chef and kitchen team. Our menu is exciting and plays with unique names that makes the ordering fun. We source as many ingredients as possible from Finland. We will be consistent in our approach, every day and every time.

"Kitty, Kitty, Kitty, I got my rock and roll boots on, so let's do a stroll!"

The marketplace in Helsinki offers American restaurants to some extent. The ones that are in Helsinki have been around for some time and many of these restaurants are owned by large corporate Finnish chains like HOK Elanto and Restamax. The service can be good but it is limited and seldom unique. The good news is though that many of the American restaurants have been around Helsinki for some time so we know that this type of food is popular. There are currently no classic diners in Helsinki as of yet. There is a large demand for Kitty's Diner!

"Watch out! Shake yourself about! It's twister season at Kitty's!"

About team

Michael Beresford

"I had been working in the hospitality industry back in the UK, and found my skills were growing here in Finland. I began to think how I could develop my skills more to get into management so I entered HAAGA-HELIA and decided to do my second degree in Restaurant Management. I have worked in some amazing restaurants like the former Chez Dominique a two star Michelin restaurant that had exceptionally talented individuals where I learned new skills and developed myself further.

I am an extremely ambitious person. I have been following great motivational speakers and have been interested in Entrepreneurship for many years. I want to be an entrepreneur and build businesses. I am a very energetic, social and a positive person, my strongest point is making networks and friends.

I want a restaurant that will evolve into something bigger than it is. For me it's not just about serving food or making money, its about bringing people together and making an atmosphere which focuses on having fun and somewhere where people can be themselves and always be greeted with a smile."

Sanna Langi

"I grew up with entrepreneurship in the family. My father had his own successful company for 15 years and I learned to honour and respect every aspect of the business. Through my fathers ambitious character I learned that taking chances always pays off in the end.

Even after bad days, he went on forward, never gave up. What I have learned from him is that the only way to fail in business is to quit and not learn from mistakes.

I have always had an open heart and a creative mind. I am constantly developing myself as an entrepreneur by studying in HAAGA-HELIA and taking part in seminars held by motivational speakers. I am aware that there will be tough times and challenges but I am prepared for the journey.

When it comes to Kitty's diner, I am certain that together with Michael and our team we are able to break trends in Helsinki. The diner is not only a restaurant to us, it is a vision. The vision is to introduce the fun aspect into our dining culture and bring people together like they used to."

Michael Beresford

Co-founder of Kittys Diner and Oy samiGo Restaurants Ltd

"I will be overseeing the over-all running of Kitty's Diner and providing new ideas so that the business will expand. I am putting everything I have into this. I am an artistic person and absolutely love to make a statement in my designs."

Sanna Langi

Co-founder at Kittys Diner and Oy samiGo Restaurants Ltd

"My most important tasks in the diner are being accessible, managing the team and being consistent in delivering and controlling the quality and looking after guests. Behind the scenes, I will be developing the concept, constantly focusing on boosting the sales and training the staff to a very high standard."

██████████

Head Chef

"I'm a chef originally from ██████████. After traveling extensively in Europe and working in some of the most influential kitchens it has to offer. I opened and ran my own Bar/Restaurant in Spain in 2006 which was a success and was sold on with a remarkable profit in 2011. I have worked in Finland since then and now am currently a chef in a ██████████. I have passion for delivering the best produce to a customer whilst making money for the company, keeping the costs down and profits up without compromising on

the quality or dining experience. I have extensive knowledge about meat and fish dishes and look forward to using our smoker oven which will be one of a kind in Finland."

Kitty

Our inspiration and persona for Kittys Diner. Kitty is our inspiration and brand of the diner. She has her own story, which is unraveling day by day! Check out her Facebook page to find out more!

<https://www.facebook.com/whoiskitty>

Uses of funds

We are going to use a majority of the money for renovations and start up costs. We are building the initial diner to make it the way that we have outlined in our business plan. We are focusing on the quality of the design and interiors as they are one of the most significant aspects of creating a 1950's American diner. The wow factor here is a must. This includes everything from furnishing from the inside and modelling the outside to look inviting and appealing.

- Jukebox (Whirlwizer) and a vinyl record player
- Dessert and ice-cream cabinet
- Bubble gum and jelly bean machines
- Pin ball machine
- Sofas, chairs, booths, tables, car-booth, bookcases, paraphernalia from the 1950's, Rugs or carpets, pull down movie screen and projector
- Coffee machines, blenders, orange juicer machine
- Menus and hardcovers
- Bathroom equipment and pipe renovation

- Technical equipment, sound systems, cash registers, air conditioning unit, office equipment and supplies, electric tubular lighting, signs, tablets, payment machines.

- Vintage staff clothing and chef uniforms

- Marketing to boost brand awareness and creating a loyal customer base.

- Website maintenance

- Business and loyalty cards

- Promoting through events and developing a brand

- Graphics and logos

- Media marketing

- Start-up costs (Fixed and other)

- Training and development

- Supplier and supplies initial costs

- Kitchen equipment and machines

- Building Renovation (If needed and not done by the leasing company)

- Staff wages and HR costs

Our target is to raise 199 875€ minimum from Investor. We have calculated that it will cost approximately 1000€ to convert the area per square meter. The space will be roughly 300-400sqm in total and will seat 60-80 covers.

We have been quoted from two companies that sell kitchen supplies in Finland that it will cost roughly 30 000€. Possibly if the unit will be a former restaurant, the kitchen will only need a small overhaul, depending on its size and condition.

We will use some funds for marketing. However our strategy is to use the power of social media and brand awareness through recommendation marketing and strategic co-operations with companies that have the same interests in the bygone era of the 1950's

Recycling is very important to us, so where we can save something we will go to lengths to do that.

We may have to look to get a small bank-loan and be in contact with Finnvera but nothing has yet been decided with this.

Here is an idea about the look and feel of a classic diner from the United States.

"Come on in you sugar babies!"

Epic 50s restaurant

Risks

Unlisted growth companies are high-risk investments. Making a high-risk investment involves risks, for example the risk of losing your investment, lack of liquidity, irregular or rare dividends and dilution of your stake. Please study this risk warning before making a high-risk investment.

It is recommended that you familiarize yourself with the investment target of your choice, reduce risks by investing in several investment targets and balance your investment portfolio with more liquid investments. We also advise you to pay attention to the Target Company specific risk descriptions, which you will find included in the pitch materials.

There are certain risks attached with a new start-up company:

We are a new start-up so there is a challenge in introducing an unfamiliar concept into the marketplace in Helsinki.

There is no absolute guarantee of the long term success of the diner. It has been proven that many restaurants fail within the first year of opening- We are aware of this fact and for this reason we are in collaboration with many successful entrepreneurs, business coaches and experts in the field, who have already given us advice and support. One of whom is an expert on why restaurants fail.

This is our first business and we have a lot to learn further. We are developing our skills towards success daily.

We believe in relationships first and then business follows. We are not looking for unlimited ATM cash machines, we are looking for that one person who understands our vision and wants to partner up with us to bring this place to life.

The plan is to reward our partners with dividends when the company is in profit. We will arrange to hold necessary meetings and keep all partners informed of any changes, expansion and development plans. In addition we will offer a good discount for all partners and their families when eating in Kitty's Diner. We will also have a corner in the diner dedicated to the partners, where any vintage memorabilia can be displayed from their own collections.

"Rock around the clock with Kitty's friends!"

10.6 Appendix 6 – New York report and field research

The best idea that we made was to take a trip to New York City in the USA. The reason why this trip was so successful was for three reasons. Firstly, it gave us an initial idea about what actual diner culture is like in the states. Diners originated from the states and therefore to go to the starting destination is always better than going somewhere in Europe, which has various imitations, although still provides good insight, however we decided on New York because it is good value to get to from Finland, it is one of the most populated cities in the USA and offers almost anything that you could need, you can find it in New York. The diners may not have originated in New York per say, however there were great examples of all sorts of diners, which is the general over-all metropolitan of New York's culture. The second reason was that we were able to taste the diner food. This has been extremely beneficial because many American restaurants (which are subsequently chain owned) serve the same food as each other, for instance everywhere sells brownies, or the same kind of burgers. We were able to benchmark the authentic American diner foods, which are not yet readily available in any of the American restaurants in Helsinki. For instance, the Soda Fountain in Brooklyn (a large suburb of New York) offered the Egg Cream beverage, which contains nothing more than soda water, syrups and milk. Another beverage which we discovered was a popular drink is a float. We tried many of these for example cherry so-da and chocolate ice-cream. The names such as a classic black and white will be used on our menu, which is simply a vanilla and chocolate milkshake, however we found this name to be popular in all the diners that we visited. We were able to taste some great desserts and breakfast items, one item we loved was the French toast chocolate cake, which is a mix of French toast (a fried egg based bread) and chocolate cake. There was also granola pancakes and banana and walnut, which we are seriously now thinking to incorporate on our menu. The third reason was the main basis of the thesis and that was to look at the service side of how diners operated. US is a more extraverted country to Finland, so of course service can differ dramatically, however by looking at the different types of service offered to us in all of the 11 diners that we visited, we were able to paint a clear picture of the sort of service and atmosphere that we want in Kitty's Diner and how service can affect all areas of the dining experience. We had some really good service and also some really bad service. Most of the service was average, which would be de-scribed as a close match to the Finnish service that is offered currently. However, it is clear to us that from a customer's point of view the most memorable diners that we went to had the best service, which we can still remember today, and the ones that offered just average service seems to have faded slightly in the background from our memories. The worst service offered we

remember clearly and have already told of our experience to some people, by which we would not recommend a visit.

The research was definitely worth our while and we feel much more prepared with the background research that we have done, in order to make our diner successful.

The initial plan

The initial plan was to go and visit as many diners as we possibly could, in one week. We realised that plans usually do not go exactly as planned however to write an initial guide before we went to New York was very helpful. We created a guide, which helped us to plan exactly what and where we were going to go. This involved putting together names and addresses of diners, as well as also collecting information about other areas we wanted to visit, such as New York thrift shops (flea Markets) and also breweries.

In the initial plan it was important to identify aims and goals, these were all agreed on by us, and gave us the direction that we needed to take whilst on the trip and keep in mind why we were there.

Aims

We have certain aims for going to New York, these are listed below.

- To go to 1950s Classic American Diner in the USA.
- To taste diner food and drinks and analyse the menus.
- To check out and benchmark any interiors, what works well and what does not.
- To interview staff and managers informally about diner culture and get an over-all idea about the personalities of people that work there.
- To find suppliers (F&B)
- To find merchandise (interior decorations)
- To gain an idea about the area and location of diners.
- To gain an insight into the customer groups.
- To get a good grade and pass our thesis.

Goals

- To go to New York to experience the diner culture. We are looking for what is the 'real diner experience' in New York.
- To look at what food and drinks are being offered, pricing and popular dishes.

- To see how food is presented to the public, what kind of dishware are they using and how are they presenting the food on the plate.
- To see what the staff are wearing and what kind of service style do they are giving customers.
- The décor and interiors of diners, are they more basic or very elaborate. Colours and styles.
- How milkshake bars are running. We are going to visit a few milkshake bars whilst in New York, these are called ice-cream par-lours. We will get a better idea about the different types of flavours that are used in classic diners.
- We are going to go to several breweries and taste American beer and ales. This is beneficial because then we can decide what type of beers that we want to use in the diner and also get to know how they taste. We may also find contacts in the USA that are importing beers to Finland.
- To go to several vintage furniture stores in New York and try and find some classic furnishings for the diner. This could be anything from quirky old car number plates to coca cola pictures.

Tom's Restaurant

This diner was not actually initially on our list but was a recommendation from our host. It was also fairly near where our lodgings were so we decided to give it a try. Interestingly the name did not mention diner on the outside, which made me suspicious but it did not disappoint. From the outside of the unit, it was rather hard to place. The restaurant was surrounded by Christmas trees, it almost was not visible apart from the sign outside and the notice on the front door. It was a corner unit, which we found to be almost typical with every one we visited, with a few exceptions. On entering the premises, we found the area to be busy and also cosy in style. It appeared that they were still celebrating Christmas and the whole area was covered in fake flowers and rather tacky Christmas decorations, which in all honesty did not matter as it was known that this place had a history with the community, even one that involved racial struggle and uprising. The owner Tom, who was a pillar of strength in the community unfortunately died 3 weeks prior to our visit. I was told that his presence in the diner was something that was very special. It seemed that the diner's service was a bit flat, this could have been due to the loss of its owner. The service however was easy and relaxed, the waiter wore jeans and a t-shirt with a black apron. Everything we ordered was delivered in a timely manner and was indeed very friendly. We tried a few beverages – The Lime and Cherry Rickey was a popular choice, long and refreshing made from syrup, bitters, limes, soda water and cherries. The classic black and white milkshake was a mix of vanilla and chocolate ice-cream, served in a large tulip

glass. We tried banana and walnut pancakes, which were delicious as well as the chocolate cake French toast, which we are planning to use in our menu. Over-all the diner was clean but could have benefitted from a small refurbishment, however due to the popularity of this place I see that it wouldn't really matter to anyone. The diner colours were red and green, which seemed to go with the Christmas decorations, and lots of dark wood. The decorations on the walls were mostly newspaper clippings from various reviews over the years. It is nice to feature reviews but many of them were of years gone by and perhaps that shows that they have not really developed themselves into any further businesses and have stopped trying to impress. Personally this diner was not styled how we would like our diner to look, however Tom's had a certain character to it and charm, which we left feeling happy and contented. "



The Brooklyn Soda Fountain

We discovered this place, when I was looking online for working milkshake bars. My interest was excited when I noticed the soda fountain book that had been published, which contains a number of syrup, milkshake and egg cream recipes. The milkshake bar in Kitty's Diner will be the most extensive that Helsinki has to offer, so we wanted to try some different drinks, to get new ideas and inspiration. The diner was again a corner unit and from the outside looked really exciting. The entrance was appealing and it made you want to enter as it was indeed an old pharmacy. The actual premises did not look entirely like a classic diner, but the history of the soda fountain in Brooklyn began in the 1900s, where seltzer or soda water was used as remedies. It was in the actual pharmacy back in

the day that they started making sodas and drinks for customers for health and wellbeing. The tradition died a few decades on but was brought back to life in the 90s where they started to make the soda fountains again. The place has history and depth and the owners are very passionate about the history, which is all explained nicely in the book. The ambiance of the venue was cosy and interesting, displaying old memorabilia from the chemist, dark wooden shelves, mosaic flooring, no booths but brown leather chairs and rich dark wooden tables. The venue was aeriated by the use of mirrors behind the counter, which made the overall venue seem bigger than it was. The counter was an insight, there were the typical diner chairs in brown leather, on the counter included different cakes and cookies, although we saw better examples of excellent counters in following diners. There was a mix of classic 1920s vintage music, which added a good atmosphere.

The staff in the fountain were extremely friendly and courteous wearing bowler hats and braces (giving a more traditional 50's look, which inspired us with our male uniforms). Adam our server explained he was new and really excited about what he had to show us, he made great recommendations, and kept our orders coming. We did order quite a lot from him because he came across as very passionate about what they had to offer. We ordered a peanut butter cup shake, which was whipped using the best milkshake machine and ingredients. The server explained that the ice-cream that they use to blend the shake is from 'up-state' which is from a small dairy farm and is freshly delivered every day. The secret to a good milkshake is to whip it until its smooth and any of the ingredients are well incorporated to the mixture. The root beer shake was all a favourite, which we are also going to include on our menu. The root beer float or any float for instance is something that Americans love, it's a mix of fizzy and creamy. The root beer is poured into a tulip glass and a large dollop of ice-cream is put onto the glass, which is then flipped into the drink by the customer. The soda then bubbles and creates a foam around the ice-cream, which is then drunk through a straw and incorporated into the root beer or syrup mix. We tried some food such as classic mac n cheese and a 'dude dog' which was a sausage in a bun with an egg omelette and cheese. One of the most interesting drinks we tried was the Brooklyn Egg Cream, which originated in Brooklyn and is famous throughout the states. The egg cream is made from a syrup (different flavours can be used) milk and soda water, which is served in an on the rocks glass. The soda reacts with the sugar syrup and milk and creates a foam top. There is no egg or cream in this drink, but taste wise it's fresh and still has the element of creaminess from the milk. Over-all the soda fountain was a memorable one because of its unique design and also the friendliness of the staff, however in our opinion it did not have the design element and big diner feeling that we are

going for, but it was fascinating because it was bringing its unique history for everyone to see and discover.



Metro Diner

In terms of style this diner had it all. It was probably the most nearest to the style that we are looking for, although we realise now that these causes customers' expectations to be high. From the outside it looks stunning. Based in the city of Manhattan, it is right in the buzzing metropolis and on a very busy road. The corner unit visually looks great, it is instantly recognisable as a classic diner and from the outside you can see booths through the large clear windows. The atmosphere looked exciting. This is a place when you walk in that you know exactly where you are eating, there should be no surprises, because of this everything is laid out on the table. On arrival they were friendly and offered us to take a seat. However, during service, we noticed that it was stiff and unfriendly. They wore black trousers and a black shirt, with apron. (Very similar to Finnish restaurants) We had over 4 waiters come up to our table and many of them were trying to take our plate before we had finished eating. The staff also seemed annoyed that we were looking around and taking photos. There were no recommendations offered to us. The interior seemed to reflect the diner culture we were looking for to begin with. Red and white leather style sofa booths, fans on ceilings, usage of mirrors and reflections, ridged metal tables and frosted glass divides. The lights however were a little too bright and therefore as a customer it seemed a little cold when sat in-side. There was also no music playing, which almost destroyed any atmosphere that there was. The food that we ordered came out quite quickly but unfortunately did not reach standard. A burger was ordered and the meat was

apparently taste-less and chewy. Also the components were served separately on the plate, where we had to literally chop the pickle, salad and add the coleslaw ourselves. This not only made the food look uninviting but there was also a lot of food wastage, because they did not calculate how much should go into the burger. The vegetarian burger that was ordered was dry and burnt and there was an overall impression that the food was made some time ago and nothing was fresh. The fries that we ordered were chunky and soft and not crispy. The coffee tasted burnt. The food wastage here was noted as we ordered a side salad which came with so much that we couldn't finish it, also it looked unappetizing with lots of raw peppers, tomatoes and green lettuce, with no dressing, and it was tasteless and uninteresting. The venue was clean and tidy, but overall the diner was a let-down and proved that because of the interior it exceeded our expectations, and we both were excited upon entering, but because of rude and unfriendly service, too many waiters serving, and poor food quality the Metro diner is not somewhere that we would return back to. The diner had a feeling of eat and go, and it appeared to upset the waiters that we were sat at the table for so long, whilst around us there had already been three sittings. We did not receive a farewell greeting which was rude. It has taught us both however that if we are going to style Kitty's Diner in such a manner that it needs to meet expectations from the start and we must always be consistent in our approach.



Pegasus

Many of the diners in New York City are run by descendants of Greek immigrants. Hence the name of this venue. It was not a corner unit and looked more like a coffee shop from the outside, with two large windows. Upon entering the venue, we were given a friendly greeting by the waitress, who remained polite until the end. The venue was very busy, with what appeared to be a local crowd. This is the type of ambiance we are looking for in our diner. A community feeling is very important to us. The interiors were green and dark wooden table booths. The material was old on the booths and made of fabric. The walls were green and blue, and also had a large area of natural bricks. The counter had an array of oranges on display, as the place is known for serving freshly squeezed orange juice, this is something that we are going to look into and introduce in our diner. The food quality was good, we ordered waffles with eggs, which were fluffy yet crispy, and pancakes that were served with maple syrup. Although it could be challenging to present pancakes in a way that is appealing, the dish did have 3 big thick pan-cakes stacked on top of each other, which looked rather messy and unappealing when cut into as there was just 'too much' pancake on the plate. Perhaps in this case two pancakes would be enough with a small presentation on top or a dusting of icing sugar. The orange juice was really nice and fresh, that had a natural taste and was not at-all processed. We also ordered a chocolate muffin, which again could have been presented better, although the muffin itself was delicious.

The venue was quite small and had people waiting for a table on the counter stools, this is a good idea if we have an overspill situation. Overall impressions were that the diner was clean and tidy, busy yet organized and left us feeling satisfied but not necessarily craving for more.



Brooklyn Diner

The Brooklyn diner is a hot spot with celebrities, and they are proud to display who has been in the diner, with many name plaques on the wall. The diner is located in the top 10 diners in the city, which we obtained from our host. This was not on our initial list but from the reviews decided to try it out. The outside area was a corner unit, very visible, with electric tubular writing outside and big clear windows displaying the ambiance inside. We were greeted straight away by the host who took us to our table. The server Caroline introduced herself in a very friendly manner, and started chatting to us about the menu. From a service point of view, it was very formal. Black bowties, white shirts and trousers were worn, this is not the style that we are looking for but it was beneficial to see these more formal diners. The interiors of the place were unusual, green booths, mosaic flooring and the tables which were quite retro were covered with a white table-cloth (hence the formalness) which kind of ruined the over-all feeling of a classic diner (research showing that diners usually were very un-formal and different to this one) however it is their style, which of course must be respected.

The server recommended a black cherry float with chocolate ice-cream. I did not know what I wanted to order so I allowed her to choose, it was a really great recommendation, and she checked back on me to make sure that I liked it. We are going to use that drink on our menu. We were just hungry for a dessert so we ordered three different types of desserts. American New York cheesecake, Triple layer coconut cake and a hot fudge Sunday. The portion sizes were huge. The cheesecake was an absolute delight, unbaked and perfectly creamy but really filling. The coconut cake was massive, I somehow feel that it was too big as we wasted a lot of it, it was nice but somehow was missing something. The hot fudge Sunday looked very impressive (with cherry and cream on top) but in my opinion melted too quickly and by the end of the meal was just melted ice-cream, which was not so easy to eat and messy. However, they were all great desserts, which we thought could all have a place on our menu, or perhaps on the specials board. The diner was expensive, but however a worthwhile experience.



Pearl Street Diner

With anything first impressions count. With a big sign outside that says 'er' with the 'din' part broken from the tubular lighting, doesn't leave a good first impression. Reviews have also stated that this has been broken many months already. We both feel that the outside reflects the inside, so what shows on the outside is important as it determines in many ways how the operations internally are functioning. To us this diner seemed it had hit hard times and was probably lacking money, indeed we found this to be true as well as an unpleasant lazy and rude service. This diner was by far the worst one we visited which left us feeling annoyed for even going there and having to pay for the abysmal food that was

served to us. Inside furnishings were grey, blue, red and green. There was an overabundance of grey however, which had no life to it. Grey is a calming colour which is generally used on airlines or conservative offices, not a colour that suits a classic diner, which by its name was intending to be. The booths were old and tatty, there was a wet floor sign and the cleaner was actively cleaning the floor with a mop around us, during the mid-morning hours. The diner was therefore giving off a bleachy damp smell. The table had some vinaigrette on it, which looked like it had congealed and was very unappealing. The contents had floated to the top, which was somehow a pink and brown solution. The bathroom was so small that you literally had to climb on the toilet seat. The service quality was rude from the start. Located in the financial district in New York, I could basically see the restaurant was empty with few people inside. 80s music was playing on the radio, which in our opinion is completely unrelated to diners. In Pegasus they also played 80s music but the atmosphere of that place counteracted it and it did not matter so much, however in Pearl Street Diner there was no atmosphere so it completely ruined it even more. The server did not say hello, he was sarcastic when asking for recommendations saying that he likes to drink a glass of milk, which he then walked away flippantly. The dress uniform of the staff was a red polo shirt and white trousers. The chefs were in full view of the customers and were donning dirty aprons and trousers. This did not give us hope that the kitchen would be clean. The quality of food and drinks were the most basic we had whilst in New York. We ordered a tuna fish wrap, which was just tuna mayo in a white wrap, no greens or colour, and French fries, which were fat and greasy. They tasted ok, rather like British chip-shop chips, with a wad of battered cod they would have been fine, but they didn't fit our expectations. The milkshake that was ordered tasted ok, but nothing more than that. It was served in a plain high-ball cup made of plastic and not a nice tulip glass like in other diners that we had visited. The vanilla milkshake somehow tasted of cheap ice-cream and was very thin and not thick and creamy like the soda fountain for instance. The plates were unadventurous and brought no colour to the food. The burger was almost un-edible and contained a lot of gristle. The diner itself was clean, although I think mopping floors during service is not exactly appealing to customers, who can see dirty water being rung from the mop. There was a lot of clutter by the toilets with stacked chairs and tables. There were some nice memorabilia, such as a coca cola sign but it was hidden away from view. Overall impression was that the diner was unwelcoming, the food was bad and we just couldn't wait to leave. It was the big-gest waste of money that we occurred during our whole trip. We would not return there. The service was just very bad and lazy, which left a bitter after-taste in the mouth.



Times Square Diner

This diner was another that we picked from the recommended guidebook. We had decided to go there due to its interesting design. Times Square Diner was indeed a different style diner that we had experienced so far. From the outside the diners name was visible because of the big letters, which were bold and black. The outside interior was green. It is not a corner unit and has one of these rain porches, which are fairly common in New York. Inside it was pleasantly surprising. The roof and walls were shaped in various grooves and shapes, which had a very unique and retro feeling. There was a long counter, which was missing some of the classic diner stools, however used chairs instead, racing green tiles on walls and creams, brown large tiled floor and green leather booths, rich dark brown tables. The bathrooms were clean and spacious and had some nice automatic drying features and soap dispensers. The service here was good, the staff dressed in black polo shirts and black trousers looked smart, and seemed laid back and had a good sense of humour. We were seated and handed the menu, no recommendations were given but they were very nice when we asked to speak to the manager about the design of the diner and he came and spoke to us and gave us some nice ad-vice. The food was good, we ordered many things. The granola pancakes were served on square plates; this was the best presentation that we had seen so far. Square plates are something that we may use because they almost present the food in a sophisticated way and it makes the pancakes stand out more. A sloppy Joe was ordered (pulled pork in a bun) although it was not to taste, and the red cabbage was not needed.

On our menu we have this but I believe that we can make it work better. We ordered a combo plate to share, which had mozzarella sticks, spicy chicken wings, ribs and chicken wings with three selections of dips. Everything was great on this combo apart from the chicken fingers, which are a little dry and we have found them to be the same quality in a few diners already. These could be frozen mass delivered produce. The French toast was not as good as previous versions, and was a little too crispy and not fluffy enough for my taste. The waffle was good and is especially tasty when served with butter. This also came with an egg. The drinks ordered was a chocolate milkshake which tasted nice, however only strawberry and vanilla was offered, so the selection was limited. The portions came out quite large so we could not eat everything. The diner was very clean and had a nice atmosphere, 80s music was playing again, which was fine, because the atmosphere was good. The menu was fairly simple, the breakfast menu was separate and the owner advised that if people want all day breakfast then to ask for it, but perhaps this is not the way that we are going to operate. A nice diner that was unique to its own style and the food was reasonable.



Skylight Diner

The Skylight Diner was by far the best diner that we visited on the trip to New York and it was literally by chance that we went inside. The Skylight diner is one of the few that is open in New York 24/7. That means that they serve, breakfast, lunch, dinner and night & early morning food. From the outside the diner ticks all the boxes, a corner unit, large windows and that classic diner feeling. As soon as we went inside we were greeted really nicely and showed to a booth by the window. The diner was not busy but had a few tables

of customers, the space seemed quite large, with many tables and booths. The reason why this was the best diner for both of us was because the service was so good. We had a really good waitress who immediately made conversation with us, and made us both feel welcome. Our server recommended a dessert for us to try, which was a lemon cream pie. Recommendations are something that we are going to implement in the diner. The inside interior was very spacious with a large open serving area by the counter, which was designed with a streamline feel that many diners other than the Times Square Diner have not had. The floor area was neat with a mosaic floor tile, and colour scheme was metallic grey, blue and white. Pearls Diner also had the grey colour scheme but difference between both was the overall style, space and presentation that made it work well. The counter was full of desserts and cakes, this is also something that we feel would be good to have a small selection, and also a presentation fridge, that they also displayed their cakes and sweets into. The service however here was excellent. We told one of the servers that we were opening up a diner and she brought her manager over to us and he had a chat with us. One of the most important pieces of advice that he gave us was to keep the menu simple. The Skylight diner menu was far too vast, being a large A5 menu with over 7 pages of food. Every year he cuts the food down more and more but although there is a lot, he assures that all food used on the menus work in conjunction with each other, which cuts down wastage. Overall the diner was the best because of the service that we received. Good service is the key to a successful enterprise, because even if something goes badly wrong, as long as the service is good then the customer still leaves satisfied, and will more likely return.



Skylight Diner interior



Skylight Diner exterior



Metro Diner exterior



Toms Diner Interior



Metro Diner interior



Pearl Street diner exterior

10.7 Appendix 7 – To do lists and timeframes

PRIORITY

Get a head chef by 31st March and schedule interviews! (plan what channels we are going ask)

See Timo Santala (help us with the marketing) Date Unknown

We need to go to Yritys Helsinki (phone to make an appointment)

We have to go to Nordea (Find out about bank loan)

We have to write a blog to crowd puisto due 20th March - 8th May

We need to find out date kaupalehti is advertised (email Tommo)

We need to book tickets to American car festival

Get back to Clevergirl OY

Linkedin profile for Sanna

We need to arrange an event for bloggers (15 people)

Contact all bloggers

We need to arrange the milkshake bar for restaurant day 16th May and put on page

Go to Roots and Boots festival 1st August

Make our own recipes for the menu

Create poster for our thesis

We need to go to office for location and meet agents

Contact restalite and dieta

Meet Julia Moh to talk about design

Start crunching financials

Find suppliers and finish business plan

Meet up with 5 point brothers

<u>TASK</u>	<u>DUE DATE</u>	<u>NOTES</u>
Buy a professional business plan.	27.5.2014	Completed!
Create a persona for KITTY	29.5.2014	Completed!
Plan the logo	29.5.2014	Completed!
- Outsource logo to fiver	31.5.2014	Completed!
Write email for Violetta	29.5.2014	Completed!
Start planning a marketing campaign	3.6.2014	Discuss with Violetta in meeting.

Go to the retro furniture. Start gathering ideas about where we can furnish the diner from.	3.6.2014	Price comparisons, stockists, ideas
Write the teaser	20.6.2014	Crowd funding
Write our story	20.6.2014	Crowd funding
Write our business and marketing situation	(unknown)	Speak to Violetta and Marianna
Create a Facebook account for the diner - Questionnaire	(unknown) (speak to Violetta 1 st)	Pictures, invite friends to like etc.
Write about team	20.6.2014	(crowd funding)
Write about uses of funds	(unknown)	What we need in the restaurant and list it! (crowd funding)
Do the financials (complete)	(ongoing)	See An and Pekka ASAP (crowd funding)
Plan the crowd funding video	31.7.2014	crowd funding, brainstorm, idea session
Eat in every one of our competitor's restaurants and make observations table.	(Day unknown discuss next list)	Morrison's 3.6.2014 Hard Rock 9.4.2014 Chico's 7.7.2014 Soul Kitchen 9.9.2014 Midhill Colorado Memphis The diner (Tampere) 9.8.2014
Plan a menu test day at Haaga-Helia as well as next restaurant day.	24.9.2014	For free at Haaga Helia, testing menu. Possible restaurant day.
Start researching the theory part of our thesis.	October 2014	When we start school
Complete webpage design. Using Dolly power	24.3.2015	Rachel Laing (UK) Designer

Plan a trip to the USA to research diners. (East Coast)	1.1.2015	Look for airfare, hotels, motels, research diners, maps, stockists etc.
Go To the USA - Research diners - Search for suppliers	17.2.2015	20 diners + beer breweries + vintage furniture and have some FUN!
Graduate	On Time	On Time
Start looking for a unit to put Kitty's Diner.	(Ongoing)	(Ongoing)

Things to Do – Sanna, Michael, [REDACTED], Lauri and Niko

- Sanna and Michael – Contact the owner of Makkuni. Ask him if he wants to turn the venue into a restaurant and does he mind doing the renovations for us, for an extra amount of rent per month. Also can he make a contract for us to say that they are happy that a restaurant goes there so we can begin funding?

WHEN: (ASAP)

WHO (Sanna to call) Michael and Sanna to Visit

- Send Birgitta a short presentation of the diner and ideas for gala event

WHEN: ASAP

WHO: Sanna or/and Michael

- Make a meeting with the TE Office and meet with them

WHEN: ASAP

WHO: Sanna (to call) and Michael and Sanna to meet her

DEADLINE: Week 46 LATEST!

- Register the company with patent office

WHEN: ASAP

WHO: Sanna and Michael

DEADLINE: Week 46 LATEST

- Meet with [REDACTED] to give him cook books

WHEN: Thursday 6th

WHO: Michael

- Skype with Rachel Laing – Website creator

WHEN: Tuesday 11th November

WHO: Sanna and Michael

- First edit of video ready (preferably almost ready)

WHEN: Tuesday 11th November

WHO: Niko

WHERE: Post on to Drop box

- Meet with Juuso Kokko

WHEN: Wednesday 12th November

WHO: sanna and Michael

TIME: 9am

VENUE: Haaga Helia

- Pitch Video READY and completed

WHEN: Friday 14th November

WHO: Niko

- Go to Invesdor and submit page

WHEN: Week 46 or Monday week 47

DEADLINE: Before SLUSH event

WHO: Sanna and Michael

- Menu draft – ready with recipes

WHEN: 17th November

WHO: ██████

- Meet with Lauri for business cards

WHEN: Week 45 or 46

WHO: Sanna and Michael

DEADLINE for business cards READY – Monday 17th November

- Go to Estonia to print business cards for SLUSH event

WHEN: Week 46 or Monday on week 47

WHO: Sanna and/or Michael

DEADLINE: Monday 17th November

- Go To SLUSH event

WHEN: Tuesday 18th and 19th November

WHO: Sanna or Michael

Things we have done 18/10/2014

- Met with Joseph Youssef and have arranged for him to be a consultant in the kitchen and create the processes for a successful venture
- Booked a trip to New York on the 12th January primarily for research
- Shot the video for crowdfunding in the theatre
- Had an interview with Chris Drake chef at Pastor
- Completed the company logo
- Completed Kitty's face
- Purchased 8 different cook books from Betty Crocker
- Visited Midhill
- Website contracts signed and sent to Dolly power – work begins in November and will be completed by the 25th November

Still to do

- Have a meeting with the TE office
- Register the company name
- Create a PDF nutrition database for our menu (see Ruby's diner)
- Meeting with Birgitta on the 3rd November for menu day at Haaga Helia
- Give more surveys to close friends
- Visit the diner furniture store in Helsinki
- Write report on Midhill
- Business cards from Lauri
- SLUSH event (tickets?)
- Update Invesdor page
- Meet with Andrea from Invesdor and submit funding application
- Shareholders agreement workshop

TO DO LIST!

1. PRH Office 20th November
2. Visit the Pin up Garage (make contact) Sanna 20th to Timo to arrange meeting
3. Call Actival or email to arrange a meeting 20th November
4. [REDACTED] statement and photo 20th November

- | | | |
|-----|--|---------------|
| 5. | Buy new diary for 2015 | 20th November |
| 6. | ██████ linkedin account set-up | (Open) |
| 7. | Call to Finnvera 24th November | 24th November |
| 8. | Contact Minna Parantala | 24th November |
| 9. | Meet with John Self | 26th November |
| 10. | Meet with Juuso Kokko | 26th November |
| 11. | Financials for restaurant (Correct) | (open) |
| 12. | Email Juuso and Debra Self | |
| 13. | FINNISH Translation Invesdor | 20th November |
| • | COPY OF PASSPORT OR ID | 25th November |
| • | TRADE REGISTER EXTRACT | |
| • | ARTICLES OF ASSOCIATION | |
| • | LIST OF SHAREHOLDERS | |
| • | SHAREHOLDER DECISION OF ISSUING THE SHARE OFFERING | |
| • | LATEST FINANCIAL STATEMENT | |
| • | ENGAGEMENT LETTER | |
| • | IDENTIFICATION OF BENEFICIARY | |
| • | BUSINESS IDENTITY CODE | |
| • | UPDATE CONTENT! AND CHECK FINNISH CONTENT! | |
| • | | |
| 14. | CHECK Finnish for Invesdor & add Content | |
| 15. | Meet with PIN UP GARAGE | |
| 16. | Plan the tasting event in week 7 | |
| 17. | EDIT AND FINISH INVESDOR BY 25th!!!! | |
| 18. | Meet Andrea after 25th Invesdor | |
| 19. | Make announcement on Facebook introduce Kitty and the Diner (leave open) | |
| 20. | Plan New York/contact/suppliers/interviews | |
| 21. | Plan the thesis (get books) and plan what to write | |
| 22. | Go to Kotka and rewrite business plan, and EDIT | |
| 23. | Ask ██████ about Estonian Furniture designer | |
| 24. | Visit the supreme furniture designer | |
- CHRISTMAS HOLIDAY – NO BUSINESS! :D :D

To Do List – April 2015

Wednesday 22nd – Polish the business plan

Thursday 23rd –

- Contact New York about recipes
- Make a plan for Bhu
- Make a schedule for restaurant day and previous day before
- Continue with thesis
- Continue with business plan
- Financials

Friday 24th – Thesis (morning)

Tuesday 28th –

- Michael writes thesis alone
- Sanna 12pm Blog and Podcast (uploads for SUS)

Wednesday 29th –

- Meet with Bhu and plan restaurant day FINALIZE IT
- Go to Heino and get prices for restaurant day
- Make cakes for crowd puisto event (freeze cakes)

RESTAURANT DAY

1. Get a electricity machine
2. Order the dry ice

Tuesday 5th – 5 point brothers

Thursday 7th – Social media and marketing workshop

Friday 8th – Crowd Puisto

Thursday 14th –

- Finalizing the thesis
- Kotka to pick up van
- Electric machine (deadline)

Friday 15th –

- Make milkshakes (evening)
- Pick up dry ice
- Meet [REDACTED]

Saturday 16th - RESTAURANT DAY

Sunday 17th - Hand in Thesis

10.8 Appendix 8 - Company establishment papers

Patentti- ja rekisterihallitus Sivu: 1 (2)

Kaupparekisteri Y-tunnus: 2655571-7

Arkadiankatu 6 A

Luontiajankohta: 09.12.2014 16:19:12

REKISTERIOTTEEN TIEDOT

Toiminimi: Oy SamiGo Restaurants Ltd

Y-tunnus: 2655571-7

Yritys rekisteröity: 01.12.2014 15:24:28

Yritysmuoto: Osakeyhtiö

Kotipaikka: Helsinki

Otteen sisältö: 09.12.2014 16:19:11 rekisterissä olleet tiedot.

Yhteystiedot:

Postiosoite: Kanneltie 15 E 36 00420 Helsinki

Puhelin: 044 3249008

Sähköposti: kittysdiner@gmail.com Kotisivun osoite: www.kittysdiner.fi

Rekisterimerkinnät:

TOIMINIMI (Rekisteröity 01.12.2014 15:24:28) Oy SamiGo Restaurants Ltd

TOIMIALA (Rekisteröity 01.12.2014 15:24:28) Yhtiön toimiala on ravintola-ala.

KOTIPAIKKA (Rekisteröity 01.12.2014 15:24:28) Helsinki

POIKKEAVA TILIKAUSI (Rekisteröity 01.12.2014 15:24:28) Päättyy 31.12.2015

TILIKAUSI (Rekisteröity 01.12.2014 15:24:28) 01.01. - 31.12.

PERUSTAMISTIEDOT (Rekisteröity 01.12.2014 15:24:28) Perustamissopimus on allekirjoitettu 20.11.2014.

OSAKEPÄÄOMA (Rekisteröity 01.12.2014 15:24:28)

2 500,00 EUR

OSAKKEIDEN LUKUMÄÄRÄ (Rekisteröity 01.12.2014 15:24:28) 100 kpl

Sivu: 2 (2)

Y-tunnus: 2655571-7

HALLITUS (Rekisteröity 01.12.2014 15:24:28) Puheenjohtaja:

01.11.1980 Beresford Michael Robert Jäsenet:

19.06.1990 Langi Sanna-Maarit Varajäsenet:

10.06.1959 Langi Erkkä Tapani

TOIMITUSJOHTAJA (Rekisteröity 01.12.2014 15:24:28) Toimitusjohtaja:

19.06.1990 Langi Sanna-Maarit Toimitusjohtajan sijainen:

01.11.1980 Beresford Michael Robert

TILINTARKASTAJAT (Rekisteröity 01.12.2014 15:24:28)

Tilintarkastajaa ei ole valittu.

LAKIMÄÄRÄINEN EDUSTAMINEN (Rekisteröity 01.12.2014 15:24:28)

Lain nojalla yhtiötä edustaa hallitus.

VOIMASSAOLEVAT HENKILÖTIEDOT

01.11.1980 Beresford Michael Robert, Britannian kansalainen, Helsinki

10.06.1959 Langi Erkkä Tapani, Suomen kansalainen, Kotka

19.06.1990 Langi Sanna-Maarit, Suomen kansalainen, Helsinki

TOIMINIMIHISTORIA

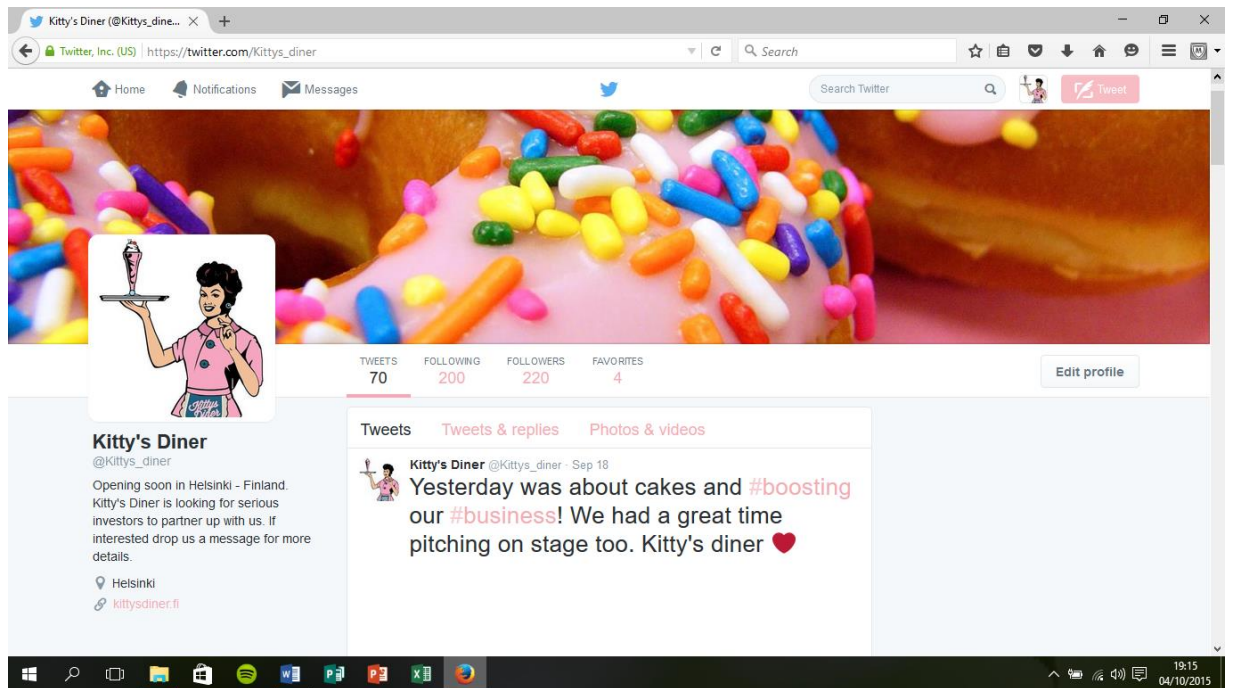
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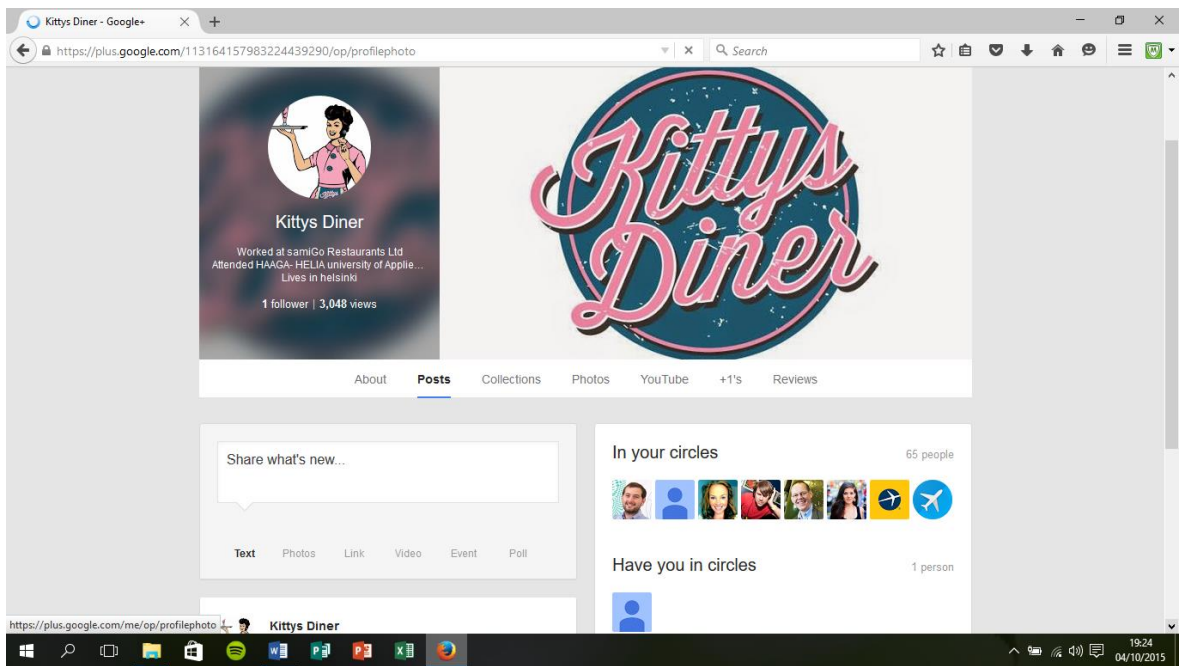
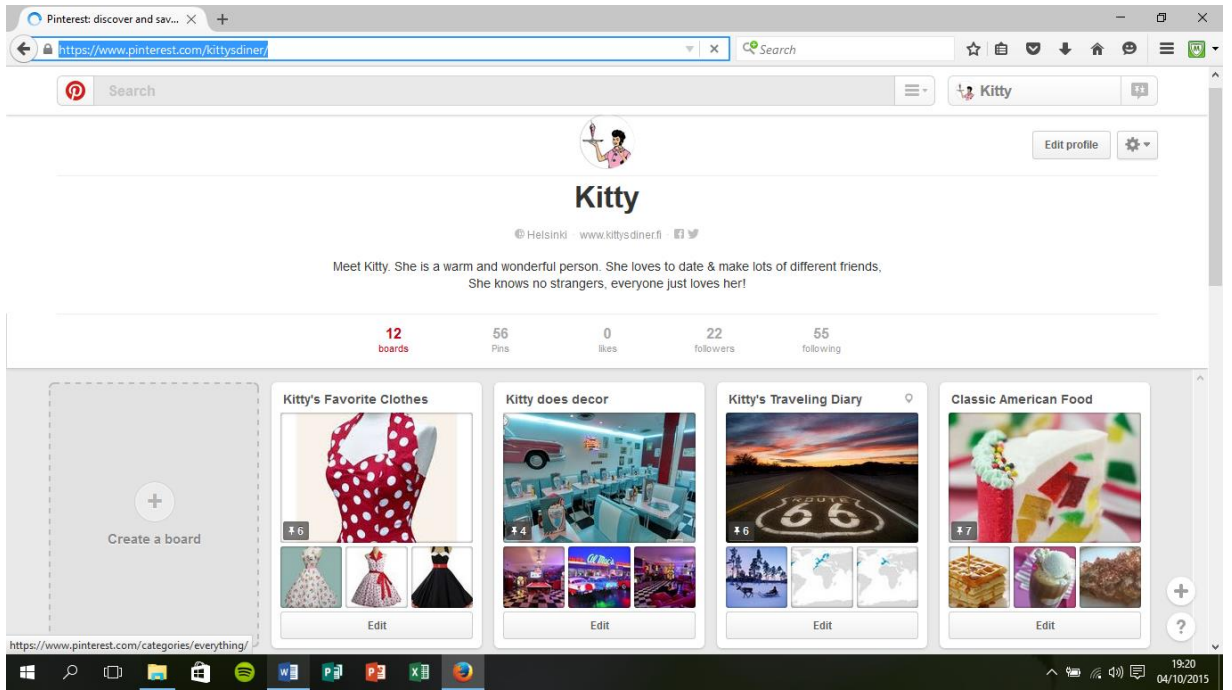
Tietolähde: Patentti- ja rekisterihallitus

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10.10 Appendix 10 - Social media sites

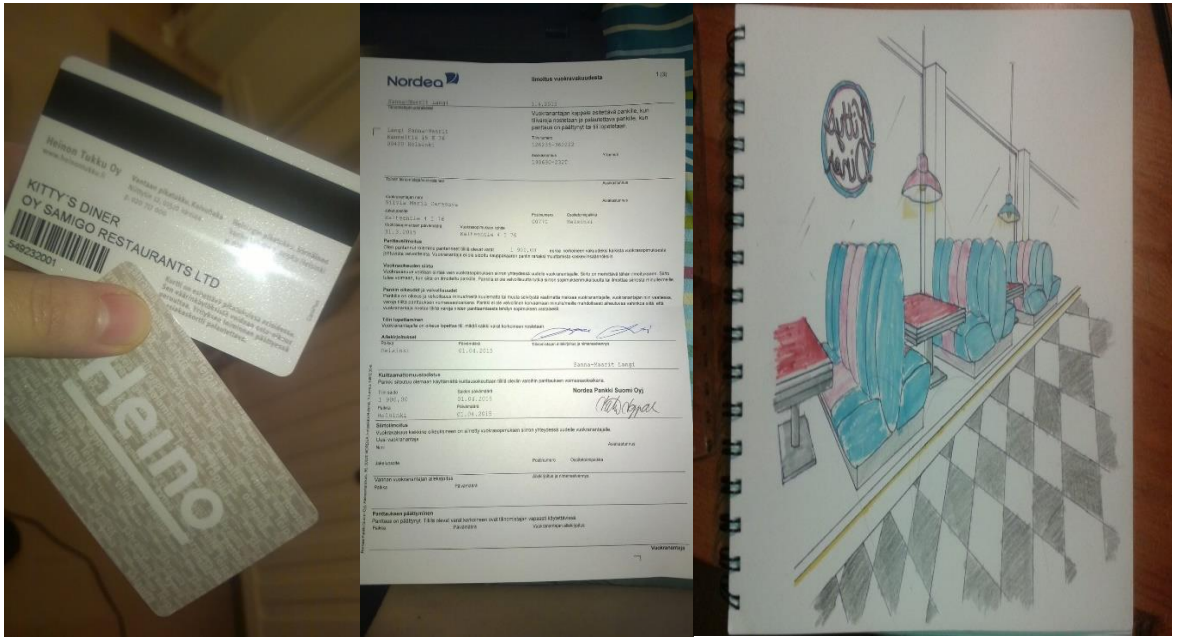


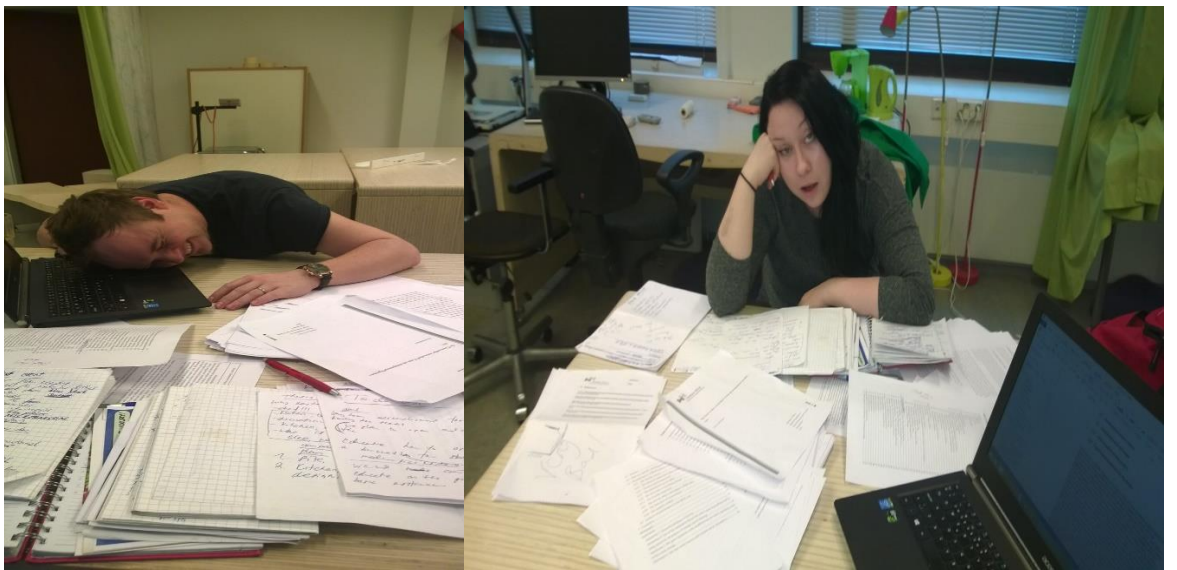
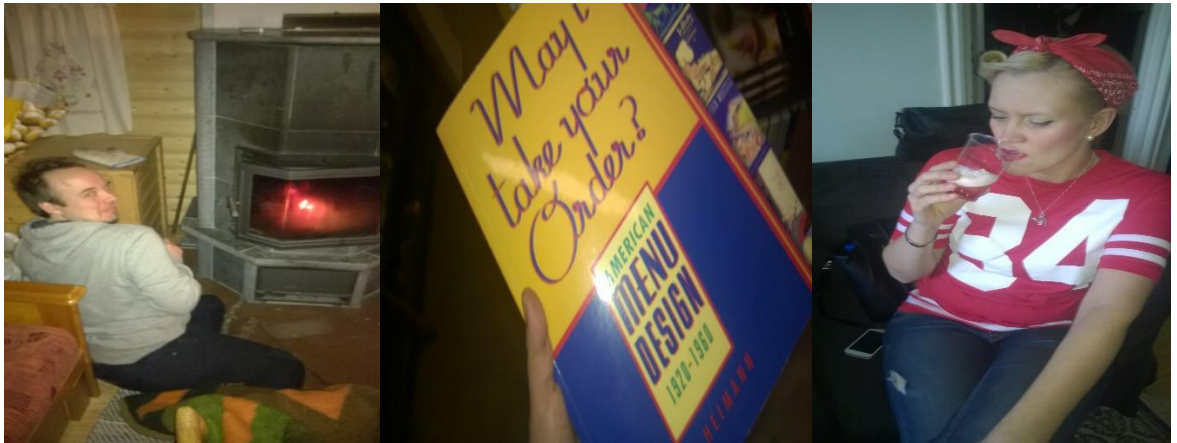


10.11 Appendix 11 – Personal photos of the journey

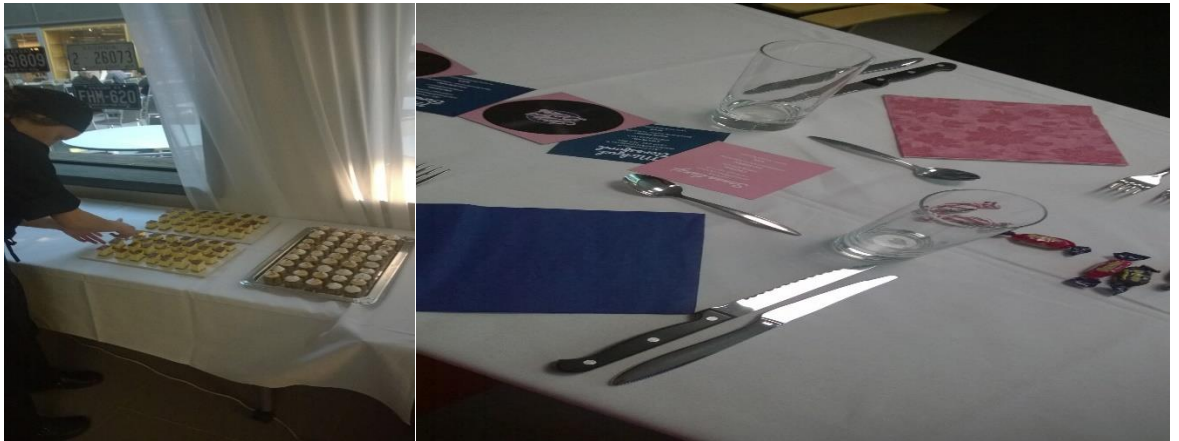












11 END OF THESIS.