

Creating a Scandinavian brunch for Bistro Café Min Krog

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<p>This thesis is about creating a Scandinavian brunch menu and a brunch product for BistroCafé Min Krog located in Kirkkonummi, Finland. The goal of this thesis is to give a clear framework for creating a brunch menu for a restaurant. I planned and executed the Scandinavian brunch used as a case in this thesis in October 2013. The timeframe of this thesis is from October 2013 until August 2015.</p> <p>The thesis consists of theoretical background related to new-product development and menu planning whereas information about Scandinavian cuisine and food is also studied due to the fact that the brunch menu was themed to be Scandinavian.</p> <p>As a before studies the author explains the on-going brunch trend in the restaurant field and studies four different brunches served in four different restaurants in Helsinki and Kirkkonummi.</p> <p>Process description explains the method of conducting the product thesis and implementation describes the process of making the actual brunch. In the learning outcomes section the author discusses her professional development and the highlights and critics towards the brunch and the thesis writing process. Also future development ideas are given.</p> <p>As an attachment, information of the Scandinavian brunch is shown for example the menu, the recipes, working methods and pictures of the food.</p>	
Keywords Brunch, menu, menu planning, new-product development, Scandinavian cuisine	

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1 Introduction

Maybe you have enjoyed a relaxed weekend brunch with friends or family, enjoying good food and sipping sparkling wine? Serving brunch has been a booming trend in restaurants for the last couple of years and the supply in Helsinki area is versatile. There are all kinds of brunches from different price ranges to different themes and menu styles. But have you ever thought about the process behind the brunch product? What happens between the idea and the final product? The aim of this thesis is to create a clear process framework for a brunch.

The thesis is divided in two parts where the first part introduces theory. New-product development, menu planning and Scandinavian cuisine are the topics chosen to support the product, Scandinavian brunch for Bistro Café Min Krog. A market research is included to introduce the competition and supply by using four different brunches in Helsinki and Kirkkonummi area as an example. The second part is a practical description of the process. The final part is the discussion where I discuss my personal development, give critic towards the product and my own performance and discuss how the brunch is doing nowadays and how it could be developed and improved in the future. The brunch menu, recipes and pictures can be found as an appendix.

This thesis was conducted as a project-type thesis. My preference was to do something practical with a strong link to actual working life. A perfect opportunity came along when my employer started to plan a new restaurant unit to be opened. I was asked to become the responsible one of running the restaurant and gladly took the job.

I have worked for Alexandra & Co. for three years. The company is the principal of this thesis. I started at their lunch restaurant, Hella in November 2012. Working mainly in the kitchen preparing food for lunch and also doing a lot of catering, I quickly proved myself in the company and gained more trust and responsibility within my work.

Alexandra & Co. originates from a catering company Cakehouse catering. It was first established by Alexandra Finckenberg-Widner and Emelie Krogius. When their ways separated, Alexandra along with Petri Salo and Kim Andersson founded Alexandra & Co. At the moment

they have lunch restaurants in two office buildings. One is Hella and the other one for law firm Roschier. The company also does a lot of catering by order.

The idea of a new restaurant unit was born when Alexandra thought that there is a niche for a restaurant in Sundsberg, Kirkkonummi. She lives in the area and noticed that the restaurant services are restricted to a pizzeria and a karaoke pub. Therefore, developing an idea of a Bistro Café to be established there started. I was asked to become the restaurant manager for the Bistro Café Min Krog which was opened in April 2013.

Concept and new-product development has become more interesting to me while my studies so it was decided in the beginning of my duty as a restaurant manager that the up-coming thesis project will be conducted concerning Min Krog. As it was noticed, the whole restaurant concept was too wide subject for the thesis. It had to be defined to more limited product. Min Krog's brunch was chosen as a topic as there was an evitable customer demand for that and in the end turned out become the most successful product of Min Krog.

2 New product development

Creating and developing new products for consumers is challenging and risky, as many of products created fail in the market. This chapter firstly defines what is meant with a product concept. The new-product development process is described step-by-step in order to create a clear picture of how the products grow from ideas to actual final products or services sold to the customers.

2.1 Definition of a product concept

A product can be defined as anything that can be offered to a market for attention, acquisition, use or consumption that might satisfy a want or need. (Kotler, Armstrong 2012, 248) A product starts with the idea for possible product that the company can see itself offering to the market. Furthermore it is developed into a product concept which is a detailed version of the idea stated in a meaningful consumers terms. Cambridge Dictionary defines a product concept to be an idea of a new product which includes the belief that a good product will sell without the need for much advertising or marketing. The Law Dictionary frames the definition as a belief that a relatively good product does not require a lot of marketing spending as it can create its own market. (Kotler & Armstrong 2012, 288. Cambridge Dictionary 2015. The Law Dictionary 2015)

2.2 New-product development strategy

There are two different ways to create new products for the company. Acquisition means buying a company, patent or a license and therefore selling someone else's products. The other way is to create new products through the company's own efforts. In addition to creating a totally new product new-product development can mean original products, product improvements or modifications.

Creating a firm strategy when starting the process of developing a product concept is essential because the risk of the product concept failing is high. Innovation can be very risky and very expensive. It could also be described as a process separating the winners from the losers. It is estimated that 80 percent of all new products fail or underperform compared to the expectations put on the product sales. Therefore new product concepts cause remarkable losses

to the companies every year. Identifying the critical success factors is important to set the most successful products apart from their competitors. (Kotler, Armstrong 2012, 248-249. Cooper, Kleinschmidt 1995, 374-391)

2.3 New-product development process

New product development (also referred as NPD), is the process of a company bringing a new product to the market. It is a complete set of activities required to bring a new concept to a state where it is ready for the market. New product should always start from the basic assumption that there is a customer need for the product and that the new product will meet and exceed the customer's expectations. New products can mean products the business has never sold before but already exist at the market by other companies or totally new innovations. Innovations can be completely new, original products or already existing products that have been modified and improved. For companies, the new products are a key for growth. For customers they bring new solutions and variety to their lives. Although, there is a big risk that the new product fails. The reasons for product failing could be wrong positioning, wrong launching time, wrong price (too high) or poor advertisement. To create a successful new product the company must understand its customers, markets and competitors. The products should deliver superior value to the customers.

A certain steps can be followed when developing a new product. The process can be approached with different methods. First process model includes three phases: understanding the opportunity, developing a concept and implementing a concept. Understanding the opportunity means all activities needed to make the decision to launch a new product. Developing a concept encompasses all the activities to make the decision on what the product will be. Last one, implementing the concept brings the product to life after which it is ready to be conducted. This three phase model gives a simplified picture of the process which, in reality, is very complex. (Otto & Wood 2001,14)

Another way of presenting the phases of the NPD process is maybe a bit less theoretical. This model shows eight steps in the process starting from the idea. This eight step presentation is a summary from Queensland Government business and industry portal, as I found it simple and understandable way of going through the NPD process. The process model includes idea generation, idea screening, concept development and testing, marketing strategy development,

business analysis, product development, test marketing and commercialization. In other words the set of actions include inspiring new product vision, business case analysis activities, marketing efforts, (technical engineering) design activities, development of manufacturing plans and the validation of the product design. Also planning of the distribution channels for strategically marketing and introducing the new product are considered to be part of the process. (Otto & Wood 2001, 5)

First there are a lot of different ideas often produced by brainstorming. The idea generation should always have its foundation in the customer needs. Idea screening means reducing the amount of ideas by cutting off the poor ones and spotting the good and potential ones. The criteria used to evaluate the ideas might include identified customer needs, most needed product improvements, the benefits to the target market, technical feasibility of the idea, the profitability of the idea, marketing potential of the idea and how it fits with the business profile and business objectives. Basic business analysis models such as SWOT analysis can be used to help to find the strengths and weaknesses of the product idea.

After product screening is time to conduct a more thorough business analysis. The analysis helps to determine the new products costs and to forecast the profits. The analysis includes estimating the price of the product, identifying the market potential, forecasting the sales volume, identifying the break-even point, the minimum sales price, the products lifespan in the market and establishing a marketing strategy. The entire set of preliminary product development activities that happen before a product is given the go-ahead for development is sometimes called the fuzzy front-end. Those preliminary processes include the decisions on which products to start to develop. (Otto & Wood 2001, 7)

The next phase is to start to develop the product. The product needs to be tested and in some cases a prototype is made. This stage in new-product development is important and should be conducted with care and time. Investing in human resources and expertise is valuable at this stage. It could be wise to put someone in charge that has strong skills to manage the product development. Also consulting the experts can help to avoid costly mistakes. The intellectual property should be protected with appropriate patents if needed. If the prototype is made it should be tested in action repeatedly. After running the product with your focus groups,

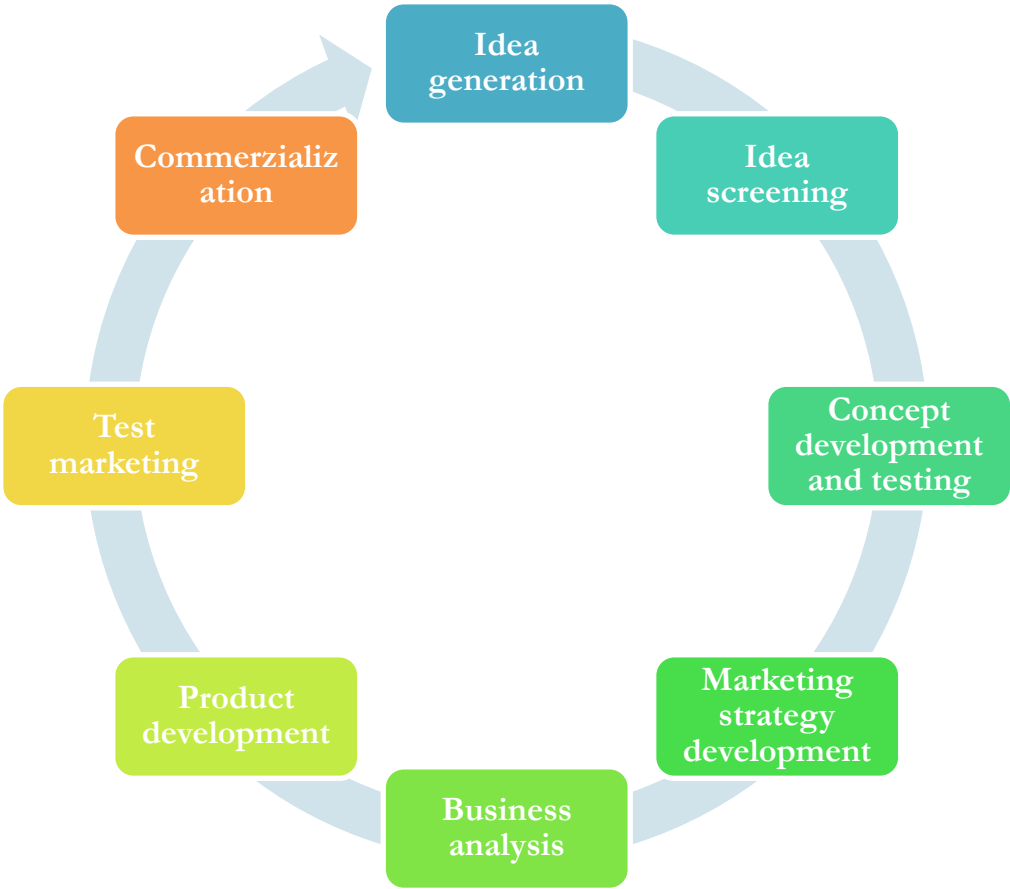
improvements can be made according to the feedback. The product is then retested after any improvements.

When the actual product development is done and the product or service has got its final form, a company should start thinking how they could market it to the customers and reach the target market as effectively as possible. First a marketing strategy is developed and then a marketing plan. The strategy will set clear marketing objectives and help with segmenting and targeting the right market for the product. The strategy is the abstract part of the marketing where the actual plan shows the practical manner of marketing the new product. The plan will help the company to organize and implement the marketing tactics defined in the marketing strategy. It also plans the sales.

The last step in new product development is the commercialization of the product. Launching the new product to the customers is the final step in the process. The company should be able to make the new product as visible and known for the target market as possible. Such actions can include some or all of the following. A direct marketing campaign, meaning for example social media marketing, is an advertising plan which helps the company to define where their customers get their product information. To support the product launch a product brochure or a product poster can be created in order to draw attention to the new product. Public relations and news media can be used as an advantage in new product launching. The innovation stories can be interesting for the media. Launching a news media campaign or targeting the industry journalists can help to draw positive attention to the product.

After getting the attention for the new product, planning the sales is the next important stage. A carefully conducted sales plan helps the company to define strategy to set realistic sales targets. A pricing strategy should tell the first actual selling price when the product enters the market and a minimum sale price. If the new product is sold via distributors, they should be informed well ahead the new product launch. Enough information about the product should be provided in order to familiarize the distributors about the product. I created the following figure 1 to demonstrate the steps in the process. (Queensland Government, business and industry portal, 2014)

Figure 1



3 Brunch menu planning

Creating an appealing menu gives a solid base for a restaurant to succeed in business. Menu planning is a complex process which should be conducted with experience and care. This chapter presents different menu options and describes the process when planning a successful menu. Brunch is a defined product which has certain framework to be followed when planning a brunch menu. The theory of brunch menus is also covered.

3.1 Steps for menu planning

When planning a successful menu for a restaurant or an occasion there are certain aspects to be considered in order to create a balanced and satisfying menu. A beneficial thing to start with is preparing a market survey. First the restaurant should define the concept and the style. Second step is to determine the customer need for the service provided. Market survey simply helps the company to determine their desired customer. (McVety, Ware & Levesque Ware 2009, 24-25.)

The greater the business owners knowledge and understanding about the target customers is, the better the possibility that the customers are satisfied with the product. A very important factor for a product (in this case the menu) to be successful is its ability to offer customers exactly what they are looking for. This makes sure that the customers come back for more, which is the key for lasting success (hospitalitygenie, 2013). The different classifications for the market (meaning the customers) are for example gender, age and ethnicity but also the food preferences, social habits as well as education and occupation. (McVety, Ware & Levesque Ware 2009, 25-29.)

When studied, the geographic region where the desired customers are coming from, it gives the business owner a lot of useful information about the market. The geographic region can also be called community which includes several different aspects which show to the business owner what is the market like. These factors include for example the growth rate and number of families in the area. Also the existing competition and public services provided are part of the community. (McVety, Ware & Levesque Ware 2009, 30.)

When the market survey is ready, the next step is to define the style of the menu. In other words when it is clear who you are selling the product, it can be defined what you are selling.

The style of the menu is depending on what kind of product you have. A' la carte dinner, lunch, brunch, buffet etc. all has different fundamentals when designing the menu. The style or a possible theme of the restaurant also gives its impact as well as the current trends. Menus should also somewhat follow the balanced nutritional guidelines. A rule of thumb could be that a menu should consist of a variety of food items including protein, carbohydrates, vegetables, fats etc. At Min Krog the brunch menu planning always starts with choosing the theme. If I use my case brunch as an example I decided the theme to be Scandinavian. The inspiration comes for example from your own background, childhood, trends, blogs, recipe books, magazines, co-workers... Then I just combined dishes using a variety of ingredients including vegetables, meat, fish, breads, sweets etc. supporting the Scandinavian theme.

Prior menu planning, some considerations are essential and should be studied. Competition in the area defines the products already available. When planning a new menu one could produce a menu quite different than the competitors to differentiate the product. By studying the restaurants location an entrepreneur will be able to define the target market. By analyzing the desired customers and estimating how much money each customer is going to spend one can take valuable hints to establish the menu style on. At Min Krog the closest competitor with the same style of product is Bistro O mat in Kirkkonummi, which serves brunch as well. Min Krog differentiates from Bistro O mat with cheaper price, simpler recipes and (in my opinion) more casual and laidback product and environment.

One valuable study before planning the menu is to study the current trends in food fashion. These days when food and cooking has become more and more popular hobby and people are more interested in food culture, culinary, methods and ingredients and the ethical values and the origin of their food, the potential customers also follow the trends when deciding where to dine out. At Min Krog we also follow trends by changing our themed menus as the trends go by. Scandinavian food was a hit in 2013, but in 2015 the most popular brunches have been Middle Eastern and French and American including burgers, pulled pork etc.

More practical matters concerning the steps of menu planning are the range of dishes and their pricing, kitchen equipment and the space available in the kitchen, number of staff and availability of the supplies and ingredients. Nowadays it's also common that people have allergies, special diets and restrictions in their eating which one has to remember when starting

to plan a menu. (Foskett & Ceserani 2007, 356-357) At Min Krog we have to pay attention to the customer demand for special diets. All food possible is prepared lactose free and we try to include as much gluten-free dishes as possible. Gluten-free bread and cake is also always available. Also veganism is getting more and more popular as we have had inquiries of a possibility for vegan food at the brunch.

Menus also have different styles which are suitable for different kind of businesses. A la carte menu is probably the most common and well-known menu type. It offers food items separately at a separate price. Entrees, main courses and desserts are all ordered separately and usually different food items are also categorized. Therefore for example soups, salads, fish courses and meat courses are all in their own categories.

Table d'Hôte Menu groups several food items together at a single price. Practically this means that the menu is offering a fixed menu for fixed price. For example a menu consists of appetizer, main course and a dessert with a certain price.

Du jour menu comes from the French language where du jour means "of the day". Usually this means that the menu includes the daily specials. Du jour menus are used as a profit-boosting technique when foods purchased at a reduced price or surplus goods from the stock want to be sold.

Limited menu means somewhat limited choice within the menu, usually associated with quick-service restaurants or cafes. Fewer options allow stricter cost control. It is important to choose a menu type which serves ones restaurant concept the best. (Kotschevar & Escoffier 1994, 58-59)

When market research is done and the style of the menu is decided, it should be considered carefully who is going to prepare the actual detailed menu. For successful operation it is recommended that menu planner/s must be highly skilled. They must know both the operation and the potential market. Solid knowledge about food, recipes, preparation and presentation is something taken for granted. The menu planner should also be aware of cost control, equipment availability, labor intensity and the skills of the available labor. All these factors should affect the final menu selection.

Sometimes finding one person skilled enough to conduct the entire menu can be challenging. A good option is also gathering a group to plan the menu together. When using a group it is likely to gain more perspective to the planning. If for example both chef and a host/ess are participating, the menu will become practical also for the waiting staff to execute in the dining room. All in all planning a menu is time-consuming and probably the most critical step in defining the restaurant operation. (Kotschevar & Escoffier 1994, 56) In theory it is strongly pointed out how demanding menu planning is and of course it demands experience and knowledge and support. But in my opinion the process of menu planning at Min Krog is not so difficult. As I have made numerous brunch menus for Min Krog I have learned to know what kind of ingredients the company uses (and the price range of them). Then I just follow the trends, my creativity and follow also the seasons, using seasonal ingredients. This way I have created different menus quite easily. On the other hand this laidback style wouldn't work with more complicated a 'la carte menus for example.

3.2 Definition of a brunch

Brunch is a meal usually eaten late in the morning that combines a late breakfast and an early lunch. The word brunch comes simply by combining breakfast and lunch. The word brunch is known to be used since 1896. (Merriam-Webster 2013)

Brunch is usually occurring between 11 am and 3 pm. The menu consists of both breakfast and lunch dishes but still the style of the menu are relatively free and options almost endless.

It is typical for brunch that alcoholic beverages are served where sparkling wine is the most obvious choice. Also cocktails such as Mimosa and Bellini are popular. Mimosa is a cocktail where sparkling wine is mixed with orange juice and Bellini means a cocktail with a mixture of sparkling wine and peach puree or nectar. The original Bellini with peach can also be moderated with other fruit flavors.

Brunch has been a popular way to celebrate holidays such as Easter, May Day or Mother's day. (Brunchandbeyond, 2014) Nowadays brunch has become such a popular trend that people tend to have brunch on weekends just to meet friends and family and enjoy good food and dining on a free day without a hurry.

4 Scandinavian cuisine

Scandinavian cuisine has increased its profile during recent years. Its clean and fresh flavors have become trendy. The cold climate and the isolation in the past have shaped the cuisine to what it is today. This chapter presents the history of Scandinavian food culture, sorts out the key characteristics and discusses why it is current to choose a Scandinavian theme for a brunch menu.

4.1 History

The Viking Era has shaped the Scandinavian cuisine. Vikings inhabited the entire Scandinavian Peninsula between 800-1050 A.D. Viking power was followed by Swedish power and wars between Denmark, Norway and Sweden. Independence came to Denmark in 1665 and Norway 1903. Finland was part of Sweden for six hundred years until it was conquered by Russia in 1809. Finland became independent in 1917. Therefore Russia has given influence in Finnish cuisine differentiating it from the others.

Along with the lifestyle of the Vikings where they moved from place to place a lot and made their conquest trips to Britain, France etc. the Scandinavian climate has made its own impact to the cuisine. Isolated Scandinavia has a very short growing period which forced the people to take the most out of the short summer and to create preserving techniques in order to make the food last during the long winter. The Vikings very early learned to smoke, dry and salt their meats and fish. And in acquiring the means to tide themselves over the barren winter, they also found the means to make their extensive journeys by sea. They took supplies of nonperishable foods with them, in particular dried cod, which wasn't only an excellent source of protein but could be traded abroad. (Vikingrune 2009 & Ojakangas 2003)

4.2 Key characteristics

So how could you describe Scandinavian cooking? The cooking is pure and simple. Tastes are clear and simple and dishes “taste of themselves”.

Scandinavian ingredients come from the nature. Where fish and seafood comes from the sea and the lakes, the forests are full of berries and mushrooms. It's this palatable communion with nature that makes Scandinavian food appealing.

Scandinavian food is romantic. Descendants of the Vikings today consume some of the dishes the Vikings ate. The Vikings loved oysters and mussels. They savored mutton; cheese, cabbage, apples, onions, berries and nuts, and all these continue to be staples of the Scandinavian diet. The Vikings raised chickens and geese. They hunted wild birds, elk, deer and bear, just as their modern counterparts do.

The Scandinavian cooking is still much like as it was in the past. For hundreds of years many of the recipes being used today weren't written down but handed down, like folk ballads, mouth to mouth.

Scandinavia's isolation inevitably helped spawn many local dishes and traditions. In addition to the isolation of Scandinavia and the isolation of Scandinavians from each other, something much more elemental has been at work to determine the character of the food and cooking, and this is climate, especially winter. Even today winter continues to be the one inescapable fact of life in the North. The season comes early and lasts long. For centuries, the thinking of the people was shaped by it, and they devoted their energy during the short, hectic growing season to making sure that they'd live through the winter. If many of the foods of the area have a salty or smoky taste, or are pickled or dried, it's largely because of winter. The preservation of foods was the only kind of life insurance, all important to survival.

Nordic food has been described as bland admittedly, where chili-like heat is entirely absent. But saffron and cardamom have graced baked goods since the Vikings first discovered them, and allspice, black pepper and nutmeg are also embraced. Fresh dill is also a popular herb used to season everything from salads to shrimps. Baked goods in Scandinavia have their own charm. There are eggy sweet buns to dunk in coffee, scented either with cardamom or saffron. Rye, which thrives in the often-shallow glacial soils of Nordic countries, is used to make different sorts of bread loaves.

The short growing season means that the harvest is more limited, and there's more of an emphasis on root vegetables. But it also means that when other crops make their briefer

appearances, they are celebrated with near-religious fervor. The first berries of summer, for example blueberries, cloudberries and strawberries, mushrooms, and tiny new potatoes almost become a holidays of themselves. (Vikingrune 2013, Npr 2015)

4.3 Why choose a Scandinavian theme for the brunch?

My interpretation of this topic is that Scandinavian cuisine has increased its popularity and image in the recent years. Where in the past Scandinavian cooking was thought to be underdeveloped and dull, it is nowadays appreciated because of its pure and clean tastes and simple ingredients. Inevitably for example Danish restaurant Noma has been one of the pathfinders in bringing Scandinavian cooking into the knowledge of the bigger audience. Noma was voted to be the best restaurant in the world for several years in a row.

Nowadays the trend has been more and more about pure ingredients and knowing where your food comes from. This is one of the reasons why it was easy to choose our local cuisine to be the leading star of my brunch menu.

5 Market research

In order to know what is happening in the restaurant market and to see what the competition is, this chapter is about market research in Helsinki. The first sub-chapter explains the brunch trend in Finland. The actual market research presents five different restaurants serving brunch in Helsinki and Kirkkonummi. Their themes, styles, menus and prices are discussed and compared. Last chapter considers the studied restaurants in a relation to Min Krog and defines Min Krogs strongest competitors.

5.1 Brunch as a trend

Culinary trends tend to reach Finland one or two years after they have become trendy in other parts of Europe. Brunches started to become popular in Finland approximately 5 years ago. The real boom has been going on for the past couple of years. (Ravintola-ruokailun trendit-research, 2012) Nowadays the supply is versatile and there is a great variety of styles and prices from which to choose.

Brunches in Finland can be roughly divided into two different groups. The breakfast-style brunch is served buffet style and contains more breakfast-like items such as bread, fruits, yoghurt, bacon, eggs, juices, smoothies etc. The other type is more like lunch. It is common that these restaurants serve brunch appetizers and desserts from a buffet table and a main course is ordered separately and served plated. It naturally makes difference to the price if the brunch is more breakfast or lunch style.

5.2 Study of restaurants serving brunch in Helsinki

I chose five brunches to study. Four of them are famous and popular restaurants in Helsinki and one in Kirkkonummi. I decided to include one restaurant from Kirkkonummi because the brunch menu developed in this thesis is for restaurant located in Kirkkonummi.

The restaurants and their brunches studied in this chapter are Karl Fazer Café, Hotel KlausK, Dylan Arabia and Sandro in Helsinki and Bistro O mat in Kirkkonummi. Every one of these has established a good reputation and steady success in the brunch field. Karl Fazer Café

represents the breakfast style brunch, Hotel KlausK and Bistro O mat serve main course on a plated service and Sandro and Dylan Arabia serve a plentiful buffet table combining breakfast and lunch dishes.

Karl Fazer Café is located in the city center of Helsinki, in Kluuvi. It has great history since Karl Fazer Café was established already in 1891. Karl Fazer first established the place as Russian-French confectionary. Nowadays it is a modern café serving breakfast, lunch and brunch. Along with cafeteria services, it has a bakery and delicatessen. The brunch is served on Saturdays and Sundays and involves mostly breakfast-style food. The menu consists of different breads and croissants, cold cuts and cheeses, yoghurt, muesli, juices, smoothies, vegetables and fruits, eggs, sausages and smoked fish, finished with an assortment of different pastries and pancakes. (Fazer 2014)

Hotel KlausK is a design hotel located in the center of Helsinki, Bulevardi. It is a trendy and popular hotel with different restaurants, a night club and meeting and wedding services. It was established in 2005 after a renovation of 15 million euros. The building has operated as a hotel with different owners since 1938 and was called Klaus Kurki.

Hotel KlausK, or more precisely the hotel's restaurant LIVINGROOM serves a popular brunch both Saturdays and Sundays. The brunch celebrates Finnish flavors and put a lot of emphasis on local and organic products. Appetizers and desserts are served from buffet table and main course is selected from the menu (usually three different options) and served on plates. The menu is renewed weekly and the quality of the food is high. The food verges fine dining. (KlausK 2014)

Dylan Arabia is a traditional brunch venue located in Arabia, Helsinki. Dylan is a chain of restaurants consisting of the original Dylan Arabia, Dylan Kottby, Dylan Pink, Dylan Milk and Caruzello by Dylan. Dylan restaurants are a part of Soupster group. Soupster has a chain of restaurants and a catering service.

Dylan Arabia's brunch is famous for its very wide selection of different dishes. Their menu mixes a lot of components from breakfast and lunch. Dylan does not publish their brunch menus on their website or social media so the findings about the menu are basically based on what the author has heard about the place. (Dylan 2014)

Restaurant Sandro from Kallio, Helsinki has become a very trendy place since it opened in early 2013. Before that restaurant Sandron Kulma had been opened in the same place since 1994. Sandro serves contemporary cooking mixed with Moroccan and Middle-East cuisine. Sandro serves brunch both on Saturdays and Sundays but the concept is a little bit different each day. Saturday brunch is vegan/vegetarian garden brunch when the Sunday brunch is called “Marrakech Madness”. Sandro’s brunch table is an abundant selection of high quality and fresh flavors from Northern Africa. Sandro’s brunch is served fully buffet style with different tables for cold dishes, main/warm dishes and desserts. The brunch also includes a glass of sparkling wine. (Sandro 2014)

Bistro O mat is a Scandinavian bistro in the Kirkkonummi center. It opened in the summer 2010 and has been a quite a success story. The restaurant was voted to be the 18th best restaurant in Finland in 2012 by Viisi tähteä-online magazine. (Eat and Joy 2015) Their style gets influence also from French bistros along with the strong Scandinavian emphasis. Bistro O mat serves lunch and a ’la carte dinner, the brunch takes place on Sundays and they also have a catering service.

Bistro O mat’s Sunday brunch serves appetizers from a buffet table continued with the main course which is served on plate. Desserts are again served from a buffet table. There are three options of main course, a soup, fish and meat dish. The style of the menu is very much like lunch and there is hardly any influence from breakfast. Appetizers include couple of salads, a good selection of cold fish and two options of meat. Desserts include cake, berries and panna cotta. The menu seems to be carefully planned with high quality ingredients and it is not very wide. The use of Finnish, local ingredients is indicated clearly by mentioning the name of the producer in the menu. (Bistro O Mat 2014)

I prepared this table to show easily and clearly the differences between the restaurants studied concerning if the brunch is served on both days of the weekend, price and specialties.

Table 1

Restaurant	Brunch served	Price	Specialty
<i>Carl Fazer Cafe</i>	Saturdays & Sundays	19,90 €	Breakfast items, cakes, pancakes
<i>Hotel KlausK</i>	Saturdays & Sundays	35 €	Scandinavian, main course on a plate
<i>Dylan Arabia</i>	Saturdays & Sundays	17,50 €	Great selection of breakfast and lunch dishes
<i>Sandro</i>	Saturdays & Sundays	22,90 €	Saturdays vegan brunch, North-African cuisine
<i>Bistro O mat</i>	Sundays	32 €	Scandinavian, local food

5.3 Comparison and competition with Min Krog

If I compare my findings about the restaurants studied above to Min Krogs brunch the first thing to find out from the table is that four out of five of the restaurants have the brunch both days of the weekend. Only Bistro O mat serves the brunch on Sunday only. In the same price range goes only two restaurants, Dylan Arabia and Karl Fazer Café. The two serve brunch with the price lower than 20 €. Sandro has the price of little over 20 €, whereas KlausK and Bistro O mat are much more expensive with the prices 35 and 32 euros. The most similar style with food Min Krog has with Dylan Arabia where they both mix breakfast and lunch items in order to create a versatile and abundant buffet table. Karl Fazer Café concentrates on breakfast food and cakes and pastries. Min Krog also has an emphasis on baking the cakes and pastries by themselves and having a plentiful selection of sweets. Sandro's specialty is vegetarian and vegan food and North-African cuisine. At Min Krog, special diets (i.e. vegetarian, gluten-free) are preferred to be informed with the table reservation so they can be taken into account. Min Krog has had North-African theme with the brunch two times. The difference between Min

Krog and KlausK and Bistro O mat is also that the competitors have plated main course at their brunch, which also explains the higher price.

If trying to define Min Krog's strongest competitors the location has a big influence. Therefore Bistro O mat is Min Krog's most likely competitor because both places are located at Kirkkonummi. All the other restaurants introduced situate in Helsinki and there is 30 kilometers between Helsinki and Kirkkonummi. On the other hand, even if Bistro O mat has a good reputation with high quality product, the concepts are different. This can be a differentiating factor for customers from Kirkkonummi choosing their brunch place. Min Krog is more laidback, relaxed, child-friendly and rustic, I think. Both places emphasize high quality ingredients and freshness. But Bistro O mat has more fine-dining spirit and the plated main course makes a difference to Min Krog. Also the difference in price is a differentiating factor and I think that for example families come more often to Min Krog as it has a quite a competitive price for children. I would imagine that Bistro O mat tempts more people on special occasions such as wedding anniversaries and birthdays. All in all Min Krog doesn't really have competition when it comes to location. Sundsberg is expanding with new houses all the time and Min Krog is the only restaurant there. Therefore the situation is quite good for Min Krog at the moment.

6 Process description

This chapter will introduce the whole process from the beginning to the end of how the idea of the brunch, and the topic of this thesis were formed and how the product and the writing process were conducted. It also introduces the company more thoroughly in the beginning of the chapter. The aim of this chapter is to give the reader a clear description of the process of how the brunch was created from scratch.

6.1 Introduction of the company

The company, Alexandra & Co. originates from a catering company Cakehouse catering. It was first established by Alexandra Finckenberg-Widner and Emelie Krogus. When their ways separated, Alexandra along with Petri Salo and Kim Andersson founded Alexandra & Co. At the moment they have lunch restaurants in two office buildings and BistroCafé Min Krog. The first lunch restaurant is called Hella and the other one is at the conference floor of a law firm Roschier. The company's original product is catering by order and it still sells a lot of catering orders.

Hella is at the office of the IT-company Elisa. Lunch is prepared there and approximately 100 to 120 people eat at Hella daily. In addition to the lunch, Elisa makes catering orders for their meetings, conferences and parties taking place at the office. Hella is also the place where most of the catering sold by order is prepared. The reason for this is that Hella has the biggest and the most equipped kitchen of the three restaurants.

Roschier's conference and meeting floor is the place where they keep all the meetings with the customers and also the in-house meetings. Usually they offer buffet lunch for the customers at lunch time and coffee and snacks outside the lunch hour. They also have a lunch benefit for the company's partners so they can eat for free every day. At Roschier's, three-course business lunches are also sold by order. Regularly there are also bigger seminars and conferences with up to 100 guests. Those bigger events are also catered including breakfasts, lunches, brunches, cocktail parties etc.

The idea of a new restaurant unit, Min Krog, was born in 2013 when Alexandra thought that there is a niche for a restaurant in Sundsberg, Kirkkonummi. She lives in the area and noticed

that the restaurant services are restricted to a pizzeria and a karaoke pub, located at the nearest suburb Masala, couple of kilometers away from Sundsberg. Therefore, developing an idea of a Bistro Café to be established there started. I was asked to become the restaurant manager for the Bistro Café Min Krog which was opened in April 2013.

The building where Min Krog was opened is called “Pehtorin talo” which is the old steward house of Sundsberg mansion. The building is one of the two remaining buildings of the mansion complex and it is protected by Museovirasto. The Sundsberg mansion was under the Soviet Union’s occupation after the World War II, as it is located in the occupied area of Porkkala. After the occupation ended in 1956, the mansion was torn down as it was in a very bad condition.

Min Krog has 32 customer seats in the dining area and a kitchen which is not much bigger or more equipped than a normal home kitchen. There is also a small terrace outside. Min Krog sells café products such as sweet and salty pastries, different coffees, juices, ice cream and soft drinks. All the cakes and pastries are baked at Min Krog. When the restaurant opened there were also salads, bagels and baguettes available which were made by order. Since then the concept have been refined and nowadays Min Krog offers buffet style lunch on weekdays and brunch on weekends. During winter the restaurant is only open on weekends serving brunch. Min Krog is also available for private events and there have been many birthdays, graduation parties, christenings and even one wedding held there.

6.2 The thesis process

I started looking an idea for my thesis in January 2013. It was clear to me from the beginning that I wanted to conduct a project-type thesis. A natural way was to look a project from my workplace as I wanted the thesis to be strongly linked to the actual working life. When I was asked to take responsibility of our new restaurant Min Krog in March 2013 I decided to write my thesis about developing the restaurant concept for the Bistro Café. I also discussed with my boss that I would write my thesis somehow linked to Min Krog and she did not have anything against it so therefore I had found my topic. Or that’s what I thought.

In August 2013 when I had already worked at Min Krog the whole summer I met my supervisors the first time with my idea of concept development and design as my topic for the

thesis. It then became clear that the subject was way too wide and had to limit it quite roughly. We then with the supervisors came into conclusion that as working with food and planning menus is my favorite thing to do at work it would be reasonable to create a topic within that consensus. I was advised to pick one product from the restaurant which I would concentrate on. I decided to pick one of our themed Sunday brunches as a case product for this thesis.

I prepared the preliminary table of contents which we went through with my supervisor's couple of times and shaped and narrowed it still within the process. I wanted to concentrate on the food product, menu planning and recipes where I chose my three theory topics to support my goal. I decided to limit financials and calculations out of my thesis as I did not want the thesis to become too wide and because financials are not my strongest field. The next step was to plan and implement the brunch. The brunch took place on 17th October 2013. The planning and implementation will be introduced in detail in the chapter 6.3.

When the brunch was done I had gathered material for the thesis. I had all the recipes written down, the list of purchases I made from the wholesale and the pictures. The next step was to start writing the theory part of the thesis. My original schedule was to write the thesis in November and December 2013 and return the final version before Christmas 2013. The process unfortunately didn't work as I had planned and finishing the thesis was postponed, and postponed. In the beginning of the year 2014 I slowly wrote about half of this thesis but the project rested again many months in the spring. In August 2014 I finally made myself to start the active writing process again as I wanted to return the thesis in the end of September.

Again my work did not proceed and I had to again admit that I wouldn't finish in September. In October I left Finland for three months to travel South East Asia and the thesis was put on hold. The writing process continued in January 2015 and was finished in May that year. In June 2015 I held my thesis presentation and received feedback from my supervisors and opponent. The feedback was not too flattering as I heard that my theory part is a very poor quality whereas the product part is very good. As I heard the grade I would get (2) I decided to still improve and refine my theory part in hope of getting the grade 3. The final form of this thesis was ready and returned in the end of August 2015.

6.3 Planning and implementation process of the product

When we opened Min Krog in April 2013 we didn't have a brunch in the beginning. After we received many customer inquiries about a brunch we decided that it would be very beneficial for us to develop this kind of new product concept for our restaurant. When we started planning it didn't take long after we had our first brunch at Min Krog.

First the brunch took place only on Saturdays. Saturday brunches started in June and soon became our most popular product. The menu of the Saturday brunch was more of a breakfast type of brunch consisting for example croissants, bacon, eggs, cheese plate, vegetables, cold fish dishes, cold cuts, pancakes, cakes, fruits and juices. The price of the Saturday brunch was sixteen and a half (16, 50) euros in the beginning but we increased the price to seventeen and a half (17, 50) in October.

In August we started to get inquiries and feedback from customers who visited the Saturday brunch that a brunch would be a welcome novelty on Sundays as well. A Sunday brunch was decided to start September 2013. As it was predicted already when we opened Min Krog, the restaurant didn't attract enough customers during weekdays after summer. The concept is so attached to summer and the terrace that we decided to keep the restaurant open only on weekends during winter. Therefore having only a brunch both on Saturdays and Sundays was a natural decision. We decided that Min Krog would be open on Saturdays and Sundays from 11 to 16.

We wanted to make some kind of difference between Saturday and Sunday brunch so Sunday was chosen to be more of a lunch-like product. We decided also to serve different themed menus on Sundays and change it almost every week. There has been for example American Italian, Greek and Middle Eastern theme menu. The Sunday brunch was also decided to become a little more expensive as the variety of foods is also wider. The price for the Sunday brunch was in the beginning nineteen and a half (19, 50) but was jacked up to twenty-one fifty (21, 50).

My case brunch took place on 17th October 2013. I chose Scandinavia as my menu theme as I personally promote for the Finnish and Scandinavian cuisine. The use of fresh, seasonal and local products is very important to me as I believe that the ideology of using high quality ingredients coming from local producers gives you a good foundation of creating tasty and appealing food.

I created the menu based on my ideas and experiences of the best sides of Finnish and Scandinavian food. What first came to my mind were fresh, seasonal vegetables, berries, mushrooms, cold fish dishes, game and Karelian specialties. The Karelian influence comes from my family and background. I also studied one Finnish cook book (Hiltunen & Tanttu, 2006.) but ended up only absorbing the atmosphere from the book, not actually using any of the recipes presented.

When I got the idea and flow for the menu it was created pretty fast and I didn't have to refine it much. I planned the menu somewhat one week before the brunch when I got the inspiration about Scandinavia. Planning the menu was a quite quick procedure because it is typical for me that ideas keep flowing from my head when I get the frame for what I'm doing. The menu consisted of three vegetable dishes, three different bread products, cold fish, meat products, cheeses, cold cuts and desserts. The complete menu can be seen as an Appendix (1). When planning the menu I took examples from our previous brunch menus of how many items to include for the buffet. The guide line seemed to be that approximately twelve to fifteen items and three dishes for the dessert buffet. There has to be different elements covered in a buffet so that you have a variety of meat, fish, vegetables, dairy and bread. The dessert buffet always consists of fresh fruit plate, a cake and small cocktail-sized desserts.

The beverages were decided to be the same as we normally have on the brunch. First I would have wanted to serve fresh berry juice from for example black currant or lingonberry. In the end orange, apple and grapefruit juice were served because we had juices in a stock which were expiring soon. Along with the juices we served coffee and assortment of teas. We have a B-license for alcohol at Min Krog, so sparkling wine is a natural choice to accompany the brunch.

The brunch took place on Sunday so I had to start the process already on the previous Thursday. I always ordered the food items for weekend on the previous Thursday so that I could receive them on Friday. On Friday I also started doing the first mise en place. First I

covered everything included for Saturday brunch which can be made in advance. There are rarely dishes that can be made two days in advance so most of the mise en place for Sunday brunch is made on Saturday.

On the 17th October 2013, when the brunch took place, I worked with my normal routine. I started working at seven in the morning. I then prepared all the fresh food which couldn't be done in advance of Saturday. The table was set at 11 o'clock and the restaurant opened. I had only couple of table reservations for the day and the brunch wasn't that busy in the end which was probably affected for example by the fact that the weather was really bad that day.

Therefore the brunch itself wasn't that busy and I was able to work through it on my own as I didn't have any colleagues working that day. The brunch was over at three o'clock and after that I did the normal cleaning and calculated the cash register and took the normal reports out. My working day was over at five p.m. so the day was quite average in my working schedule.

I had asked a friend of mine to come and photograph the food for this thesis. My friend is an amateur photographer and promised to help me to get visual material of my product. The pictures of the brunch can be seen as appendix 2.

The Scandinavian brunch was not a huge success when looking the sales that day. At Min Krog the weather can have a great influence in the customer flow. That day in November was very cold, windy and it was raining occasionally. Therefore there was not that much customers (under 30 in total). I had one table reservation for two people and the rest of the customers were walk-ins. All in all the amount of customers was somewhat around twenty that day.

Usually we had had at least two people working during the brunch but that day I worked alone. It was expected that the day wouldn't be so busy so we decided with my boss that I should be able to handle it myself. This showed out to be ok because of the low amount of customers and I had time to take care of everything even if I was alone. I also had time to entertain the guests and chat with them about the food. The feedback was good. The customers liked the Scandinavian theme and the Karelian influence in the menu. According to the feedback it was also positive that I used fresh raw ingredients and baked everything myself including the bread. Sales-wise the brunch ended up being below the costs so I didn't reach the break-even point.

I did not conduct a formal feedback gathering about Scandinavian brunch. It could have been wise to gather written feedback to get a more thorough picture of what was good and what was not.

7 Discussion

This thesis has been a long project supporting also my professional development in working life. Thesis includes the theory part, process description and the product as an attachment. In the theory part, three subjects were introduced. The new-product development theory selected to support the fact that the brunch was a new product for the company, menu planning theory to define basics of the importance of high quality menu planning and the Scandinavian cuisine to give background for the menu theme. The market study of four different brunches served in Helsinki and Kirkkonummi gave valuable information about the competition in the brunch field. In the process description, the method of making the product and this thesis was explained.

This chapter discusses learning outcomes and how did the Scandinavian brunch succeeded. Criticism and future development ideas will be concentrating on my experiences and opinions when making the product and writing the thesis. As an attachment, the menu and the recipes are provided along with the pictures of the dishes served at the brunch in Min Krog.

7.1 Personal development

In the beginning of my project I was quite a rookie in making menus and organizing restaurant operations in general. All in all the whole experience of running Min Krog was a rollercoaster of learning, personal development, stress, fatigue, succeeding, overcoming myself and learning from my mistakes. If I think of my occupational development from the point when Min Krog opened in April 2013 to the day I held the Scandinavian brunch presented in this thesis (November 2013) those six months gave me a huge amount of experience, knowledge and self-confidence in my work.

I find it reasonable to start thinking of my personal development from the point I started to work at Min Krog because the whole work experience links to this thesis. Before my hiring as a restaurant manager I had been working as a regular cooks so all the managerial and back office work was new for me. I had to learn how to order food stuff from the wholesale and to understand the amounts of food needed. I was also responsible of the cash register for the first time which turned out to be challenging and time consuming in the beginning. I had to also

take care of the reservations and inquiries from customers via phone and e-mail. In the beginning it was suggested to me that I would carry Min Krog's phone with me all the time but I declined pleading that it would be too much if I had to take care of the incoming calls also during my free time.

Marketing was also part of my work. We had an advertisement in Kirkkonummen Sanomat magazine and added a couple of road signs next to the restaurant. We also created a Facebook page where I posted actively offers, greetings and pictures. A big part of the marketing was sort of word-of-mouth and I used a lot of time talking to customers in the beginning. I told them about our company and products. I thought that it was important and beneficial to tell the customers how we are going to develop the product as we didn't have all the services running from the beginning. When Min Krog opened we started from only having cafeteria products. We started having brunches after one month from the opening and a 'la carte food came after two months. So I marketed the upcoming products in the beginning to keep the customers aware of what was coming and hoping that they will speak further in the neighborhood. I also learned the history of the building and what role it played before because a lot of customers asked about it.

I also learned a great deal about baking and cooking. Especially baking cakes became my specialty. Menu planning became accurate when the brunch started because we decided to have a versatile and alternating menu. Therefore I created different menus for the brunch almost weekly. I found the menu planning very interesting and fun to do. I also felt that menu planning was a great channel to be creative and put into practice my ideas. I went through the menus usually with my boss and she gave me instructions and advises. She also taught me how to combine a versatile menu including various types of food. I was also taught how to make a menu which goes into the price range we had. In practice this meant that I wouldn't order food items too expensive compared to the price of the brunch.

In the end I think that I made a lot of professional progress during the time I was working at Min Krog and doing the brunches. On the other hand I also learned a lot about my weaknesses concerning my work. All in all I don't think that restaurant manager's title is the most suitable for me in the restaurant field. I came into this conclusion while I worked at Min Krog. It felt very overwhelming to take care of everything by myself without strong support from my

employers. Also it has come clearer to me that food is my thing and my favorite place to work is “behind the scenes”. I’m most satisfied with my job if I can be in the kitchen planning, creating and making the high quality food product and then the staff, talented with customer service, handles the customers.

7.2 Improvement ideas and criticism towards the product and my performance

The criticism and improvement ideas can be divided in two different sections. The other one is my working methods concerning writing the actual thesis and on the other hand my work with the actual product, the brunch. Both sides show clear points where I could have improved my performance as well as the successful aspects.

My thesis writing project could be described as almost a disaster where neither my original plan nor schedule worked. In the end I used tremendous amount of time only stressing about the thesis than actually doing it. The pattern was quite classical error as I started working full time after my school courses ended and did not have the time or motivation to research and write my thesis after work and on weekends. Also the fact that I did not do proper notes when the product brunch took place lead to the fact that after so much time passed I could not remember the details about the product anymore. This was mainly concerning the part when I had to write about my performance and implementation of the product.

The other thing about my writing process was that I felt that the text is not consistent enough. I struggled to keep the idea coherent when the gaps between my work where so long. I also felt that as the time went on for me not studying full time anymore, I lost a little bit of my skills to write clever and competent text as I did at school.

I also feel that the theory part of this thesis is quite basic and doesn’t fill the requirements of a scientific research. I should have studied more background information and used more relevant sources.

The product itself I find good quality and well proved but I can also easily point things to improve and criticize. I think that the basic idea and theme of the menu was good and followed the current trends but as I wasn’t that experienced in creating menus that time there are things to improve. The menu could have had more items to make the buffet table look abundant or I

could have used bigger containers. As I look the pictures of the table now, it could look more full and plentiful to be more appealing. I also used couple of new recipes which could have been improved if the brunch would be done again with the same dishes. As an example of this, I was not completely satisfied with my dish “root vegetables marinated with honey and lemon”. The menu could have also been planned the way that the preparation would have been quicker to improve the cost efficiency of the brunch. Many of the dishes were quite time consuming for example reindeer quiche and cloudberry trifle which have many steps in preparing. On the other hand one thing affecting a lot when working at Min Krog is the size and level of equipment in the kitchen. Min Krog has a kitchen which is a size of a normal home kitchen and also the machines and equipment is not planned for professional cooking. This leads to the fact that cooking bigger amounts of food with an oven planned for private home use can be challenging and time consuming. This is a negative side of Min Krog which I couldn't affect.

When moving away from the kitchen and food I should improve my customer service skills. My personality is not naturally comfortable and lively among people and I can often feel almost “stage fright” in front of customers. I feel that I could improve this side in my work if I got suitable training and support. This way I could make sure that also the customer service is at the same level as the product (food).

The time the Scandinavian brunch took place in Min Krog also the restaurants marketing could have been done more efficiently. I could have updated the company's Facebook page more often and used more pictures to create appealing image for the customer. Also other methods of marketing could have been thought as during that time we did not really do any other marketing than Facebook and advertisement in Kirkkonummen Sanomat. More efficient marketing locally in Sundsberg could have made the place known for the local people quicker. I also felt that our reservation system was a little bit confusing as we took table reservations via phone, e-mail and Facebook which made controlling the reservation calendar quite difficult for me as there were so many channels I was supposed to follow.

All in all I think that my thesis had a good and strong link to the real working life as I made something real and concrete. I also think that the quality of the product was good. The thesis on the other hand does not text-wise satisfy me and I see it more as an average work.

7.3 The brunch today and future ideas

The brunch is still running at Min Krog every weekend, both Saturdays and Sundays. The concept has evolved and some changes have been made over these couple of years. The menu is changing every week and themed menus are made. For example Mediterranean, American and Middle Eastern menus have been recently popular. The price has also been changed when it is 19 € at the moment. Brunch has three sittings a day, at 10, 12 and 14 o'clock. It has helped a lot to manage the table reservations when you only have certain points in time to make the reservations. The brunch has definitely established itself as the most popular product of Min Krog. We have been fully booked at most times especially on Sundays during the last six months. When the brunch is fully booked there are approximately 100-120 customers having brunch. If you compare it to the Scandinavian brunch which had below 30 customers, the positive development is inevitable. We also receive a lot of positive feedback about the food and the menus. The brunch has evolved from the time I produced the Scandinavian brunch to include more dishes in order to have a more abundant buffet table.

Menu planning and product design is always constant development. When creating a successful restaurant product it has to keep up with time and trends. Min Krog has a good concept of serving fresh, high quality ingredients.

When thinking of how the brunch could be developed and improved in the future the main thing I think is to keep the menus changing, pungent and interesting but to create them to be easier and simpler to make. Min Krog has a small and home-like kitchen where making mise en place can be challenging if you have to prepare a lot of food. Therefore the menu planning should be made respecting the fact that the dishes should be able to cook without many, many phases in preparing. Following the food trends is also important for the brunch so that the product won't become old-fashioned.

The interior and the restaurant frame should be freshened and brushed up regularly. At the moment I think that for example the tables and tablecloths should be replaced with new ones in order to freshen up the dining areas atmosphere. Min Krog also has a yard and an outside terrace so the every spring there should be fresh flower plantings etc. in order to keep the restaurant looking appealing.

One major improvement to be made in my opinion would be creating a precise system for table reservations. At the moment the reservations are made mainly via e-mail, but they come also via phone and Facebook. There are also several persons handling the reservations which cause confusion and errors sometimes. For example someone has replied the customer that the table has been reserved, but forgotten to mark it to the Google Calendar we use. When the customers come to the brunch there is no record that they ever made the reservation which causes confusion and discomfort both the staff and the customers. The phone is also not answered regularly because at the moment it is not anyone's responsibility to carry it with them. Therefore when Min Krog is closed on weekdays during winter, possibly no-one is answering the phone during weekdays.

There should be a simple plan how the reservations are made, and one person responsible for answering the phone and replying the e-mail and Facebook. Then all the reservations would be immediately marked to the calendar which would be printed every Saturday and Sunday for the staff working that particular day. This would give positive feeling also the employees and the customers and help to avoid misunderstandings and oblivions.

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Appendix

1. Brunch menu

Karelian pasties & egg butter

Archipelago bread

Potato flatbreads

Shrimps skagenröra

Herring tartar

Cold smoked salmon & cold mustard sauce

Smoked sauna-cured ham & smoked turkey cold cuts

Smoked reindeer quiche

Root vegetables marinated in lemon and honey

Mummonkurkut, cucumber in vinegar and dill

Green salad & lingonberry vinegraitte

Cheese plate

Dill potatoes

Traditional Finnish meatballs

Cloudberry trifle

Grandmothers berry pie

Fruit plate

2. Pictures of the menu dishes









3. Recipes

Archipelago bread

2 l buttermilk

5 sachets dry yeast

3 tsp salt

6 dl dark syrup

6 dl rye flour

6 dl oatmeal

6 dl malt flour

2 l wheat flour

Warm up the buttermilk until 41 degrees. Mix the dry yeast into rye flours. Add salt, syrup, rye flour, and oatmeal and malt flour into to the buttermilk and mix thoroughly. Add wheat flour gradually into the mixture and knead the dough until even. Cover the bowl with a cloth and allow it to prove for one hour. After the dough has almost doubled its size, divide the dough into 5 bread trays. Cover the trays with a cloth and leave to prove yet another hour. Bake the bread in the oven in 160 degrees for 1 h 20 min. Allow the bread to cool properly before you cut it.

Karelian flatbreads

8 dl mashed potatoes

2 tsp salt

3 eggs

3 dl buttermilk

3 dl wheat flour

Prepare mashed potatoes beforehand and cool down. Mix all the ingredients together quickly with a mixer. Avoid whisking too much. Take a baking tray and place two tablespoons of the dough to make one flatbread. You can fit approximately eight to ten flatbreads into one tray. Warm up the oven into 250 degrees and bake the flatbreads approximately 15 minutes.

Egg butter

15 eggs

250 g butter

Pinch of salt

Boil the eggs 10 minutes. After boiling place the casserole under the tap and let cold water cool the eggs down. Peel the eggs and mash with a fork. Melt the butter a little bit in a microwave that it's easier to mix into the egg mash. Mix the eggs and the butter and season with a pinch of salt.

Shrimps “skagenröra”

1,2 kg shrimps (frozen)

0,5 l mayonnaise (Hellman)

1 lemon

Bunch of dill

Salt, black pepper

10 drops tabasco

Let the shrimps melt in a room temperature. Squeeze the excess water out with our hands.

Place the dry shrimps into a bowl and add mayo, lemon juice, dill and spices. Mix together.

Herring tartar

2 fillets of matjes herring

5 boiled eggs

400 g smetana

1 red onion

3 tbsp. capers

Bunch of chives

Black pepper

Soak the herring fillets in a cold water to get rid of the excess salt. Change the water couple of times. Chop the herring into small cubes. Chop the boiled eggs into small cubes. Chop the red onion as small dices as possible. Whisk Smetana to create a thicker texture. Mix all the ingredients together and season with chopped chives and black pepper. Add salt and a pinch of sugar if needed.

Cold mustard sauce for salmon

5 tsp Dijon mustard

0,5 dl white wine vinegar

0,5 dl olive oil

A small bunch of dill

Pinch of salt

1 tbsp. sugar

Mix Dijon mustard, vinegar and olive oil in a blender. Season the sauce with salt and sugar. Add dill in the end. Do not blend after adding the dill.

Smoked reindeer quiche

250 g margarine

5 dl wheat flour

Pinch of salt

300 g cold smoked reindeer (I used sliced reindeer cold cuts)

1 leak

Bunch of parsley

7 eggs

7 dl light cream

Vegetable stock powder

Black pepper

5 drops of tabasco

Dash of Worchester sauce

Prepare the dough by kneading margarine, flour and salt with your hands. When the dough is even, shape a ball and place in the fridge for 20 minutes. Use a rolling pin to roll out a rectangle and press the dough evenly to a 1/1 GN-tray.

Dice the reindeer slices. Wash and chop the leak and poach in a pan with butter until soft. Chop the parsley. Spread reindeer, leak and parsley evenly on the dough. Whisk the eggs and cream together and season with vegetable stock powder, pepper, Tabasco and Worchester sauce. Pour the mixture upon the quiche and bake approximately 30 min in 160 degrees.

Root vegetables marinated in lemon and honey

1 kg carrot

2 average size swedes

1 kg parsnips

Olive oil

3 lemons

4 tsp honey

Bunch of parsley

2 cloves of garlic

Salt, black pepper

Peel and slice the root vegetables. Add a little bit of olive oil and salt and roast in an oven for approximately 20-25 min in 200 degrees. The purpose is to cook the vegetables but still leave them a little bit crunchy. Cool down the veggies until room temperature. Prepare the marinade. Grate the zest of one, carefully washed lemon. Squeeze the juice of all three lemons. Grate the garlic and chop the parsley. Mix together with lemon juice and zest and add the honey and

seasoning. Pour the marinade over root vegetables and mix with your hands carefully. Leave to marinade for couple of hours or even over-night.

Mummonkurkut – cucumber in vinegar and dill

3 cucumbers

1 dl vinegar

1 dl sugar

Salt

Mustard seeds

A bunch of dill

Peel and slice the cucumbers. Place into a lidded container and add vinegar and all the rest of the ingredients. Put the lid on and shake the container until all the ingredients have mixed together evenly. Prepare the cucumbers couple of days before serving in order to get the right flavor and texture.

Lingonberry vinegraitte for a green salad

0,5 dl white wine vinegar

0,5 dl olive oil

1,5 dl lingonberries

Salt

Sugar

Black pepper

Blend all the ingredients together. Add a 0,5 dl of the lingonberries after blending to create a little bit of texture to the vinegraitte. Serve with green salad with fresh spinach, cucumber and red pepper.

Cloudberry trifle

0,5 l whipping cream

250 g natural cream cheese

300 g white chocolate

2 tsp vanilla sugar

0,5 dl caster sugar

150 g lingonberry jam

6 digestive cookies

Prepare the white chocolate foam first. Whip the cream and whisk in the cream cheese. Melt the white chocolate in a microwave approximately one minute. Mix until it's even. Add the caster sugar and vanilla sugar and melted white chocolate after it has cooled down a bit to the foam.

Crumble the digestive cookies. Mix a little bit of cold water into the lingonberry jam to make it a bit runnier.

I use small shot glasses for serving the trifle. The trifle has layers of digestive crumble, white chocolate foam and lingonberry jam. I put first some cookie crumble in the bottom of the shot glass. Then extrude some foam and add the jam on top of it. Last I decorate the trifle with some cookie crumble.

Grandma's berry pie

100 g butter

1 dl sugar

1 egg

2,5 dl wheat flour

1 tsp baking powder

200 g blueberries (frozen)

200 g raspberries (frozen)

3 tbsp. potato starch

200 g sour cream

2 eggs

1 dl sugar

1 tsp vanilla sugar
Froth soft butter and sugar. Add one egg and mix until foamy. Mix the flours and the baking powder together and mix evenly to the butter-sugar-egg-mix. Create a ball with your hands and place in the fridge for 30 minutes. Press the chilled dough evenly to a cake tray. Pour the frozen berries over the dough and sprinkle the potato starch over the berries to avoid the pie becoming too watery. Whisk sour cream, egg and the sugars together and pour over the berries. Bake approximately 30 minutes in 200 degrees.

4. List of purchases from the wholesale

TUOREPEKKA OY

Kyläsaarenkatu 16, 00580 HELSINKI, P. 09-753 2233, fax 09-753 2232

LÄHETE 111831

SIVU 1

ALEXANDRA & CO AB/OY
MIN KROG
SUNDSBERGINRAITTI 132 B
02450 SUBDSBERG

Puhelin: 0401720056

Puhelin 2:

Toimitusosoite:

Vaihe: KOKOTOIMITUS/OSATOIMITUS/LOPPUTOIMITUS
Päiväys 15.11.2013
Til.nro 111831
Toim.aika 15.11.2013
Toim.tapa
Toim.ehto
Maksuehto 14 PÄIVÄÄ NETTO
Viitteenne
Viitteenne PILVI
Merkki
Tilausnumeronne
Asiakastunnus 1023
VAT-tunnus

SUNDSBERG

tuote/h.os	nimitys	tilattu	toim.	a'hinta
6301	KARJALANPIIRAKKA LT	1 LT	1	0.00
4102	KANANMUNA 12,3 KG	12.3 KG	12,3	2.90
8080	VOI HYLÄ 500 GR	2 KPL	2,5	4.80
9088	SIIRAAPPI TUMMA	1 KPL	1	2.15
8007	PIIMÄ GEFILUS	3 LIT	3	1.53
7163	PERUNAMUUSI PAK.OOLANNIN	1 PSS	1	6.90
6032	LEIPÄJAUHO	1 PSS	1	0.00
8304	MAJONEESI HELLMANNS	2 PRK	2	16.60
1800	TILLI PNT	2 KPL	2	2.60
5404	MATJESSILLIFILEE	2 KG	2	0.00
5439	KATKARAPU 200-300	2.5 KG	2,5	13.50
1820	RUOHOSIPULI PNT.	1 KPL	1	3.00
1840	PERSILJA SUOMI	1 PNT	1	2.60
8310	SMETANA 200G HYLÄ	4 KPL	4	0.00
1504	SIPULI, PUNA	1 KG	1	1.80
5452	KYLMÄSAVULOI SIIVUT.	3 KG	3,40	26.90 = 7,4504
7810	KINKKU PALVI SIIVUTETTU	2 KG	2	0.00
7840	KALKKUNALEIKE	1 KG	1,14	0.00
7814	KYLMÄS.PORO SIIV.	5 PKT	5	7.90
1510	SIPULI, PURJO	1 KG	1,3	3.60
2511	PALSTERNAKKA	1 KG	1,4	2.90
2503	PORKKANA SUOMI	1 KG	1	1.10
2504	LANTTU	1.5 KG	1,4	1.60
3105	SITRUUNA ESP.	1 kg	1,1	2.60
1201	KURKKU ULKOL. 7 KPL	3 kg	2,2	1.90
7218	SINAAPPISIEMEN	1 KPL	1	0.00
8507	ETIKKA	1 KPL	1	0.00
1304	SAL.JÄÄ KAPPALE	8 KPL	8	1.40
7217	PIKKUPINAATTI RAS.	1 KPL	1	2.55
7218	PUOLUKKA PAK.	1 KPL	1	0.00
6425	RIBLAIRE VUOHENJUUSTO	1 KPL	1	16.90
6446	MUSTALEIMA JUUSTOO	2 KPL	2	0.00

JATKUU...

Vastaanotettu ___/___20___

Kyläsaarenkatu 16
00580 HELSINKI
P. 09- 753 2233, FAX 09-753 2232

TUOREPEKKA OY

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LÄHETE 111831

SIVU 2

ALEXANDRA & CO AB/OY
MIN KROG
SUNDSBERGINRAITTI 132 B
02450 SUBDSBERG

Puhelin: 0401720056

Puhelin 2:

Toimitusosoite:

Vaihe: KOKOTOIMITUS/OSATOIMITUS/LOPPUTOIMITUS

Päiväys 15.11.2013

Til.nro 111831

Toim.aika 15.11.2013

Toim.tapa

Toim.ehto

Makeuehto 14 PÄIVÄÄ NETTO

Viitteemme

Viitteenne PILVI

Merkki

Tilausnumeronne

Asiakastunnus 1023

VAT-tunnus

SUNDSBERG

tuote/h.os	nimitys	tilattu	toim.	a'hinta
2106	PERUNA PESTY <i>KUPERTU</i>	3 KG	<i>5</i>	1.10
7196	LIHAPULLAT LAGERBLAD LT	1 LT	<i>1</i>	46.20
7210	MUSTIKA PAK.200 GR	2 PSS	<i>2</i>	2.30
7210	VADELMA PAK.	2 PSS	<i>2</i>	0.00
7210	LAKKA PAK.	1 PSS	<i>1</i>	0.00
1601	PAPRIKA PUN.	1 KG	<i>2</i>	2.60
8028	KERMAVIILI 200G	2 KPL	<i>2</i>	0.00
1812	KORIANTERI	1 KPL	<i>1</i>	3.10
1812	BASILIKA PNT.	1 KPL	<i>1</i>	3.10
1107	TOMAATTI ULKOL.	1 KG	<i>1/5</i>	1.70
5430	TONNIKALA SÄIL.1,8 KG	1 KPL	<i>1/5</i>	15.95
3405	AVOCADO ISRAEL	0.5 KG	<i>0.470</i>	3.90
1104	TOMAATTI, KIRSIKKA, PUN.	5 RAS	<i>5</i>	2.00
6462	HELMIMOZARELLA PSS	4 PSS	<i>4</i>	0.00
3615	RYPÄLE MIX RAS 500 GR	2 RAS	<i>2</i>	2.90
3604	MELONI CANTALOPE	3 KG	<i>3,7</i>	3.20
3601	ANANAS NORSULUU	2 KG	<i>3,7</i>	2.80
3408	PASSION	1 KG	<i>1,240</i>	12.90
7803	PEKONIVIIPALE	2 KG	<i>2,125</i>	12.10
7172	CROISSANTI FAZER	1 LT	<i>1</i>	63.80
7219	MANTELIMASSA	2 PSS	<i>2</i>	0.00
3705	APPELSIINIMARMELADI	1 KPL	<i>1</i>	0.00
8528	TROPIC MEHU	4 KPL	<i>4</i>	4.00
8528	TROPIC MEHU	8 KPL	<i>8</i>	3.70
9560	SUOJAKÄSINEET	2 PKT	<i>2</i>	5.10
7222	GLUTEENITON LEIPÄVIIPALE	1 PSS	<i>1</i>	0.00
<i>NORJKA 4/11/10</i>		<i>10 Pk.</i>	EUR	577.81

MYYNTEI ILMAN ALV 502.31 ALV 13 % 65.30 YHT. EUR 567.61
MYYNTEI ILMAN ALV 8.29 ALV 23 % 1.91 YHT. EUR 10.20

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Vastaanotettu ___/___20___

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