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Establishing a toolkit for pop-up restaurateurs- Case Startup Refugees

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Establishing a toolkit for pop-up restaurateurs- Case Startup Refugees

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Työkalu pop-up ravintoloitsijoille - Case Startup Refugees

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Tämän opinnäytetyön tavoitteena oli kehittää työkalu Startup Refugees yritysohjelman-pop-up ravintoloitsijoille, jotka järjestävät pop-up-tapahtumia Vantaan Tikkurilan Walkers Cafessa. Opinnäytetyön toimeksiantaja oli Startup Refugees-verkosto, jonka tarkoitus on rohkaista ja auttaa Suomessa olevia turvapaikanhakijoita yrittäjyyteen. Opinnäytetyön tarkoituksena oli auttaa pop-up-yrittäjiä saamaan ymmärrystä asiakkaista ja heidän tarpeistaan.

Opinnäytetyön teoreettinen viitekehys koostui pakolaisuuden ja pop-up-ilmion teoriasta, asiakasymmärryksestä sekä asiakaskokemuksesta palvelutapahtumassa. Näiden ilmiöiden ymmärtäminen oli ratkaisevaa opinnäytetyön tavoitteen hahmottamisessa ja rajaamisessa. Pop-up-ilmio käsitteli historiaa, ominaispiirteitä, lainsäädännöllisiä tekijöitä sekä polkua yrittäjyyteen.

Tämä työkalu pop-up ravintoloitsijoille kehitettiin Ojasalon, Koskelon ja Nousiaisen palvelumuotoilun mallin mukaan. Malli koostui neljästä vaiheesta; Kartoita ja ymmärrä, ennakoita ja ideoita, mallinna ja arvioi sekä konseptoi ja vaikuta. Ensimmäisessä vaiheessa kerättiin asiakasymmärrystä kontekstuaalisen haastattelun ja havainnoinnin avulla Café Walkersissa. Ravintola-alan ammattilaisista koostuneen on-line ryhmähaastattelun avulla saatiin hahmotettua nykyisiä ja tulevia pop-up ravintolatrendejä. Näitä tuloksia käytettiin toisessa vaiheessa asiakasprofiilien ja trendikortin luomisessa. Mallinna ja arvioi -vaihe tuotti asiakaspolun, blueprint-mallin sekä prototyypin. Viimeisessä konseptoi ja vaikuta-vaiheessa suunniteltiin loppukäyttäjille Business Model Canvas, jonka sisältöä voidaan käyttää apuna liiketoimintamallin suunnittelussa.

Tärkein tuotos tässä opinnäytetyössä oli pop-up ravintoloitsijoille tarkoitettujen työkalun prototyyppi sisältöineen. Sisältöä olivat asiakasprofiilit, trendikortti, asiakaspolku, blueprint sekä Business Model Canvas. Prototyyppi sisältää myös kuvia Café Walkersista sekä toimintamallikaavioita. Prototyyppi antaa konkreettisen kuvan työkalun lopullisesta versiosta. Toimeksiantajan edustajan mukaan, prototyyppiä voitaisiin testata yritysohjelman osallistuvien uusien pop-up-ravintoloitsijoiden kanssa.

Mika Vitikka

Establishing a toolkit for pop-up restaurateur - Case Startup Refugees

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The objective of this thesis was to create a toolkit for the Startup Refugees business program participants, who organize pop-up restaurants at the Walkers Café in Tikkurila, Vantaa. The thesis was commissioned by Startup Refugees, a network that supports asylum seekers in Finland, encouraging them to start businesses and enter the Finnish labor market. The purpose of this thesis was to help the pop-up restaurateurs gain customer insight.

The theoretical framework of this thesis is composed of the exile and pop-up phenomena as well as customer insight and customer experience in service process. The section on pop-up phenomenon includes the history, features and legislation matters of pop-up restaurants, as well as the path from pop-up to entrepreneurship. The scope of this toolkit focuses on these themes.

This toolkit for pop-up restaurateurs was developed according to the four-step process of service design by Ojasalo, Koskelo and Nousiainen. The process consists of four phases that are; map and understand, forecast and ideate, model and evaluate and finally, conceptualize and influence. In the first phase, the objective was to gain customer insight by observing and interviewing the customers and staff at Walkers Café. An on-line focus group was convened to name existing and becoming trends for the pop-up restaurants. In the second phase, these findings produced personas and a trend card. The model and evaluate phase produced a customer journey map, a service blueprint and a prototype. The last, conceptualize and influence phase resulted in a Business Model Canvas, that can be used as an example, when making a business plan.

The most important output of this thesis is a prototype of a toolkit for pop-up restaurateurs and its content. The content consists of personas, a trend card, a customer journey map, a service blueprint and a Business Model Canvas. The content also includes pictures of Walkers Café and operational model plans. As the outcome is a prototype, it can give a concrete example of how the final version could be. According to representatives of Startup Refugees, this prototype could be tested by new business program teams.

Keywords: Asylum seeker, Customer experience, Customer insight, Customer service process, Pop-up restauran

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1 Introduction

Europe faced the biggest refugee crisis since the second world war in 2015, when more than a million refugees crossed into Europe. Also in Finland, the amount of asylum seekers ballooned. Over 32 000 asylum seekers came to Finland in 2015, mostly natives of Afghanistan, Syria, Somalia and Iraq (Gothóni & Siirto 2016, 14). Also in 2015, initiated Startup Refugees, a network of hundreds of volunteers who dismounted to reception centres to map competence of the asylum seekers in Finland.

Now in 2018, Startup Refugees consists of over 500 parties, including companies, government officials, NGOs, universities, communities and individuals who support asylum seekers with starting businesses and entering the Finnish labour market (Startup Refugees 2018). This thesis is commissioned by Startup Refugees Finland, and the aim is to create a toolkit for pop-up restaurateurs, who are participating Startup Refugees Business Program, that offers support for asylum seekers, who are interested in starting business in Finland.

The purpose of this thesis is to develop a toolkit for organizing a pop-up restaurant event at Walkers Café, in Tikkurila, Vantaa. These pop-ups are meant to work for the Business Program participants as a first step towards entrepreneurship. When opening a pop-up restaurant, a pop-up restaurateur must take account of great number of various considerations; marketing, raw material acquisition, cost control, legislation matters and particularly what is the product and where, how and to whom serve it. The end-users of this toolkit have no previous work experience in Finland and they are not familiar with Finnish restaurant culture. Hence, the scope for this toolkit has been defined to customer insight, customer experience and the present and future trends of pop-up restaurant.

Miettinen (2014, 11) proposes, that service design thinking is solution-focused action, that results a prototype, concept or model by using traditional or innovative tools. This toolkit for pop-up restaurateurs is created by using the four-step process of service design by Ojasalo, Koskelo and Nousiainen (2015, 202). The first phase of the process, map and understand, focuses on acquiring deeper knowledge with research methods like, contextual interviews and observation. The findings are refined in the second, forecast and ideate phase. Third phase, model and evaluate, will produce visual tools like, customer journey map, a service blueprint and a prototype of the service. Ambition for this thesis is to go through the whole process, therefore on the last phase, conceptualize and influence includes an example of Business Model Canvas.

The second chapter of this thesis introduces Startup Refugees Finland and their operations. The following chapters concentrate on the theoretical framework of this thesis. The third chapter focuses on refugees and asylum seekers, the fourth explains the pop-up phenomenon and the fifth clings to customer insight and customer experience in service process and gives an approach to service design thinking. On chapter six the four-step process of service design is followed through. Chapter seven concludes this thesis and proposes suggestions for further actions.

2 Startup Refugees

Startup Refugees in Finland consists of 500 parties, including companies, government officials, NGOs, universities, congregations, research institutes, communities and individuals who support asylum seekers with starting businesses and entering the Finnish labor market (About Startup Refugees 2017). Startup Refugees is scanning the working skills and employment objectives of the asylum seekers nationwide in immigration detention centers. Among other things, the network offers work and education opportunities, professional connections, funding, mentoring, support in skills development and useful information. So far, the network has offered over 3000 work and education opportunities as well as supported more than 30 businesses run by refugees. (About Startup Refugees 2017.)

2.1 Brain gain and counterforce for apathy

Startup Refugees (picture 1) was found in September 2015, by Riku Rantala and Tuomas Milonoff. Rantala and Milonoff are known from Finnish travel documentary television series called Madventure, which has been awarded five times with Emma-statue (Finnish Emmys) and with Finnish State Award for Public Information. Madventures is a cutting-edge reality travel show breaking the barriers of TV entertainment. Two fearless backpackers travel around the globe on a quest to reveal the most bizarre and dangerous secrets of the planet. (Gimmeyawallet 2017.)



Picture 1. Startup Refugees logo. (Sitra 2015.)

According to Osmo Soinninvaara (2017), brain drain from Finland has climbed on the level, that is alarming. Soinninvaara claims, that annually 10 percent of students who have completed university degree, are planning to move abroad to work. Demand is increasing - and looks like the students with best grades are the most willing to move abroad. Not only the lettered are leaving Finland, but also nurses and teachers are well respected abroad. Opposite to brain drain, Startup Refugees sees that immigration can be a "brain gain." Startup Refugees involving reception center model works around free of charge micro businesses such as barbershop, bakery, kindergarten or tailor shop run by refugees. Meaningful work creates peace, stability and equality. Participation empowers people and keeps their skills in use. (About Startup Refugees 2017.)

One of the Startup Refugees mission is to be a counterforce for apathy and take active role in efficient integration. Startup Refugees steers newcomers towards independence by supporting their entrepreneurship and professionalism. Participating refugees are becoming taxpayers, entrepreneurs and active members of society. (About Startup Refugees 2017.) Startup Refugees is a strongly growing voluntary network, and their mission is to encourage more of private companies and individuals to join them.

2.2 Startup Refugees programs

Startup Refugees upholds several programs that are supporting the asylum-seekers for employment opportunities. Employment program, where participants will get a CV, which is designed for the Finnish labour market after filling out their profile in Startup Refugees -Match Made form online. Employment program works also for employers, by matching the offered job opportunities to asylum seekers who would benefit the best for the employer.

In New Skills program, participants are encouraged to be active and search for all possible opportunities and new skills to reach their professional goal, and helps with searching for work more independently. Startup Refugees Women-programs aim is to empower female asylum seekers and offer them work, education and business opportunities. Program provides a supportive environment for the participants to build connections and grow and unites female asylum seekers with powerful individuals in the society, to build a strong local community of women. Startup Refugees Women was launched on International Women's Day 8th of March 2017. (Startup Refugees Woman 2017.)

2.3 Business Program

“Welcome. We don’t have jobs. Let’s create them together!” There is a limited amount of jobs in Finland at the moment. We support the business ideas of newcomers, and eventually create more jobs for everyone. We believe that working and using one’s talent is the most efficient way to integrate into a new society. (Startup Refugees Business Program 2017.)

Startup Refugees Business Program offers support and knowledge for asylum seekers interested in starting businesses in Finland.

Startup Refugees Business program is open to asylum seekers who are having a business idea and are interested in starting a company in Finland. This program offers support to turn business ideas to reality, but it insists commitment from the participants. Idea is to support participants in everything from finding funding to get the business up and running a profitable company.

Startup Refugees Business program matches the participants with professionals, business coaches or industrial mentors who have the business expertise, connections or silent information in various fields. Industrial mentors can also offer information about bureaucracy and legal issues or peer support. Startup Refugees Business program does not promise instant and guaranteed business success to its participants, but also to urge them to be active, and work hard for themselves. We only offer support according to your needs and will do none of the work for you (Startup Refugees Business Program 2017).



Picture 2. Startup Refugees Business Program process map (Heikinheimo 2017).

Startup Refugees Business Program process map (picture 2) shows the different phases of the program. After the teams have been created, they will be given an industrial mentor, that gives them training about industry itself. There starts an effective and intensive training session including for instance; using social media as an advertisement channel, pricing, legal issues, taxation, and supply chain management. The program emphasizes also the importance of networking and knowing Finnish business culture. The objective is to end up with a solid business plan that helps to start a business in Finland. (Heikinheimo 2017.)

3 Refugees and asylum seekers

In 2015 started the Europe's refugee crisis, when unmeasurable number of refugees and asylum seekers traveled by sea to European shores. By mid-November, over 800,000 had reached Italy and Greece, with relatively small numbers arriving in Spain and Malta. According to UNHCR, the UN refugee agency, 84 percent originate from Syria, Afghanistan, Eritrea, Somalia, and Iraq—all countries experiencing conflict, widespread violence and insecurity, or highly repressive governments. (Human rights watch 2015.) In 2015 only in European Union area there were over 1.3 million asylum claims. Also in Finland in 2015 the amount of of asylum seekers increased almost tenfold (Figure 1).

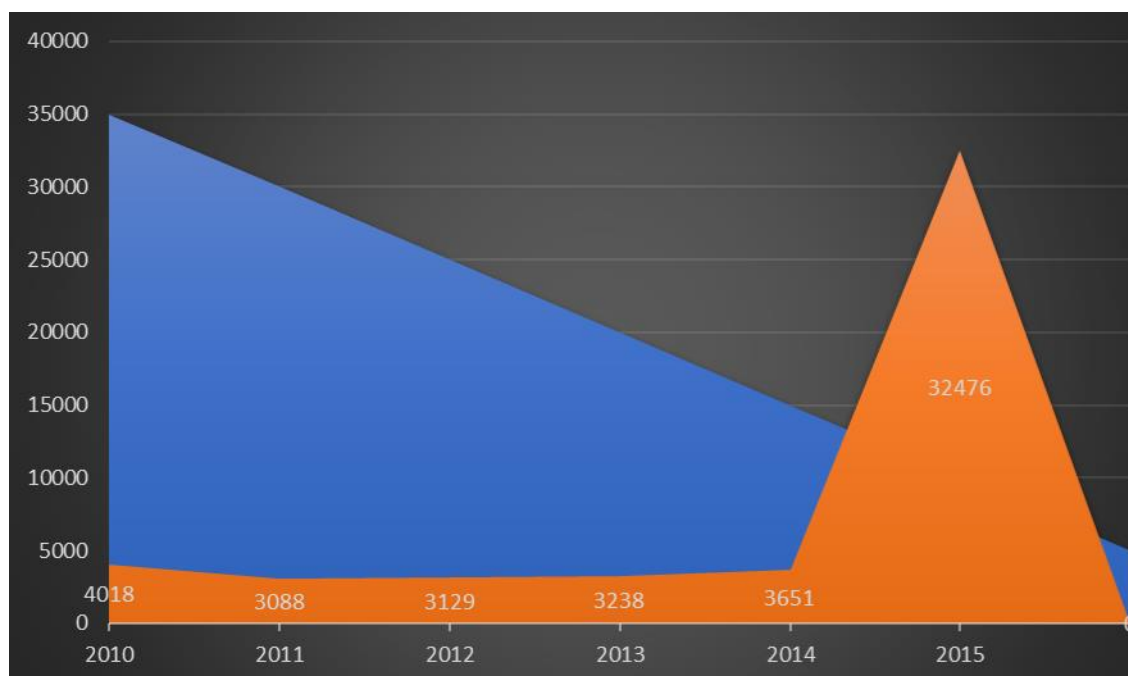


Figure 1. Asylum seekers in Finland 2010-2015 (Refugee advice center 2017.)

Europe's refugee crisis impacted also Finland. In 2010's the number of asylum seekers had remain annually between 3000 to 4000, until it all changed in 2015. According to Finland's Ministry of the Interior (2016) in 2015 arrived a record-breaking number of asylum-seekers, all together 32 476 people. Next year 2016 the number decreased in Finland to 5 657, but the crises are not over.

Definitions between refugees and asylum seekers are often misused in media. It's crucial today to understand what an asylum seeker or a refugee is because of all the misconceptions and misunderstandings around those terms (Habitat for Humanity 2016). In refugee terminology, there are also economic migrants, who has left the country of origin for economic reasons or stateless persons, who under national laws, do not have any legal bonds of nationalities with any state. Next chapters outlines those terms and is focuses on explaining the difference between a refugee and an asylum seeker.

3.1 Refugee

United Nations High Commissioner for Refugees, UNHCR (2002) defines, a refugee as a person who is "owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group, or political opinion, is outside the country of his nationality, and is unable to or, owing to such fear, is unwilling to avail himself of the protection of that country". Amnesty International (2016) specifies a refugee is a person who has fled their country of origin and is unable or unwilling to return because of a well-founded fear of being persecuted because of their race, religion, nationality, membership of a particular social group or political opinion.

According to UNHCR Statistical Yearbook (2016), there were over 22,5 million refugees in the world and the number is growing. Over 23 300 people are forced to flee their homes due to conflicts and persecution. The clear majority of them, 86%, live in developing regions (Amnesty International, 2017). Still every day, in many parts of the world, some people must make a difficult decision and leave their home country for a better and safer life.

3.2 Asylum seeker

Seeking asylum is a human right, which means everyone should be allowed to enter another country to seek asylum (Amnesty International 2017). An asylum-seeker is someone whose request for sanctuary has yet to be processed. Every year, around one million people seek asylum. (UNHCR 2017.) An asylum seeker is an individual who is seeking international protection. In countries with individualized procedures, an asylum seeker is someone whose claim has not

yet been finally decided on by the country in which he or she has submitted it. Not every asylum seeker will ultimately be recognized as a refugee, but every refugee is initially an asylum seeker. (Amnesty International 2016.)

Once arriving in a host country an asylum-seeker must undergo integration procedures. This subchapter examines these integration procedures to fully understand the integration experiences that asylum-seekers and refugees are obligated to undergo, and describes the many different services and key stakeholders that asylum-seekers and refugees encounter. (Klausen & Kjær, 2015.) The Finnish Immigration Service, Migri (2017 a) determines whether an asylum seeker is a refugee when it decides on his/her application. Refugee status is granted to those who are given asylum or accepted by Finland under the refugee quota. In 2016 Migri (2017 b) dealt altogether 28 200 asylum applications and gave 7734 (27%) positive decisions. January 2016 there were 227 immigration detention centers in Finland, with over 29 000 people. In 2017 January, the amount of immigration detention centers has dropped to 126 as well as the number of occupants to 16 000.

4 Pop-up phenomenon

When searching for the meaning of word “pop up” in the Cambridge English Dictionary (2017), great number of definitions are given, standing for concepts that are quite different from each other. Pop-up can mean a new window in your computer screen that that opens quickly, or it can describe a book that has parts that push out from a surface or from inside (children’s pop-up book). As a phrasal verb, it means to appear or happen, especially suddenly or unexpectedly. However, pop-up is also used to describe a for example a shop, restaurant or retail that operates temporarily and only for a short period of time, when it is likely to get a lot of customers.

Working on this thesis, the author often confronted with a dilemma, how to write pop- up correctly. At least, three different wording came up; pop-up, pop up and popup. Baras (2016, 4-5) suggests that after checking Google Analytics these three different spellings, that the “pop-up,” with the hyphen, emerged the most. Founded on this information, the author made the decision to use the wording pop-up throughout this thesis.

This chapter continues by uncovering the history and the feature of the pop-up phenomenon. This is followed by focusing on pop-up restaurant; the feature and the history of it, legislation matters when opening a pop-up restaurant and Restaurant Day, which is the the home of the thousands pop-up restaurants. This chapter also concentrates on entrepreneurship, from the pop-up view.

4.1 History of the pop-up phenomenon

History of the pop-up phenomenon has various interpretations. Lapp (2015, 8) suggests that pop-ups are not new phenomenon, and it has roots in markets, fairs and exhibitions, however, it has undergone a groundbreaking reinvention in recent years. The Ritual Expo, which welcomed artists and designers representing street culture (e.g., urban dance, rap) to Los Angeles in 1997, is considered one of the first examples of temporary retail. (Lapp 2015, 8). Cochrane (2010) proposes that this present fad has echoes in everything 'from the restaurants traditionally run in people's homes in Cuba to the shop that artists Sarah Lucas and Tracey Emin opened in London for six months in 1993, where they made and sold mugs and T-shirts and ashtrays.' Baras (2016, 19) presents, that pop-ups, which are defined as businesses or events that are temporary, goes back to all the way to the beginning of mankind's presence on earth, yet mentions United Kingdom, and London particularly as the capital and trailblazer of pop-up culture.

The year 2004 has been often seen as the year of the pop-ups. In 2004, Comme des Garçons, an avant-garde fashion label from Japan, opened "guerilla stores" in several cities around the world, including Barcelona, Berlin, Helsinki, Singapore, Stockholm and Warsaw, for just under a year (Lapp 2015, 8). Cochrane (2010) presents also that Rei Kawakubo's, from Comme des Garçons, idea to set up a temporary shop in unused locations can be seen as the debut of the current pop-up business. However, the pop-up phenomenon has been booming ever since, with in remarkable distinctive forms. In pop-up industry, one can see both reputed international brands as well as small artisans who are taking notice. Although the food and drink, fashion and beauty sectors dominate in numbers, all sectors are involved, including pure players. (Lapp 2015, 12.)

4.2 The feature of pop-up

Baras (2016, 3) presents, that a pop-up is any event that is temporary and involves people taking part in it as hosts and attendees, and it has a given start and end date. On the other hand, when talking about pop-up as a phenomenon, Lapp (2015, 77) suggests that simply defining pop-ups only as short-lived stores or restaurants, which is often done, it fails to consider the richness of the pop-up phenomenon. Also, Norsig (2011, 9) highlights, that yet the nature of the pop-ups is transient, and the whole concept seems single-use and temporary, that is just an illusion. The Pop-ups are far more than temporary, they are paradigm shift. Concrete changes in economy and human behavior have led us here. (Norsig 2011, 9.)

The transience nature of the pop-ups gives it endless possibilities to create and innovate new. Lapp (2015, 77) proposes that they are an enormous area for brands to explore, with nearly limitless potential for invention, and this abundance of creativity is one of the keys to business in the future. Pop-ups are especially helpful for the individual artisan who is trying to build a brand (Baras 2016, 71). Pop-ups can be an excellent way to try or test new products, with real customers. For example, for restaurants pop-ups can bring new customers, and it can be a low-cost way to try something new and create new experiences. Nowadays pop-ups have become a new communication channel to reach the consumers. On the consumer end, pop-ups allow customers a unique experience in a lifestyle branded environment. The pop-up methods primary goal is to allow you to put your product in the hands of your audience. (Gonzalez 2014, 3.)

Economically pop-up industry cannot be dismissed. Baras (2016, 4) recognized the difficulty of defining the exact figures of the pop-up business, since the hard-and-fast empirical data were sometimes unavailable, but the estimated monetary value of the pop-up industry in US was likely to be in the \$45 to \$50 billion-dollar range, if not larger. In United Kingdom, Barclays bank (2016) reported that pop-up retail sector generated 2.3 billion £ from July 2014 to August 2015. During that period pop-up retail sales increased by 12.2%. Pop-ups have also significant part in increasing entrepreneurship, since one in three companies will start out as pop-up shop (Barclays 2016).

Overall, pop-ups are phenomenon of our time. Modern consumers are aware of the latest trends, and they are looking for experiences. Pop-ups can surprise with its fleeting nature, it can be unique, something that never happen again. The beauty of the pop-ups is, that it can go almost anywhere. Also, it can work for companies or future entrepreneurs as an excellent platform to bring their services closer to customers. Vong (2012) lists the benefits of the pop-ups; affordability, short-term commitment, testing & experimentation, brand extension, and not to forget that pop-ups generate “buzz” and encourages customers for spontaneous purchases. Pop-ups can also be measured in soft values, and not always on commercials and hard values. One of the original iterations of pop-ups was the flash mob, a musical or dance event in an unexpected public space that seemed to be spontaneous, though it was preplanned (Pop-up Republic 2014).

4.3 Pop-up restaurant

A chef, interviewed by Demetry (2015, 8) compacted the definition of pop-up restaurant as follows: “Doing a pop-up is like find ingredients, cooking it, serving it and then pay your bills and go home; it’s over. You know it’s a 24-hour cycle. I mean there's more than that, but it

has a beginning, it has an end you know. Opening a restaurant has no end. Running a restaurant, you know, it's endless.”

Like any pop-up business, pop-up restaurants have its benefits comparing to running brick and mortar restaurant. National Restaurant Associations, NRA, (2016) recognized pop-up restaurants, or any forms of it, for example food trucks, allows restaurateurs and chefs to polish up their skills or test new ideas, and it can create a buzz and can lead to new market share and not to forget, extra revenue.

4.3.1 The feature of pop-up restaurant

Pop-up restaurants don't require a long-term investment. Pop-up restaurateur pays rent only from the time they occupy the premises. NRA (2016) also proposes factors like small loss potential and guest appeal as advantages of the pop-up restaurants. If a concept fails in one spot, it can be packed up and closed as swiftly as it started. The millennial generation likes the novelty and creativity. And those guests can spread the word to their baby boomer parents. (NRA 2016.) Baras (2016, 91) suggests that pop-up restaurants lend themselves to out-of-the-box creativity, and when planning it one should let their minds go wild, since the setting can be as much a part of the pop-up experience as the food itself.

Baras (2016, 91-93) lists circumstances that should be taken in concern, when planning pop-up restaurant: Seasonality; holidays such as Christmas, New Year's, Valentines or Halloween can set the theme for a pop-up restaurant, types of spaces; creativity should be utilized, furniture and fixtures; due the temporary nature of the pop-ups, it is wise to keep it cost-effective and licenses, permits and insurance; always good to consult local offices.

4.3.2 From supper clubs to Michelin stars

Pop-up restaurant concept is not a new idea. Mealey (2016) proposes, that pop-up restaurants are originated as supper clubs in the 1960s and 1970s. Supper clubs became a popular dining-out option and thrived even during periods of rationing (Wisconsin Historical Society 2004). Pop-up restaurants are also associated with terms like; underground restaurant, home-bistros, guerrilla restaurants or even speak-easy. Demetry (2015, 8), sums up pop-up and underground restaurants and their nature, that at the heart of pop-up and underground restaurants lies a tension of temporality, they are not quite real restaurants, neither a catering business. Pop-up and underground eateries occupy a grey space between enduring and temporary (Demetry 2015, 8).

Pop-up restaurants has also become familiar to general public, when renowned chefs have taken their famous restaurants and concepts out to odd locations or even to another country or continent. One the most famous restaurants in the world, Noma from Copenhagen, and its owner/ chef René Redzepi has gathered name by having Noma pop-ups Redzepi has made the most out of pop-up restaurant concept by taking Noma to metropolises like New York, Tokyo, London and Sydney. In every locations pop-up has been sold out. In May 2017, Redzepi took Noma to a small resort of Tulum in Mexico and the ticket for a dinner was 750 USD per person. New York Times food critic Pete Welles (2017) excoriated the pricing, that it was considerably more than Noma charged for its pop-ups in Sydney (around 350 USD without drinks) and Tokyo (about 380 USD). Latest pop-up Noma had, was under the Knippelsbro Bridge, in Copenhagen (Noma 2017).

4.3.3 Legislation matters of a pop-up restaurant

Due the high level of bureaucracy in Finland, opening a pop-up restaurant in Finland may emerge legislative questions. Finnish food safety authority Evira (2017) highlights, that low risk level is a requirement for pop-up restaurants. The Food Act allows private persons to engage in pop-up restaurant operation of a low risk level under certain conditions, and the municipal food control authorities need not be informed about this type of operation (Evira 2017). Evira (2017) suggest that the general requirements that are set out in the Food Act apply to operators of pop-up restaurants, and that pop-up restaurateurs are, in every case, responsible for the safety of the foods they prepare and serve, even if no particular notification has been submitted to the municipal control authorities. Still in considered cases, preventing food poisonings, the municipal food control officers can inspect also pop-up restaurants to verify that food safety and a good hygiene level are observed (Evira 2017).

Running a pop-up restaurant is a short-term activity, it cannot be a livelihood in Finland. Evira (2017) states that a pop-up restaurant can be open only twelve days during a calendar year, after that the pop-up restaurateur is required to submit a food establishment notification. They also recommend that pop-up restaurants should be operated for short periods of time, preferably only one day at a time, to help the management of food safety. Evira also advices pop-up restaurateurs always to contact the appropriate authorities, (municipality or the tax authorities) with their possible inquiries. Tax authorities sees that the income from running a pop-up restaurant is subject to income tax, and it must be included in normal tax returns. Operating a restaurant during a special event or as a "pop-up" is taxed in the same way as any other restaurant operation. Keep records of your income and expenses, and report your profits on your tax return. (Vero 2017.) If pop-up operator's income is a maximum of €7,000 in total, one can include the income on their tax card.

Pop-up restaurants can serve many different objectives and it can have many different looks and purposes. It can be an excellent platform for charity or fund raising, or first steps towards entrepreneurship. On the other hand, pop-ups are also low commitment, one doesn't have quit their day job, yet nothing comes for free. The impeccable advantage of the pop-up restaurant is the low investment of time and money. Pop-up restaurants attracts foodies, or people who enjoy trying new, sometimes less familiar foods. It has surely created a positive movement to the whole restaurant industry and food and dining culture. Even Finnish food safety authority Evira (2017) presents that, pop-up restaurants play a remarkable role in maintaining a vibrant food culture. The nature of the pop-up restaurants may be temporary, but the idea is here to stay.

4.3.4 Restaurant Day

Running a pop-up restaurant has become extremely popular almost in every part of the world. Comparing to pop-up shops or retail, pop-up restaurants are more amateur-based. In Finland, it is almost unconceivable to talk about pop-up restaurants without mentioning Restaurant Day, a movement that started in Helsinki May 2011. Since 2011 Restaurant Day has become a worldwide food carnival that allows anyone to set up a pop-up restaurant, café or a bar. Restaurant Day is the world's largest food carnival. During the first five years of quarterly global food carnivals all together over 27 000 pop-up restaurants by over 100 000 restaurateurs have catered for over 3 million customers in 75 countries (Restaurant Day 2017). Restaurant Day is carried out four times a year, mostly by amateur chefs who are serving (and selling) own cooking's for anyone, in curious locations. Pop-up restaurants can be opened and local food carnivals can happen anytime and anywhere: at your home, at the office, on a street corner, in your garden or inner courtyard, at a park, or on the beach - only your imagination is the limit (Restaurant Day 2017).

Restaurant Day is perhaps, the most significant movement that has been exported internationally, and it has awarded by various institutes and organizations, for example, by Ministry of Education and Culture of Finland. The former Mayor of Helsinki, Jussi Pajunen has commended Restaurant Day as follows; Restaurant Day is exactly the sort of project that will define our future. Restaurant Day has inspired the city's population to question how things are run and to experiment and put forward new ideas of how daily life might be improved in the future. (Restaurant Day 2017). One aspect that lies in the core of the main idea of Restaurant Day, is communality. Johanna Mäkelä, professor of Food Culture from University of Helsinki, sees Restaurant Day as a prime example of how food can give birth to a new type of communality. (Restaurant Day 2017.)

4.4 Entrepreneurship

In current economic situation entrepreneurship can be the propelling force and true lifeline for the society. Hisrich, Peters & Shepherd (2010, 6) defines entrepreneurship as a dynamic process of creating incremental wealth, by individuals, who presumes the major risks like; equity, time and commitment for bringing value to service or a product. The product or service may or may not be new or unique, but the entrepreneur must somehow infuse value by receiving and bundling the necessary skills and resources (Hisrich et al. 2010, 6). Fayolle (2007, 14) proposes that entrepreneurship is a real engine for economic development, and its role also disrupts traditional organization and functioning patterns. Entrepreneurship is utilizing competence, experience and social skills and in best scenario, it can produce new organizational configurations. Finally, entrepreneurship places the notion of skills at the heart of the relations of individuals and the organizations in which they are employed, or with which they do business; individuals are increasingly becoming entrepreneurs who negotiate and promote their skills (Fayolle 2007, 14).

What does it take to become entrepreneur? Often it has been said that one has to be hard-working, creative and determined. Being your own boss needs initiative and discipline. Entrepreneur must be an expert in the field, where she or he is taking over. Hisrich et al. (2010, 6) suggests that entrepreneur takes initiative to bundle resources in innovative ways and is willing to bear the risk and/ or uncertainty to act. The entrepreneur has a particular and indispensable role to play in the evolution of liberal economic systems (Fayolle 2007, 14).

4.4.1 From pop-up to entrepreneurship

In public and political speeches particularly, entrepreneurship has been welcomed as a solution to pressing needs, whether we talk about providing affordable and attainable services to citizens or about creating new jobs, flourishing regions or wealth creation in general (Niemelä & Kauko-Valli 2014). A pop-up restaurant can act as a base for a long-term activity, towards entrepreneurship. According to Barclays (2016) research, in United Kingdom, one in three companies will start out as pop-up. If planned and executed well, pop-ups could actually be more useful in the long-term than the short, by facilitating crucial research and informing strategy, building lasting customer relationships and strengthening brand and reputation (Barclays 2016).

Catherine Salway, the CEO and founder of Redemption Bars in London, that has made name for being “the world’s healthiest bar-restaurant”, where one can “Spoil yourself without spoiling yourself!”, opened her first pop-up in London in 2013 (Redemption Bar 2017). After four years of “practicing” as a pop-up restaurant in different locations in London, Salway has

two successful bar restaurants in Notting Hill and Shoreditch. CEO Catherine Salway, whose experience has earned her the title ‘pop-up-eteer’, says that her pop-ups acted as a critical ‘live trial’ for the business. Considering their concept is so novel, Redemption Bar relied on these experiences to test the idea and market, build a loyal customer base and work out costs. (Barclays 2016.)

In Finland, Restaurant Day has precluded many successful restaurants. Running own pop-up restaurant in Restaurant Day has excited many potential restaurateurs to open their own restaurants. One success story is B-Smokery, in Helsinki Teurastamo (The former Helsinki abattoir), also sushi-restaurant Käpylän Majakka, started as a pop-up during Restaurant Day. (Kauppalehti 2017.) Daddy Greens Pizza Bar was opened in Helsinki July 2017 with immediate success, after operating a couple of years as a pop-up restaurant in various locations and building up the customer base.

However, running a pop-up restaurant can be an excellent opportunity for learning, developing and internalizing general customs and regularities of the industry. Demetry (2015, 198) suggests, that pop-ups provide a safe space to practice the role of restaurateur by learning the culturally practical motives expected of real-life restaurant entrepreneurs. For Startup Refugees business program restaurant teams, running pop-up restaurants will be down-to-earth approach for entrepreneurship. Niemelä & Kauko-Valli (2014, 13) suggests, that pop-up entrepreneurship can be the effectuation towards the entrepreneurship (figure 2). Pop-Up entrepreneurship is a new approach to temporal entrepreneurship and entrepreneurial acting in the way we understand entrepreneurship (Niemelä & Kauko-Valli 2014,3).

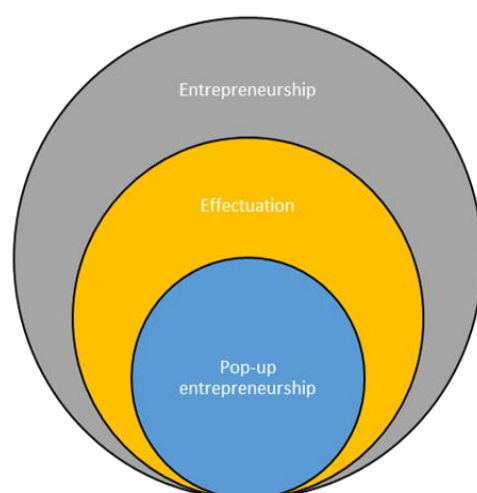


Figure 2. Pop-up entrepreneurship in the field of entrepreneurship (Adapted from Niemelä & Kauko-Valli 2014).

Operating as a pop-up entrepreneur, gives the possibilities to test the business idea with real customers and get feedback from it. After feedback it is possible to refine the idea, see if it carries economically, or in some cases create a new idea. Pop-up entrepreneurship is, in many cases, the effectuation for entrepreneurship. Pop-Up Entrepreneurship aims to see, size, create and exploit opportunities hidden in the fast paced, constantly changing and unpredictable business environment, using effectual logic (Niemelä & Kauko-Valli 2014, 13).

Yet, pop-up restaurant operators may not need apply themselves to time-consuming legal matters, still there might exist some obstacles on the way. Missing network that is valuable for business or missing knowledge in raw material acquisition may cause challenges and astonishing items of expenditure. For example, pop-up and underground restaurants rarely have a stable space to store foodstuffs and chefs cannot purchase directly from food purveyors as in an established restaurant. Instead, owners must procure their own ingredients, typically from regular grocery stores or farmers markets with increased expense and time. (Demetry 2015, 19.)

Pop-up entrepreneurship can create the resources needed in real-life entrepreneurship. Because of their low stakes - and especially low cost - nature, episodic organizations allow aspiring chefs to gain entrepreneurial experience and legitimacy within the culinary market. This credibility is an asset to recruiting both future customers and lenders, especially when a culinary entrepreneur transitions to a permanent restaurant. (Demetry 2015, 197.) One noteworthy option for a Startup Refugees restaurant team, would be just to run pop-up restaurants in various premises, instead of permanent restaurant.

5 Customer insight and customer experience in service process

Opening a pop-up restaurant requires many considerations. In this thesis, are marketing and raw material acquisition excluded and focus is on the customer service process. This chapter focuses on customer service, customer experience, customer insight and service design thinking. It is crucial to realize how service is defined and what are main characteristics of a service. In the business world, customer experience (CX) as a term, has generalized during past ten years. Customer experience is customers perception about service provider, and it will be created through touchpoints, image and emotions (Korkiakoski 2017).

To create customer service and customer experience, is customer insight required. Customer insight means deep understanding of customers; their needs and behavior. Customer insight sees far beyond what customer itself can describe. Service design thinking is an approach that

brings about profound understanding about customer insight to business, and therefore helps the organizations to create service-oriented business logic (Ojasalo, Moilanen & Ritalahti 2014, 72-73).

5.1 Customer service process

All human action is based on interplay. The result of this interplay defines if it succeeds or not. Some of these actions are services that are subjected to charge. The ideal result should be, that both sides, the service provider and customer are satisfied. A customer is a party that receives or consumes products or services. A customer has always the right to decide, and she/he can choose from different products and suppliers. Customer service is the act of taking care of the customer's needs by providing and delivering professional, helpful, high quality service and assistance before, during, and after the customer's requirements are met (McKinney 2017). Customer service can be found everywhere, and everyone is a customer. Also, services are everywhere, and their variety is endless.

Service has many definitions, and it has been proposed by different authors. Grönroos (2007, 52) defines service as “a process consisting of a series of more or less intangible activities that normally, but not necessarily, take place in interactions between the customer and service employees and/or physical resources or goods and/or systems of the service provider, which are provided as solutions to customer problems.” (Grönroos 2007, 52). Yet, it is nearly unfeasible to fully define services, it is certainly easier to describe the characteristics of the service.

There are four main characteristics of a service which all authors agree on; they are: intangible, inseparable, perishable and variable (Viladàs 2011, 22). Intangibility; Qin (2010, 10) discusses that although services are usually supposed to be invisible and untouchable, however, from the customers point of view, service is experienced through so many various touchpoints that has both intangible and tangible elements. The production and consumption of services are inseparable as they occur simultaneously (Viladàs 2011, 23). Service is perishable, it cannot be stored, it expires. Viladàs (2011, 23) highlights, that dinner in the restaurant cannot be converted to next day's lunch. The food itself can, but the service cannot. Because people who are involved with services vary, and they do not behave the same way twice, so does the services. Variability derives from intangibility and inseparability. It presents the unique experience that a consumer has by interacting with the service system as a “prosumer”. (Qin 2010, 10.)

5.2 Customer experience

Customer experience is and has been a hot topic in the strategies of many big or small organizations. Yet, customer experience as a concept, and understanding it is still wavering. To improve the level of service and customer experience, it must be defined first. A customer experience is an interaction between an organization and a customer as perceived through a customer's conscious and subconscious mind. It is a blend of an organization's rational performance, the senses stimulated and emotions evoked, and intuitively measured against customer expectations across all moment of contact. (Shaw, Dibeehi & Walden 2010, 3.) Richardson (2010) states, that customer experience is commonly used phrase, but grappling with the definition has been going on for many years now. It might be defined as a digital experiences and interactions, for example websites or smartphone, or it is focused on customer service or retail, or even or how quickly a call center solves a customer's problem. To be successful on a long-term basis, customer experience needs to be all these things, and more. It is the sum-totality of how customers engage with your company and brand, not just in a snapshot in time, but throughout the entire arc of being a customer. (Richardson 2011.)

Tuulaniemi (2011, 74) has divided customer experience in three level pyramids (figure 3); action, emotion and sense. The action level is about the ability of the service to measure up the customer's functional needs. These requirements need to be fulfilled, to exist on the markets in the first place. Emotion level means instant and personal experiences, that customer senses. Is the experience pleasant, easy, interesting, inspiring, or it can reflect to atmosphere, style or ability to resonate with senses? The top level refers to sense, meaning the experiences image and relevance dimensions, cultural codes, dreams, stories, promises, insights, relationship to customer's lifestyle and own identity.

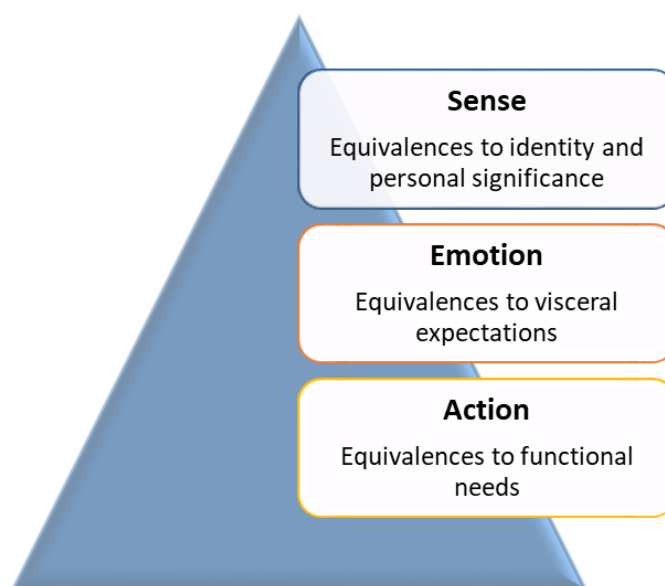


Figure 3. Three levels of customer experience (Tuulaniemi 2011, 74-75).

Creating a customer experience is a collaboration of different groups in an organization, that usually may work independently or distinct phases in service or product development. Customer experience covers the whole offering of the product or service. In many cases marketing, product design, customer services, sales, advertising agency, retail partners must all be working in concert to create even a single touchpoint (Richardson 2010). Tuulaniemi (2011, 74) suggests that excellent customer experiences can be designed and provided only when it is understood, that how and when customers meet the offering of the organization.

5.3 Customer insight

Ozeritskaya (2015 a) states, that the point of customer insight is looking where others do not look, just to find what others cannot find. Arantola (2006, 75) suggests that, customer insight is generated when qualitative and quantitative data from various sources is merged. It has been often said that organizations are data-rich, but insight -poor, they are not using the customer insight sufficiently, yet it can be a remarkable increase in cash flow. For the organizations who knows thoroughly their customers it is easier to fulfill their needs, and this leads to more targeted customers. A deep, hidden 'truth' about the customer based on their behavior, experiences, beliefs, needs or desires, that is relevant to the task or issue and 'rings bells' with target people (Ozeritskaya 2015 b, 16).

Customer insight is deep understanding of customers' needs and behavior, far beyond what customer itself can describe. Ozeritskaya (2015 b, 17) highlights that, it is crucial to recognize what the real insight is. The real customer insight consists of the three W's: What is the customer doing? Why they are doing it? And finally, Wow, meaning that - nobody has ever noticed or talked at such detail about that problem before!

Ability to use customer insight in business activity, can be a competitive ability, or even competitive advantage for any company. Arantola states (2006, 124) that, the benefits and the costs of customer insight ability, are formed with relation to how well the ability is built to serve the decision-making in everyday routines. Building this kind of ability requires processes, know-how, tools and resources.

Ojasalo et al. (2014, 72-73) describes that, service design thinking is a concrete approach to gather deep customer insight to businesses, and therefore helps bringing service-oriented business logic to the daily routines of organizations. The whole service design process starts from understanding the needs, hopes and dreams of the customer. Customer insight as a concept, means assimilation of customers conscious and subconscious needs. (Miettinen 2011, 61.) Tuulaniemi (2011. 142) suggests that generating customer insight is one the most critical

phases of service design process. Methods for generating the customer insight are many, guest satisfaction questionnaires, trend reports, loyalty-programs i.e. Ozeritskaya (2015 b, 13-15), lists those methods when gathering the data as a tip of the iceberg, but names methods like customer journey, personas, discovery interviews and market research online communities where the most insight is collected.

5.4 Service design approach

Service design is an interdisciplinary approach that combines different methods and tools from various disciplines. It is a new way of thinking as opposed to a new stand-alone academic discipline. (Stickdorn & Schneider 2010, 29.) Moritz (2005) proposes service design as new multidisciplinary platform of expertise, instead of new specialist designed discipline. Qin (2010, 15) emphasizes that due service designs complex and evolving nature, giving a simple definition to it is not easy. For many designers who practices it on day-to-day basis, it is about using tools, methods and approaches, while for academic researchers, it provides exciting opportunities to study how design could be adopted to solve problems. Tuulaniemi (2013, 10) highlights that, service design is a systematical way of approaching service development and innovating, both analytic and intuitive at the same time.

Overall, service design applies methods from different disciplines with a view to develop services and customer experiences. Characteristic for service design is its user centered approach. Stickdorn & Schneider (2005, 34) names five principles of service design thinking; user-centered, services should be always experienced through its user's eyes. Co-creative, all stakeholders should be included in the service design process. Sequencing, the service should be visualized as a sequence of interrelated actions. Evidencing, intangible services be visualized in term of physical artefacts. Holistic, the entire environment of service should be considered. However, service design approach offers extensive range of research methods and tools that was phased in this project.

5.5 A brief history of service design

Service design has been established as an academic discipline in the early 1990's, when Proffessor Dr. Michael Erlhoff, from Köln International School of Design, introduced service design as a design discipline. In 2000, Engine Service Design, the first service design consultancy, opened for business in London (European Commission 2014). However, Viladàs (2011, 30) names Lynn G Shokstack's seminar paper "How to design a service", published in 1982 as

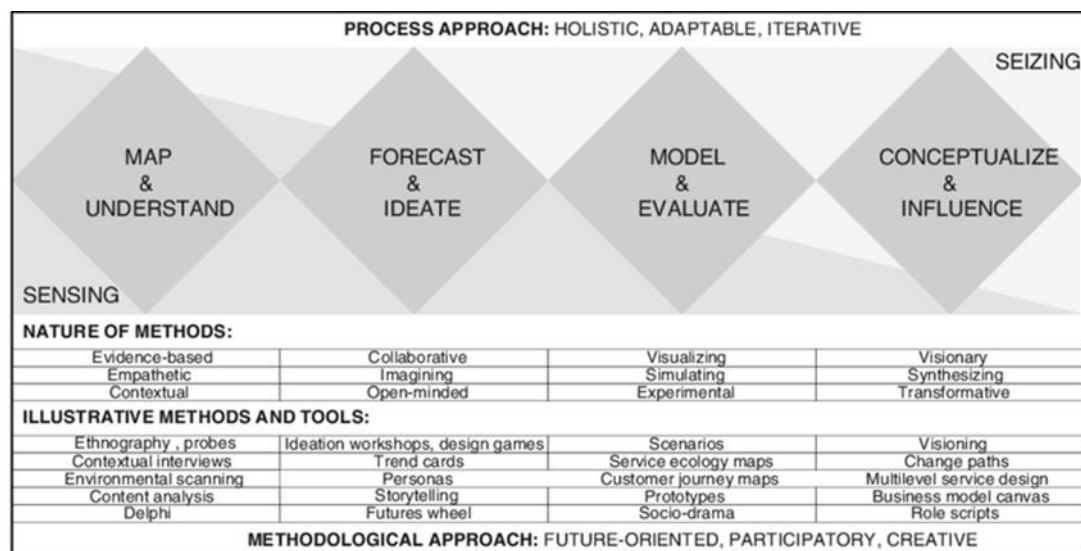
a great groundwork for service design. Shokstack understands ‘design’ in the sense of ‘conception’ or “formalization” when describing how these services are devised (Viladàs 2011, 30).

Nevertheless, it has only been during the past decades, when service design has increased its recognition worldwide. This mix of disciplines proved to be powerful for businesses and organisations that operate across multiple platforms and deliver services across a large number of touch points (European Commission 2014). Viladàs (2011, 139- 140) highlights, that service design is a discipline of the future, rich with opportunities, and it makes a key tool for any successful project in today’s complex market. Qin (2010, 8) suggest, that nowadays the emergence of service design has encouraged a wide range of new types of design practices in multi-disciplinary collaborative projects in both private and public service sectors.

6 Service design process

Design thinking is an innovation methodology that supports the solution of wicked problems in terms of innovative products or services. For that purpose, the design thinking methodology suggest multiple design phases, design activities, and design methods. (Beyhl & Giese 2016, 49.) Aim of this thesis is to produce an toolkit for pop-up restaurateurs, not just a booklet or to-do-list, but visual, intelligible innovative tool that provides deeper understanding about food trends, customers and their behaviors and motives, pop-up phenomenon and examples for operations models. The result should be a usable concept that can be modified when needed. Design thinking has the ability to create concepts, solutions and future service experiences for users (Miettinen 2009,60). This thesis is conducted by the four-step process of service design by Ojasalo et al. (2015, 202). The author has previous experiences using this process in case studies, so its familiarity was a decisive circumstance.

Service design thinking has produced many well reputed process flow charts. Ojasalo et al. (2015, 202) proposes the similarities in those are i.e broad data capture, co-creation, prototyping. They present process for service design (picture 3), which is based from reputed service design processes, but also it ties up forecasting, due the services are always designed for future circumstances and customers. This process model comprises four stages; map and understand, forecast and ideate, model and evaluate, and conceptualize and influence. Each stage have their own named methods and tools, which can be used in certain phases. However, it should be noted, that this rarely a linear process- instead it may be highly iterative, phases may overlap, and the innovation process may be heavily integrated in actual service practice (Ojasalo et al. 2015, 203).



Picture 3. Four step model of service design process by Ojasalo et al. (2015, 202).

The first phase of the process, map and understand focused on gathering customer insight by observing and interviewing the customers of Walkers Café and other relevant parties. Since this process model also ties up forecasting, author decided to create an on-line focus group, which members were experts of the restaurant industry, to name existing and becoming trends for pop-up restaurants. In the second forecast and ideate phase, gathered data is used to create user profiles, personas, to give a realistic picture of the clientele in Walkers Café. The output of the on-line focus group is a trend card that aimed to create a concrete, visual, understandable and approachable tool for the pop-up restaurateurs.

Third, model and evaluate phase produced three concrete illustrative tools; customer journey map, that strives to show all the touchpoints of the service from the customers view. Service blueprint identifies the whole picture of the service, coincide with the customer journey map, from the physical scenes to supporting back office processes. A prototype, that gives a realistic idea of how the final implement could look like. On the fourth phase, concept and influence, prototype was completed with an example of The Business Model Canvas, that describes, analyzes and helps to determine the scope of the business model.

6.1 Map and understand

Gaining a clear understanding of the situation from the perspective of current and potential customers of a certain service is crucial for successful serviced design (Stickdorn & Schneider 2010, 128-129). The first phase, map and understand, concentrates on acquiring interpretation of the customers' needs and aspirations in their context. Ojasalo et al. (2015, 202) sug-

gests, that it is essential to map the future changes in business environments and to understand and anticipate customers' needs and desires in their contexts, when building sensing capability for service innovation purposes. Stickdorn & Schneider (2010, 129) discusses that there are many tools and methods from different disciplines that can be adapted to help gaining deep understanding in the beginning of the service design process. For this thesis, the author made research about the phenomenon's that are strongly impacted on the subject.

This chapter continues by focusing the research methods that were used on the first phase of the process. Contextual interview and the observation gave extensive overview of the actual location, premises and how it is equipped, the customers and how they behave, and how was the prevailing staff operating. Also, to create a general description of the business environment, author arranged an on-line focus group, that consisted of four distinguished professionals of the restaurant industry. They were asked to name important circumstances and becoming trends, concerning pop-up restaurants. The material of this on-line focus group was organized with content analysis. This map and understand phase has been time-consuming, yet rewarding, and the findings of this first phase are to be refined in the becoming steps of this process. All the interviews as well as the observation notes were carried out in Finnish.

6.1.1 Contextual interviews

Contextual interviews are conducted with (potential) customers in their own environment or in the context of a new service (Ojasalo et al. 2015, 202). Travis (2017), proposes that out-of-context interviews can provide understanding for user-centered research, but to acquire significant insights, it is essential to get into user's context. Stickdorf & Schneider (2010, 163) highlights that contextual interview helps to generate more holistic understanding, rather than using the traditional interviewing techniques. Contextual interview's asset is that it combines observation with interviewing. The main reason for using this method was also to see the actual environment, the equipment the users are going to work with, what kind of clientele there is, and how the customers are behaving and what are their touchpoints during the service. Stickdorf & Schneider (2010, 35) defines touchpoints simply as every single contact point between the customer and the service provider.

Interviews, that are conducted in real-life operational environment gain often deeper understanding of the thoughts of the interviewees, comparing to interviews conducted in out-of-context surroundings (Ojasalo et al. 2014, 106). These contextual interviews took place on 27th of September and 27th of October in Walkers Café, the actual location where the pop-ups are taking place, during preparing and serving lunch. On 27th of September lunch was by the volunteer workers of Tikkurila parish, and on 27th of October by Startup Refugees first ever,

restaurant team Middle Feast. This team has experience of working together over a year now, and they have been working in big events like Flow Festival. Contextual interviews are conducted in the environment, or context, in which the service process of interest occurs. This ethnographic technique allows interviewers to both observe and probe the behavior they are interested in (Stickdorf & Schneider 2010, 178).

Stickdorf & Schneider (2010, 178) proposes, that contextual interviews can be carried out with customers, staff members or other relevant stakeholders within the environment they interact by using combination of questions and observation to gain the desired insights. The author decided to interview the customers and a deacon from Tikkurila parishes who oversees organizing the locations for pop-up restaurant happenings and acts as a contact person for Startup Refugees.

These contextual interviews and observations took from three to five hours, from 9 am. to 2 pm. Interviews were recorded and to help the retention of details and transcribing. Also, pictures and video clips of the premises and preparations for lunch time were taken, but at deacon's request, guests were not photographed or videoed during the lunchtime. The interviewer will usually be documented via audio recordings, photographs, and may even be filmed- a technique which often produces richly engaging material to present to the service provider and the wider project team (Stickdorf & Schneider 2010, 178).

Tikkurila parishes deacon was interviewed on 27th of September. Deacon has experience of organizing pop-ups with several different organizations in the same premises before, so his knowledge was valuable. Deacon's interview (appendix 1) was conducted mainly with questions concerning the previous pop-ups, clientele, price level of the dishes and key points for successful pop-up in these premises. Deacon was interviewed before lunch time with a tight schedule, so due that, he was also send the questions afterwards via e-mail, in case of any additional information would occur.

According to deacon, success of the previous pop-ups have varied a lot. Number of customers has been between 30 and 120. Theme of the pop-up restaurant is crucial, but usually ethnic kitchen pulls crowd. He mentions three noteworthy and relevant factors when organizing a pop-up in Walkers Café: First, pricing must be reasonable, since most of the clientele has low-incomes. Secondly, food must be still properly made from good ingredients and it can be surprising, and third is the right attitude and friendly customer service.

As the result of interviewing the deacon helped to value the clientele; expected number of customers their age, sex, origin and other relevant and useful information (table 1). Yet, his

answers were based on estimation and not exact data, they were normative base for the research. From the answers can draw a conclusion that average customer is a Finnish single female, aged between 25 to 39 years.

SEX	%		AGE	%
Women	60		Under 16 y.	5
Men	40		17 - 24 y.	15
Total.	100		25 - 39 y.	35
			40 - 64 y.	25
			64 - > y.	20
			Total.	100
HOUSEHOLD	%			
Singles	60		ORIGIN	%
Couples	20		Proto-Finns	90
Families w. children	20		Others	10
Total.	100		Total	100

Table 1. Clientele distribution in previous pop-ups in Walkers Café (Interview of the deacon 27.9.2017)

Aim of the customers interview was to find out their motives, intuitions and personal likes. Moritz (2005, 187) suggests, that in contextual interview the clients should be as close as possible to service and the data would be generated, and the interviews done whilst they are using it, to find out why they are doing certain things or what are their expectations. Interviewees were gathered from eight customers. Sampling of the customers was based on biggest user groups. Interviews were carried out as unstructured interviews. The traditional type of unstructured interview is non-standardized, open-ended, in-depth interview, sometimes called ethnographic interview. It is used as a way of understanding the complex behavior of people without imposing any a priori categorization which might limit the field of inquiry. It is also used to explore people's interpretations and meanings of events and situations, and their symbolic and cultural significance. (Punch 2009, 147-148.)

Questions for the customers interview were divided in four main division; think, see, do and like. These four main divisions are loosely coupled adaptation from the empathy map. The empathy map was originally created by Dave Gray and has been gaining popularity with the agile community (Bland 2016). Each main division had two to three questions, that were asked in order that was determined by that present moment (appendix 2). For instance, in think-part interviewees were asked what they think of pop-ups, in the see-section the visibility of the pop-ups, in the do-section; how often they eat out and like-section was concentrating for instance, their liking of eating out.

All interviews started by asking the interviewees background information like age, profession, place of residence and household. Answering on these questions was completely voluntary, since the author did not want to be too intrusive. The list of the interviewees and their background is presented in the (table 2) below.

Interviewee	Sex	Age	Place of residence	Profession	Household (<i>children+ grand children</i>)
Person 1.	Female	31	Vantaa	Maternity leave	2 (2)
Person 2.	Female	29	Helsinki	Maternity leave	2 (1)
Person 3.	Male	31	Helsinki	Youth worker	1
Person 4.	Female	23	Vantaa	Student	1
Person 5.	Male	68	Vantaa	Pensioner	1 (2+5)
Person 6.	Female	50	Vantaa	Office employee	2 (1)
Person 7.	Female	32	Helsinki	Student	1
Person 8.	Male	71	Vantaa	Pensioner	1 (3+7)

Table 2. Interviewed customers.

Customer interviews were carried out during lunchtime, while interviewees were eating lunch. Positive was, that the atmosphere stayed relaxed and unofficial in both times. Primary aim of these contextual interviews was to create as unforced conversation with the interviewees as possible including observation. Customers interviews were recorded with smartphone and then transcribed. Transcription turned out be really time consuming. Silverman (2013, 209) suggests, that one should be comforted by the fact, that there is not just one correct way for transcribing interviews, so one should transcribe in a way that is appropriate to research problem and theoretical. After transcribing the results were analyzed, and the frequently raised themes were classified by subjects. One of the aims of these interviews was to gain crucial and useful data and understanding for following phases of this process.

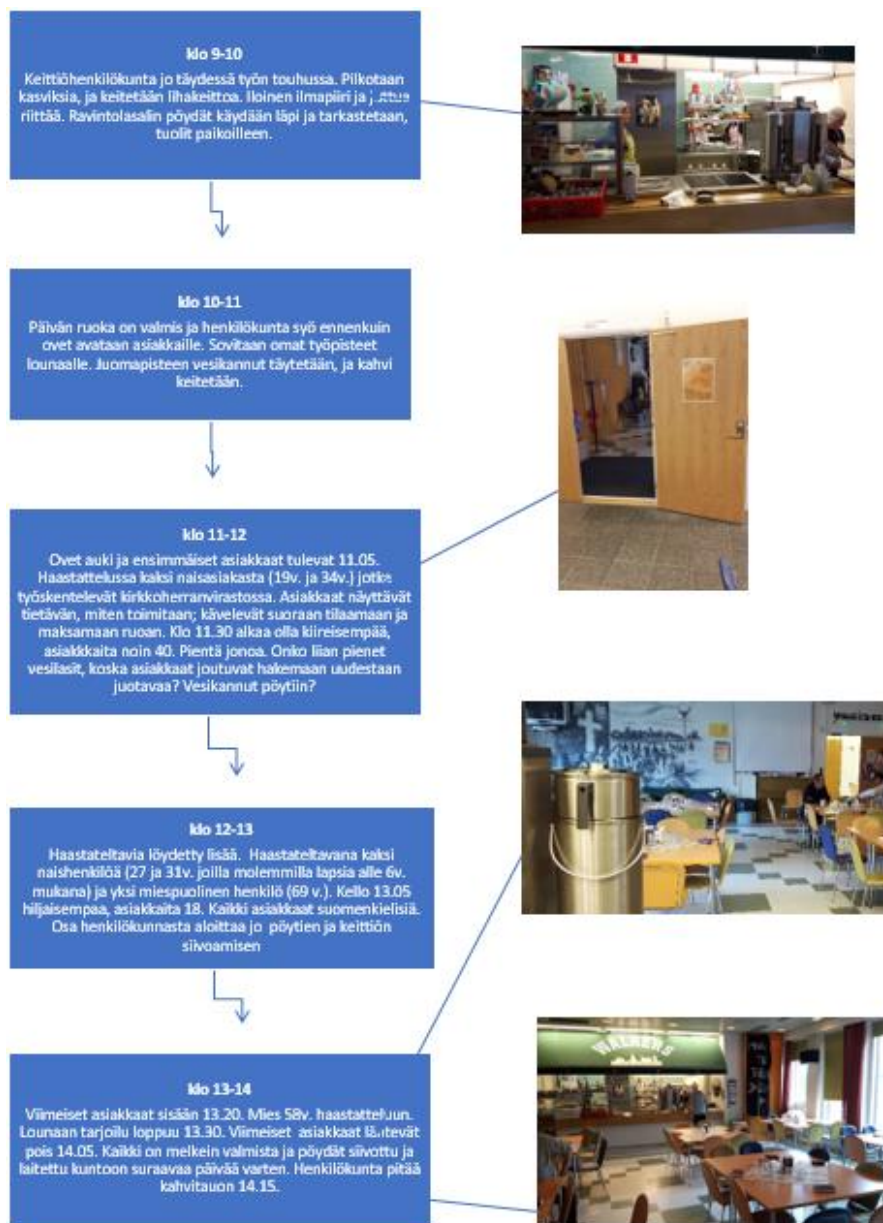
Altogether eight customers were interviewed on two visits to Walkers Café. The results show that most of the interviewees were familiar with the concept of pop-up restaurant, but the expectations varied a lot. Especially the younger interviewees were expecting new, interesting flavors and experiments, when the older ones just good solid, more traditional food. Also, the from the results can draw a conclusion that Facebook and other social medias are essential advertising channels for pop-ups. Only two interviewees out of eight were not Facebook-users. The interview uncovers that all the interviewees were, more or less, active parishioners and they shared quite similar values in life. Overall, the results gave a deeper understanding of the clientele at the Walkers Café, and gained useful material for making the personas in the becoming phase.

6.1.2 Observation

In naturalistic observation, observers neither manipulate, nor stimulate the behavior of those whom they are observing. In contrast to experimental research (which may use observation), the situation of being observed naturalistically is not contrived for research purposes. (Punch 2009, 154.) For this study, the author wanted to capture customers behavior, touchpoints and the whole service as it happened, hence the observation was unstructured. Curedale (2013, 221) suggests, that unstructured observation is used when the researcher desires to see what is happening naturally without preset ideas. Observation happened twice on 27th of September and 27th of October, at Walkers Café before, during and after the lunchtime.

Observation was done by writing notes by hand, taking pictures and asking people questions when they are eating or working. Also, the actual time was marked with the written notes. Right after the observation, the notes and the pictures taken were analyzed and put in chronological order. Ojasalo et al. (2014, 115-116) highlights, that the results of the observation should be registered directly after, because human cannot observe and remember all the hearing and seeing at the same time.

After the observation, notes; hand-written and dictated, were combined with the pictures and were inserted on a timeline (picture 4). The idea for creating a timeline was an adaptation from the DUO format by Laakso, Laakso & Page (2002). A Discount Observation Method, DUO format includes a sequential overview of the whole session as well as task-based sequential views of specific events. These high-level and detailed timeline views provide an easy way to track interrelated tasks throughout analysis, design, and testing. The result is a timeline-based PowerPoint document with detailed data samples and photos. (Laakso et al. 2002, 1- 2.)



Picture 4. The original timeline in Finnish from the observation on 27th of September.

This timeline (picture 4) served the author to get more specific concept of the customers and staff members and their events and actions. As the hand-written notes and dictation were all in the author's own native language, Finnish, they were not translated in English. The results from this observation timeline can give some examples of how the pop-up restaurateurs days are going to be. After refining and translating in English they can be adapted as examples for the implement.

6.1.3 On-line focus group

Almost everyone is on-line nowadays and the importance of this fact can hardly be exaggerated. Laptops, and especially smartphones follow people everywhere. The rapid development of the Internet and various social network applications enable researchers to employ virtual communications formats to capture research participants' understanding of a social phenomenon of interest (Lijadi & van Schalkwyk 2015, 1). Stancanelli (2010, 764) suggests that online focus groups and traditional focus groups have more similarities than discrepancy. It appears that the principles of group dynamics are applicable to both the virtual and face-to-face world (Stancanelli 2010, 764). Tuulaniemi (2011, 152) states, that depending on field of study, researcher can passively observe the conversation and commenting on-line, or can be actively conductive and stimulate conversation.

Traditionally, focus groups have been conducted in person using the face-to-face format. However, improvements in technology have resulted in the emergence of the online focus groups. Online focus groups are an extension of traditional focus groups, which have been utilized in qualitative research for decades and, for the most part, the principles are consistent with traditional focus group. (Stancanelli 2010, 761.)

For generating deeper knowledge, the author send an e-mail questionnaire (appendix 3) to four distinguished professionals from the restaurant industry on, to asked them name becoming trends, and important factors to consider in relation to pop-up restaurants. Questionnaire was send on 25th of October. This group comprised of two restaurateurs, a sommelier and chef. In the cover letter of e-mail questionnaire, the interviewees were told about thesis, and the purpose of it and that they would knew that these becoming pop-up restaurateurs are asylum-seekers and not necessary professionals. This questionnaire turned out to be unsuccessful. After a week, the author received two replies, promising that they'll get back to this later.

All four interviewees were acquaintances to the author and also the fact, that these people are hard-to reach was on the record. The author decided to use another approach, and they were send a proposal via WhatsApp- instant messaging service to join a WhatsApp-group chat, open to comment at any time. Everyone agreed to this proposal. The author created a group called "Pop-up" and asked the same questions relating to pop-up as in e-mail questionnaire. The group chat was open for eight days in the beginning conducted by the author, and it gathered over 90 open comments. Then again, every third comment were short one, or two-word statements like; yes, no, I agree or just emoji, a non-verbal ideogram or smiley, which are used in electronic messaging. Using online focus groups have both benefits and limitations when compared with the traditional face-to-face focus groups, that is, online participants tended to contribute shorter comments and were more likely to say just a few words of

agreement; in the face-to-face groups, some participants tended to contribute a disproportionately large number of words, whereas other participants were relatively silent (Lijadi & van Schalkwyk 2015, 1-2).

However, this data collection method turned out to be successful. The author sees, that this on-line chat focus group fulfilled the requirements that were set, and a lot of important and relevant data were gathered. All the participants posted their own comments, as well commented on other posts. At its best, the commenting turned out more like conversation between the high-profile professionals and productive exchange of opinions. The main themes and factors were resurfaced spontaneously, without conduction. Lijadi & van Schalkwyk (2015, 8) proposes that researchers need to be responsive to new technology to interact and access the participants of the focus group.

Since the data collected, was quite verbal and communicative by nature, the author decided to use content analysis to organize the material in themes arise. Content analysis involves establishing categories and systematic linkages between them, and then number of instances when those categories are used in a particular item of text (Silverman 2013, 443). Ojasalo, et. al. (2014, 136) highlights that content analysis creates clarity to data collected, so that clear and reliable conclusions can be made. After reading all the data, the relevant comments, 32 altogether, were separated and written down, the rest of the comments were excluded. The existing comments were divided in five main themes (appendix 4) and then simplified. These five main themes were; service, authenticity, vegetables/ special diets, ingredients and street/fast/casual food (figure 4).

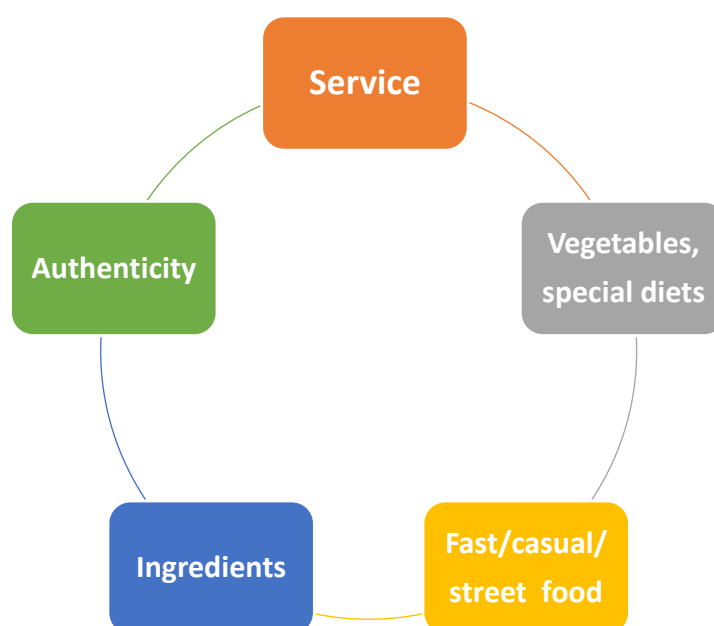


Figure 4. Five main themes from WhatsApp-group.

Theme that especially was brought up by all, was service. Service was named as a competitive and indispensable factor. Secondly, the professionals in WhatsApp chat group were unanimous, that the food should be properly flavored, fresh, and authentic. The common opinion was that street food, fast food or fast casual are good themes for pop-up restaurant. Group also recognized, that eating habits are changing, vegetarianism, veganism or special diets like gluten-free are rising. Also, the importance of vegetables in cooking is growing. Finally, group members pointed out that, it is important to belabor on ingredients, since the customers are more aware and interested about them.

One member of the group made also a comment about the possible pitfalls that pop-up restaurateurs could have: “Never underestimate your customers, I really hate these pop-up restaurants (during Restaurant day) that serve ready-to-eat food products overpriced. You should only serve, your own, self-made products!” This comment was approved unanimously by all the other members of this panel, mostly with emojis.

Overall, in the beginning this method of data collecting seemed quite unscientific, but the result was completely satisfying. The aim was to gather insights, ideas, trends or themes for Startup Refugees business program pop-up restaurants, from the high-profile professionals of the industry. Emergence themes were fast and fast casual food, street food, authenticity, special diets and usage of vegetables, importance of ingredients and quality of service. This outcome was turned in to useful and valuable material that serves the purpose of this thesis.

6.2 Forecast & ideate

In service design thinking the importance of data acquisition is highly pronounced. Ideation and forecast methods that creates new solutions are based on previously acquired data about customers insight. Stickdorf & Schneider (2010, 128) highlights that service design process should start by identifying the real problem, instead of finding the solution. Gaining a clear understanding of the situation from the perspective of current and potential customers of certain service is crucial for successful service design (Stickdorf & Schneider 2010 128-129). Ojasalo, et al. (2015, 202) suggests, that the results from the first phase, map and understand, can to be taken forward to inspire ideation and to forecast alternative futures. The nature of methods on this second phase are imagining, creative, collaborative and open-minded. Ojasalo, et al. (2015, 203) lists illustrative methods and tools like ideation workshops, design games, trend cards, personas, storytelling and future wheel.

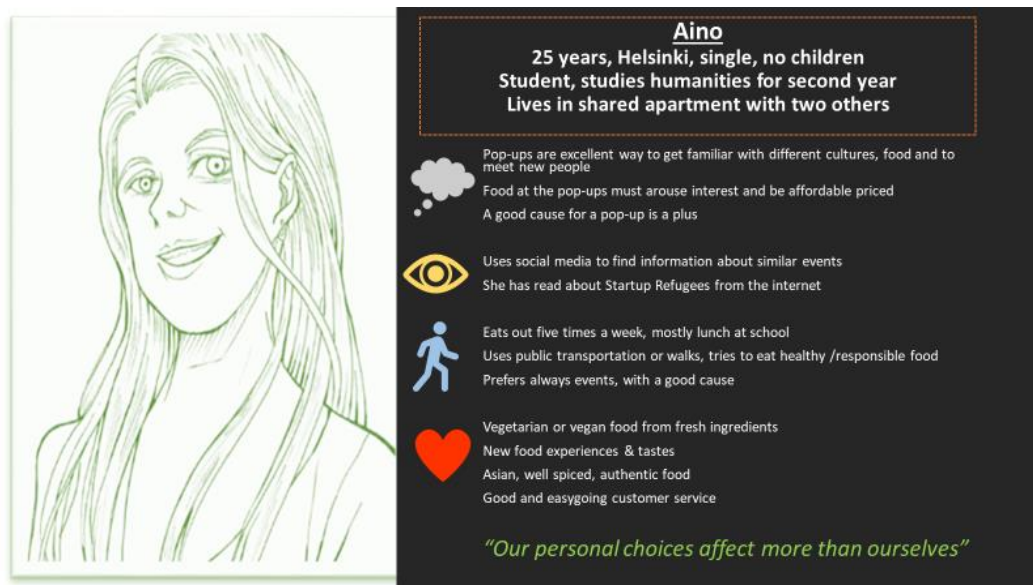
Findings from the first phases contextual interview, observation and on-line focus group interview were base for creating the personas and trend cards. Trend cards are a useful tool for

ideation and prioritizing ideas (Ojasalo et al. 2015, 202). These tools are created to obtain a better understanding from these factors and qualities, that are essential when designing a service. One characteristic feature, common to services, is their complexity. Miettinen (2011, 78) discusses that this feature highlights especially in user-centered designing, where service situations are obtained to see by the eyes-of-the-user, as well as from the service provider point of view. Ojasalo et al. (2014, 76) states, that it is characteristic for service design thinking to use the various methods versatility. These tools from this phase, personas and trend cards, are to be upgraded in the model & evaluate-phase. Design personas can be followed by building customer journeys (Curedale 2011, 237).

6.2.1 Personas

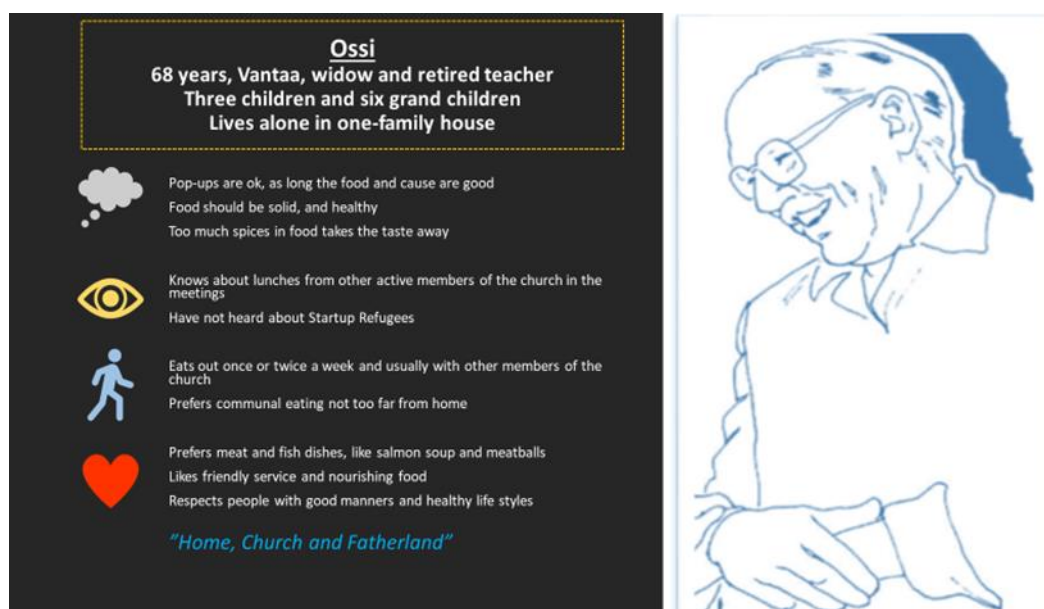
A persona is archetypal character that is meant to represent a group of users in a role who share a common goals, attitudes and behaviors when interacting with a particular product or service (Curedale 2011 237). Personas are a sort of portrayals that are created out of larger group of peoples after interviewing them about their motives, personal likes and intuitions. Findings from the map and understand phase gives material for creating personas, that gives the becoming pop-up restaurateur real archetypes of their becoming, potential customers. Personas can provide a range of different perspectives on a service, allowing the design teams to define and engage the different interest-groups that may exist within their target group. (Stickdorf & Schneider 2010, 178). Ojasalo, et al. (2015, 202) proposes that personas help to identify customers' behavior, motivations, desires and needs, and therefore helps in ideation and other innovation phases. Tuulaniemi (2011, 155) highlights, that in service design thinking, understanding the customers everyday life is essential for the designer and the organization that provides the service.

Curedale (2011, 237) suggests that personas must be created using data from real users, otherwise inaccurate personas can lead to misunderstanding of the end users. For this study, the author created three different personas that were given a name, age and marital status (picture 5, 6,7). Personas opinions and personal likes were collected from interviews, after they were segmented. These personas have visual description and a slogan that helps the picture them and their values. Ojasalo et al. (2014, 77) states that in service design thinking, the personas are valuable tool, that helps to ideate and create a better service from the customers point of view. Even though the personas themselves may be fictional, the motivations and reactions they exhibit are real: Personas are collation of feedback elicited during the research stage of a project, and as such embody the real-world perceptions surrounding the company's service (Stickdorf & Schneider 2010, 178).



Picture 5. Persona 1. "Aino"

The first persona, Aino (picture 5), represents the younger customers that were interviewed. She is motivated by learning new cultures and meeting new people. She likes experiences, and wants to try new exciting, authentic vegetarian or vegan dishes. She prefers pop-ups with a good cause. She is responsible person with a soft and humane values in life.



Picture 6. Persona 2. "Ossi"

Ossi the second persona (picture 6), is a devoted member of the church. He is older male that has values, more conservative than the other two personas. He does not use social media and uses internet occasionally. He respects solid, simple and too spicy food. He likes people with good manners wishes that the younger generation would learn from them.



Picture 7. Persona 3. "Maija"

Third persona, Maija (picture 7), married with two child, likes the idea, that pop-ups can be unique and that they can enrich the everyday-life. She respects the days when she does not have to do cooking at home. She uses smartphones (too much) to find information about events like pop-up restaurants. She loves her family and has a positive attitude towards life, but admits that sometimes it is good to get some peer support from other mothers.

These three different personas were created based on interviews and they represent a cross section of the clientele at the Walkers Café. The author presumes that, the profiles gives truthful description, and they can be used in the next phases of this process. A profile should summarize an interview or conversation in a way that others get a feel for what the customers are like and what is important to them (Reason et al. 2016, 163).

6.2.2 Trendcard

Brand (2017, 10) highlights the importance of visual and image using thinking in business, as the companies need speed and agility to cope with ever-changing circumstances, and the visual methods helps to improve the speed, creativity and effectiveness of teams as they collaborate in a dynamic environment. Mager (2009, 38) emphasizes that throughout the phases in service design process service designers think and work visually by transforming the ideas into visible or even tangible dimensions. As the result of on-line focus group as well as the data generated from the interviews, the author decided to create visual and textual trend card, to

help to identify the present and future trends and customers insights. Koskelo & Nousiainen (2017, 28- 29) suggests that after the analyzing the data starts a sensemaking phase, when the most interesting, relevant and potential future headlines will be further processed on a trend wall to trend cards. For this study, on-line focus groups comments acted as trend wall. A trend card is a tool that enforces the exploration of alternative futures and they can be utilized in various ways, for example in expert's discussions (Koskelo & Nousiainen 2017, 29).

Trend card (picture 8) has five different themes, that came out in on-line focus groups WhatsApp-conversation. Same themes came up also in the customers interviews. Idea is to help the end-user, in this case, the Startup Refugees business program's restaurant team to identify the future opportunities. The author also thought that it is important to warn the becoming pop-up restaurateurs from the common pitfalls, so "Absolut No-No's" were added on the trend card. Trend cards are very effecting when validating future headlines with experts, creating a common ground for the desired future or building scenarios (Koskelo & Nousiainen 2017, 29).



Picture 8. Trend card

Themes like authenticity, customer service and fresh ingredients came up in both, customer interviews and on-line focus group. The rise of the vegetarian and vegan food was one of the main themes in on-line focus group panel, and three interviewed customers said that instead of meat, they prefer vegetarian or vegan dishes in the restaurants. The on-line focus group believed, that street, fast, or fast casual food are successful themes for pop-ups also in the future.

6.3 Model and evaluate

Modeling new service solutions moves the service innovation process from sensing to seizing new opportunities. The intangible nature of service solutions and uncertain nature of future both require narrative and visual means to propose, communicate and test potential new service solutions. Therefore, service design and foresight create highly visual and anticipatory stories by means of scenarios, prototypes and preliminary concepts, for example. (Ojasalo et al. 2015, 205.) In third model and evaluate -phase, is the developed service tested and evaluated. This phase has a significant role when building up the service concept, for this phase is trying to obtain clarity and evaluate, if the service concept is usable or feasible. Ojasalo et al. (2014, 76) suggests, that in model and evaluate phase, the service concept is concretized by visualizing it with different methods like; customer journey, prototypes, that can be presented to different parties, like customers and employees, to find out if the process is working and heading in the right direction.

Wetter Edman (2011, 66) states, that competence in visualization and aesthetics are the key points in design practice and developing ideas and presentations, like prototyping. Prototypes are used to test out the proposals and refine concepts before launching the definitive product (Viladàs 2011, 100). Visual storytelling including methods like customer journey, helps in understanding the processes and customer experiences. Visualization can be a powerful tool to take an organization from insight to results. It's particularly useful to better understand simple sketches and drawings can help clarifying ideas, aid communications, and support convincing superiors, peers and implementation teams. (Reason et al. 2016, 9-10.)

In this study, the customer journey map was build based on one created persona and this map was drove forward to service blueprint. Curedale (2013, 49) discusses, that blueprint makes developing the service process more efficient. This phase includes also a prototype of the implement to a give concrete model.

6.3.1 Customer journey

The ideate and forecast-phase produced personas, which are in this phase, personas are up-graded in to a customer journey map. Brand (2017, 106) highlights that customer journey map is a visual way of telling what and how customers say and feel, but it is not a same as a business process. Customer journeys provides all the touch points of a customer's path as they interact with the service provider. They visualize how customer might engage through a range

of channels from the web to a retail environment or a call center. Journeys describe the experience through each interaction. (Reason et al. 2016, 25-26.) Stickdorf & Schneider (2010 158) highlights, that identifying the touchpoints where the customer and service provider interact is crucial as well as conveying the myriad emotions that journeys are made up of.

Consuming a service means a consuming an experience, a process that extends over time. The customer journey thus illustrates how the customer perceives and experiences the service interface along the time axis. (Mager 2009, 15.) Based on the findings from map and understand phase, average customer in Walkers Café pop-up lunch is a single female aged between 25 to 39 years. Due that fact, from the three created personas, Aino's customer journey (picture 9) was selected as the most relevant for this study.



Picture 9. Aino's customer journey map.

Aino's customer journey map starts from her home where, she is feeling hungry, the need for the service has arised. The story continues all the way to the point of leaving the pop-up lunch place. The idea in this customer journey map is to represent her actions in this path, name the main touchpoints and emotions during the service.

6.3.2 Blueprint

Stickdorf & Schneider (2010, 158) suggests, that service blueprint is a way to specify and detail every single aspect of a service. Aino's customer journey was taken as a base for this service blueprint. Reason et al. (2016, 13) emphasizes, that the service blueprint can use the customer journey as a starting point, to describe the service from the customer's point of view all the way; before, during and after the service process.

The service blueprint for a pop-up restaurant at the Walkers Café (picture 10) is based on customer journey (customer actions, second top column). This six-phase service process starts when customer finds out the information about the pop-up, and finishes when the customer leaves the pop-up. In between that, the touchpoints of the service process are named in the top column named, physical evidences. Between the customer actions and on-stage employee contact columns, which means in this case the wait staff, is the line of interaction. The line of interaction represents the touchpoints between the user and the service provider (Stickdorf & Schneider 2010, 206). Below the on-stage employee contact is a line of visibility. Viladás (2011, 150) claims, that it is an imaginary line that divides the service's public face and the activities that happens behind the closed door. Back-stage employee contact in this blueprint means kitchen staff or the chef. Lowermost column is the support processes, that includes booking the space, advertising, organizing payment method and making feedback formulas for the pop-up restaurant. These supporting processes and not visible for the customer.

Blueprint for a pop-up restaurant at the Walkers

Physical Evidence	Walkers Café	Entrance Ambience at the Walkers, music, scents,	The counter	The counter	Restaurant table	Exit
Customer actions	Finds out about pop-up from Facebook	Arrives to pop-up & is greeted	Goes to the counter and asks about the food, orders and pays it.	Waits for the portions, takes cutlery and drinks. Customer gets the food.	Goes to table and starts eating.	Comments on food and service and leaves.
Line of interaction						
On-stage employee contact		Greet the customers, guides them to starting point	Explains the menu and takes the order and payment. Places the order forward	Tells where to find cutlery and drinks. He gets the food and passes it customer.		Asks for feedback. Thank the customer. Cleans the table.
Line of visibility						
Back-stage employee contact	Plans the menu, sends it to advertising person	Does all the mis-en-place for the service	Starts to prepare the food.	Gives the food to counter.		Starts cleaning, washing dishes.
Line of internal interaction						
Support processes	Walkers Café booked for a pop-up. FB advertising is done.		Payment system			Makes feedback questionnaire. Goes through the feed back

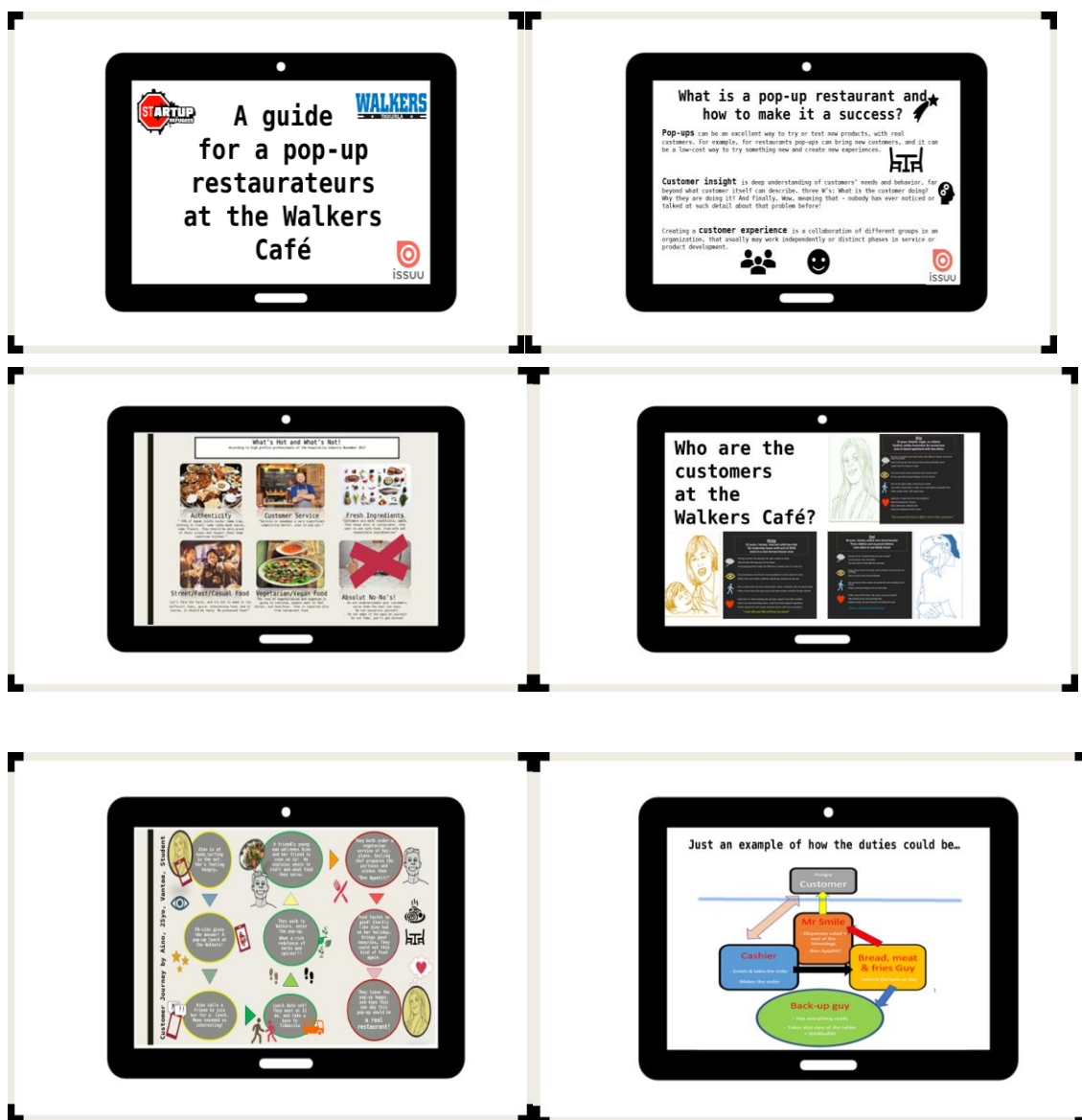
Picture 10. Blueprint for a pop-up restaurant at the Walkers Café

A blueprint was made to plan how all the processes and components are linked to each other (Moritz 2005, 145). This service blueprint helps to get a deeper understanding of the whole service process during a pop-up restaurant. This also facilitate the pop-up restaurateurs how they should share their duties and shape their service concept. Once ideas and innovations have been formulated, the blueprint is further detailed and expanded at the implementation stage. This helps provide a clear roadmap for the actual service delivery. (Stickdorf & Schneider 2010, 205.)

6.3.3 Prototype

In this model & evaluate phase, the methods used, are visualizing, simulating, and experimental like prototyping. Moritz (2005, 229.) discusses, that rough prototyping is a quick way to test the ideas and it enables to understand the service not only in theory. A prototype can also test the visual aspects of proposed designs by presenting them as they would be produced (Ambrose & Harris 2015, 20). The aim of this phase is to test that service product quickly and inexpensively in order to discover any problems (Miettinen 2009, 75).

In this study, the results and tools of previous phases were taken in to Power Point presentation, that works as a prototype (picture 11). To give a better, and more realistic idea of how this service would look like in smartphones or tablets, the frames of a tablet were added. Many interaction designs involve legacy devices, where the interaction designer has to build an interface that works within the constraints of an existing device, such as a smartphone or a tablet computer (Greenberg, Marquardt, Buxton & Carpendale 2012, 139).





Picture 11. Prototype of the implement.

Liedtka, King & Bennet (2013, 82) suggests that, in service design thinking, prototypes can be often simple visualizations; flowcharts, storyboards, or Power Point slides. This Power Point presentation starts with a cover page, and continues with a short summary of what pop-up is and how to make it a success. Trend card, personas, customer journey are there to help the service users, and to give a them a good insights of the customers and the high profile professionals. Observation produced an example of operations model of how the duties could be during a pop-up restaurant at the Walkers. Blueprint gives the overall picture and photos from the actual location, gives better understanding about the premises. This prototypes idea is to give a picture how this service could look like. Vaahtojärvi (2011,131) states that prototyping should not be fully-working pilot, but as a concretized idea, a sort of collection of thoughts.

6.4 Conceptualize and influence

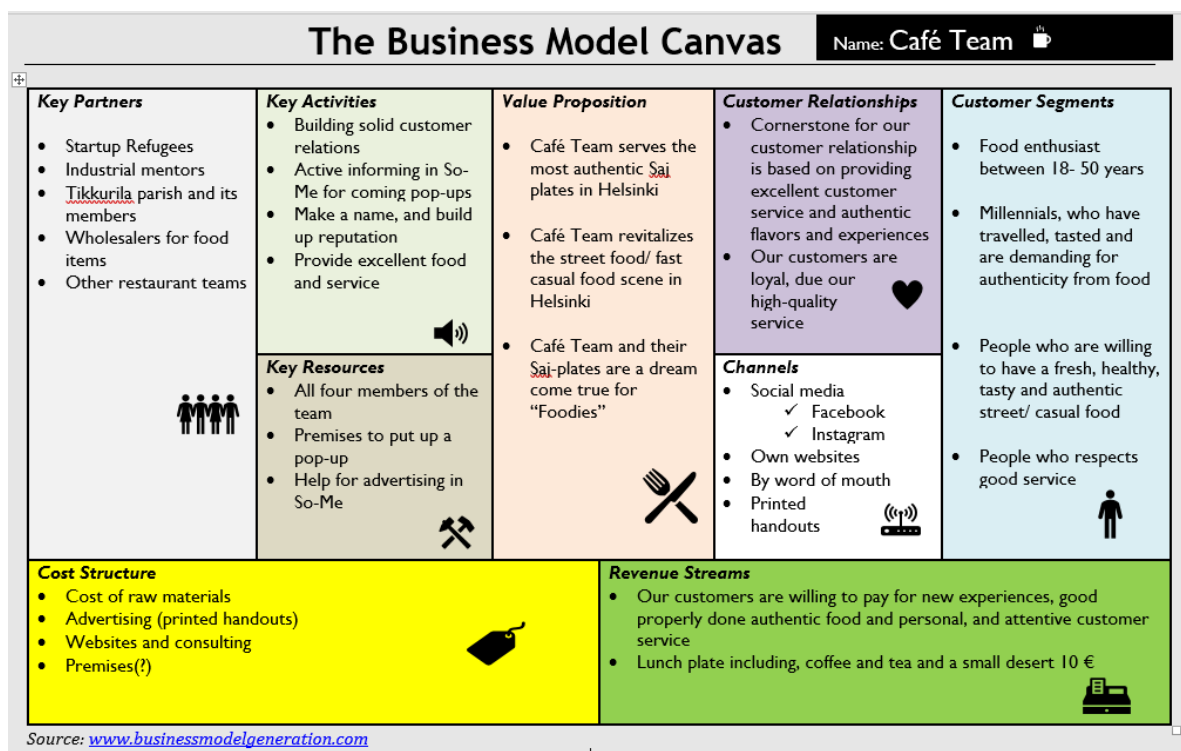
The final phase of the service innovation process, conceptualize and influence, the service or the implement will be put into practice. Finally, in the fourth phase, the service is conceptualized for realization and the future is influenced by this new concept. These methods are visionary and synthesizing, and they aim at transformation. Combining the methods and tools of foresight and service design and using them creatively together can generate the most forward looking, open-minded, and distinguishable end results. (Ojasalo et

al. 2015, 208). For the final phase, the author used The Business Model Canvas, which is a visual tool for ideating business plan and communication. This canvas can give a subjective view of the business model, since it was made by author alone. The Business Model Canvas could be added in the final implement, but it should be filled first together with the team members in co-creation sessions.

6.4.1 Business model canvas

The starting point for any good discussion, meeting or workshop on business model innovation should be shared understanding of what a business model actually is (Osterwalder & Pigneur 2010, 15). Ojasalo, et al. (2014, 79), describes that Business Model Canvas, created by Alex Osterwalder and Yves Pigneur, can be used when building a concept. Business model canvas is an effective tool for defining the business from different angles, and especially when working in groups. The result is compact, eye opening round-up that consists of the nine “building blocks”, that are about the most important definitions of policies of business. Osterwalder & Pigneur (2010, 15) discusses that these nine “building blocks” covers the main four grounds of business; customer, infrastructure, offer and financial feasibility. Using the Business Model Canvas as a template or visual reminder of the various factors a business model needs to incorporate helps manage the scope of discussions (Stickdorf & Schneider 2010, 158).

Ojasalo et al. (2014, 184) suggests that when starting to develop a business model, it is crucial to create also alternative versions of it. The final version can be made after comparing the versions and taking the best and most functional parts out of them. Business model canvas for Startup Refugees “Café Team” (picture 12) was created by the author, to give an example of it for the team members. This canvas was filled by the author alone, using the data gathered in map and understand phase, and it should not be considered as a ready business model.



Picture 12. One version of business model canvas for Café Team (Businessmodelgeneration, 2018).

In the beginning, the focus should be on the right side of the canvas, that treats the value creation and other important elements to customers, and then move to the left side and try to fulfill customers' needs and expectations (Ojasalo et al. 2014, 185). The first block is customer segments; who are the customers, and what are their expectations. They are food enthusiasts, who have travelled and tasted authentic food. They want to have a fresh, healthy, tasty and authentic street/ casual food, and they respect good service. Value proposition is to serve the most authentic Saj plates in town and revitalizes the street food/ fast casual food scene in Helsinki area. Channels-block, clarifies how a value proposition is communicated and delivered to customers, in this case, mostly via social media. The fourth block, customer relationships highlights that, Café Team is providing excellent customer service and authentic flavors and experiences for their loyal customers. Revenue streams, at this point, comes only from the lunch service.

For key resources Café Team will need full contribution from all the members of the team. Also premises and help in advertising in social media is needed. Key activities are the most important activities an organization needs to perform well (Osterwalder, Pigneur, Bernarda & Smith 2014, 16). Café Team needs to build solid customer relationships by providing excellent food and service, they must make a name and build up their reputation and be active in social media. Most significant key partner is Startup Refugees business program, and all the network it covers. The final block, cost structure, covers all the costs that organizing these pop-

ups generates for the team members. In this case, Startup Refugees covers the consulting and also the premises in Walkers Café are free.

7 Conclusions

Aim for this thesis was to develop a toolkit for pop-up restaurateurs. These pop-up restaurateurs are asylum seekers in Finland, who are participating Startup Refugees Business Program. They have no previous working history in Finland and they are not familiar with Finnish restaurant and business culture. This toolkit has main attention on customer service, customer insight and experience, the complete service process and present and becoming trends. Factors like marketing, raw material acquisition and cost control of a pop-up were excluded. This thesis was commissioned by Startup Refugees, a network that helps asylum seekers in Finland to find work in running own businesses. These pop-up restaurant events are held at the Walkers Café, in Tikkurila Vantaa. Walkers Café is at the premises of Tikkurila parish.

Service design thinking as a development method emphasized for comprehensive approach for the subject, and it concretized in more user-centered and user-friendly outcome. Illustrative methods and tools are visual and they help to form the idea of the development. Yet service design thinking has a great number of various process models, the stages of the processes have similarities. Processes starts with gaining extensive understanding and background information about the target for development. For this thesis, theoretical framework focused on refugees, asylum seekers, pop-up phenomenon, customer insight and customer experience in service process. Gathering background data was crucial in various stages of this study.

This thesis was developed according to a service design process model by Ojasalo, Koskelo and Nousiainen, that consists of four phases: Map and understand, forecast and ideate, model evaluate and finally, conceptualize and influence. In the first phase, the objective was to gain customer insight by observing and contextual interviewing at the Walkers Café. On-line focus group convened to name existing and becoming trends for the pop-up restaurants. In the second phase, the data gathered from the first phase were exploited for creating personas and trend card. Model and evaluate phase produced customer journey map, a service blueprint and a prototype to give a realistic idea of how the final toolkit could look like. The last conceptualize and influence phase produced a Business Model Canvas, that can be used as an example when creating a business plan. Eventually, a business model based on a pop-up-concept could be valuable proposition, in cost and initial capital wise.

The final concept, and form of it and putting it to a practice is up to commissioning party. The remarkable outcome of this thesis, is a prototype of this toolkit for pop-up restaurateurs with

content of customer insight and customer experiences in service process in visual forms. Content refers to service design thinking. The prototype has also information about the actual location Walkers Café and possible operational model in there, as well as the features of the pop-up restaurant. The form of this toolkit should be approachable and available electronically. One valuable proposition for final implement could be an Issuu-publication, electronic platform publications platform. This platform enables to produce electronic newspapers, catalogs or magazines, available on the internet. Other option could an application to mobile devices like smartphones.

This prototype and its content are ready for refining the final version of a toolkit, that helps the pop-up restaurateurs to understand important points of views, when opening a pop-up restaurant. However, this outcome is a prototype, it gives a concrete example of how the final version of the toolkit could be. Further action is putting it into practice. According to representative of Startup Refugees, this prototype could be tested by the next business program teams.

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Appendix 1: Deacons interview at Walkers Café on 27.9.2017

WALKERS CAFÉ 27.9.2017 DEACON

Kuinka monessa Pop Up-ravintola tapahtumassa olet ollut mukana?

A. Miten ne ovat mielestäsi menestyneet?

B. Osaisitko arvioida asiakasmääriä aikaisemmissa Pop Up-ravintolatapahtumissa?

Asiakaskunnanjakauma edellisissä Pop Up-ravintola tapahtumissa

Sex	%
Women	
Men	
Total.	
Age	%
Under 16 y.	
17-24 y.	
25-39 y.	
40-64 y.	
64-> y.	
Total	

Household	%
Singles	
Couples	
Families w. childrens	
Total.	


Origin	%
Proto-Finns	
Others	
Total	


1. Millainen hintataso tarjolla olleilla ruoka-annoksilla on ollut?
2. Onko hintataso ollut sopiva?
3. Voisitko mainita lyhyesti kolme huomionarvoista seikkaa Pop Up-ravintolan pitämiseen näissä tiloissa tälle asiakaskunnalle


KIITOS VASTAAMISESTA!


Appendix 2 Customer interview formula at Walkers Café on 27.9. and 27.10. 2017


HAASTATTELU WALKERS CAFÉ 27.9.2017

	M / N Ikä:	Asuinpaikka:	Ammatti:	Perhesuhteet:
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THINK		<ol style="list-style-type: none">1. Mitä mieltä olet näistä pop-up-lounaista?2. Mitä odotat näiltä pop-up-lounailta?3. Miksi tulit juuri tänään tänne?
--------------	---	---

DO		<ol style="list-style-type: none">1. Millä tulit tänään tänne?2. Kuinka usein käyt ulkona lounaalla?
-----------	--	---

SEE		<ol style="list-style-type: none">1. Mistä kuulit tästä pop-upista?2. Mistä haet tietoa vastaavanlaisista tapahtumista (pop-upit jne.)?
------------	---	--

FEEL		<ol style="list-style-type: none">1. Minkälaisesta ruoasta pidät?2. Mitä arvostat ravintolakäynnissä?3. Mikä on tärkeintä elämässä?
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K



Appendix 3 E-mail questionnaire for professionals of restaurant industry

Hyvä Vastaanottaja,

Olen Mika Vitikka, ja opiskelen Laurea Ammattikorkeakoulussa matkailu- ja palveluliiketoiminnan koulutuslinjalla. Teen opinnäytetyötä Startup Refugees-verkostolle, johon tämä kysely liittyy.

Opinnäytetyöni tarkoituksen on luoda Startup Refugeesin Business Programiin osallistuville turvapaikanhakijoille käytännöllinen, helppokäyttöinen ja visualisoitu työvihko pop up-ravintoloiden perustamiseen. Näiden pop-up ravintoloiden tarkoitus on toimia ensiaskeleina ravintolayrittäjyyteen Suomessa. Osalla näistä turvapaikanhakijoista ei ole aikaisempaa kokemusta ravintolanpyörittämisestä, eikä heillä ole myöskään kokemusta Suomessa työskentelystä. Tavoitteenani olisi kartoittaa teidän avulla; Mitkä seikat mielestänne heidän tulisi ottaa huomioon pop-up ravintolaa perustaessa? Toivon, että ehdit vastata tähän nopeaan kyselyyn.

Mitkä olisivat mielestänne tärkeitä ja huomionarvoisia seikkoja ja tulevia trendejä pop-up ravintolaa perustaessa tällä hetkellä? Jos voisitte ystävällisesti listata kolme seikkaa lyhyen perustelun kera.

1.

2.

3.

Kiitos vastauksestanne ja ajastanne! Vastaan mielelläni opinnäytetyötäni koskeviin lisäkysymyksiin.

Ystävällisin terveisin,

Mika Vitikka

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Appendix 4: Content analysis and simplified expressions of the WhatsApp group.

Comments	Simplified expression
If you look at these young millennials, they have travelled a lot. They want real experiences from food, and they also know what to expect.	Experiences for customers Authentic food
Customers want to have properly flavored food, they want to have authentic ethnic food more than before	Authentic Properly flavored
For example, Chinese food should be Chinese food, not Chinese food for Finnish taste.	Authentic food
If you are originally from Middle East, why make poor pizza? Make something that is more familiar and comfortable to you.	Authentic food
99% of kebab joints sucks! Same crap, nothing is fresh, same ready-made sauces, same flavors. They should be prouder of their origin and respect their home countries kitchen. They should check for example Döner Harju.	Fresh tastes, authentic flavors

Comments	Simplified expression
Street food is always good. Even if it has been booming a couple of years already, it still does.	Street food
Fast, - fast casual or street food themes carry still. Simple good concepts, where quality is important.	Fast, good concept, good quality
Street food that is good, nourishing and fresh, no more boring processed food.	Good quality healthy, fresh food
Customers expect real experiences from street food and fast food as well, a regular hotdog with mustard and ketchup is not that thrilling anymore. Insects, anyone?	Experiences New flavors
Depends if the pop-up is by Rene (Redzepi), perhaps, then it does not have to be that fast. It's ants ja crickets after all!!!	If not a Michelin chef, fast food
Face the facts, and do not try too difficult. Easy, quick, interesting food, and of course tasty. No processed food.	Easy, fast, good and tasty.

Comments	Simplified expression
Service never goes out of style.	Service
Does self-service mean no service? No! Service is nowadays a very significant competitive matter, even in pop-ups.	Service Service can give a cutting edge
Service creates experiences, especially in pop-ups.	Service experience
The importance of service cannot be underestimated.	Service
Bad service can ruin good food, but good service can save (not that) bad food. Customers stretched more from the service nowadays, which is good. Nonchalant operators are dropping out.	Service is important Service is lifeblood

Comments	Simplified expression
The rise of vegetarianism and veganism is going to continue, people want to feel better, eat healthier. That is expected also from restaurant food.	Vegetarianism & veganism is rising
Restaurant food must be healthy, vegetables are going to take over in portions.	Vegetables
This is the moment for restaurants to show what they can (or cannot) do, when talking about vegetarian dishes.	Vegetables
Vegetables, vegetables, vegetables!	Vegetables
Veganism is growing, as the other special diets.	Veganism & special diets
Dairy-free, gluten-free, meat-free...	Special diets

Comments	Simplified expression
People are more and more interested about the origin of their food. Nearly produced, organic food is well respected.	Origin of the food is important Local & organic
Customers are more responsible, aware. That shows also in restaurants, they want to eat safe food, from safe and responsible ingrediencies	Safe & responsible ingredients
Even if it is fast food, yet it still must be properly made, from good & fresh ingredients	Good & fresh ingredients