



Aspects of developing organic soybean products and marketing idea for a coffee shop.

Thu, Huynh; Khoi, Tran

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Aspects of developing organic soybean products and marketing idea for a coffee shop

Thu Huynh and Khoi Tran

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Thu Huynh and Khoi Tran

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Soybean has been used popularly and widely in the world especially in Asia countries. Unlike to Asian nations, in European countries, miso; soy sauce; milk are the most well-known soybean products. With the purpose of bringing Asian taste to Finnish coffee life, gastronomy and avoid using animal milk because of the animal rights and the brutality in farming. The authors want to build up an organic soybean food products as a coffee shop by using innovation in food industry to bringing a healthy coffee life with exotic desserts and ready food products. As being the new concept of cafeteria in Finland, engaging the customers into the author's future business is concerned as the challenging work. Finnish market is widely known as the tough market to enter into. Understanding the situation, the authors had decided to conduct a research and study on the customers' approaching method via the marketing plan to understand the Finnish consumer's behaviour.

The final goal of this thesis is to explore the feasibility of this idea in Finnish market through qualitative and quantitative methods, develop the marketing idea in engaging the customers to the new business by applying the current technology and trend into the business during the testing day. Based on those result and academic theories, marketing plan is created in order to preparing for the future actual business.

Interview and observation are used as the qualitative method. The aim of using those methods is to acquire an overview of Finnish eating habit, food knowledge and market. A semi-structured interview was done with satisfied results and valuable lessons about consumers' thought about soybean food products and new style of coffee shop. In order to gain different points of view and develop the trustworthiness of obtained data, survey and observation was also conducted during the food testing day by customers.

The result of the thesis gives the authors an overview of the feasibility of this new coffee shop concept. By understanding customer's demand through the research methods, marketing plan is developed in order to attract customers towards the business. The authors also implement the technology in understanding the customers, the traditional methods in focusing on packaging design and the quality of the products are also taken advantage. Moreover, the customer relationship and service are highly focused due to its essential element in any kind of business.

Keywords: Healthy Lifestyle, Soya-made products, Customer Approaching Method, Marketing

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1 Introduction

In recent years, Finland, especially in Helsinki area, numerous number of coffee shops were built up with distinctive concepts providing a relaxing atmosphere and becomes a "second home" of a remote worker or simply a cosy place for friend gatherings.

As the growth of society, healthy eating habit has become a crucial issue that most of the people are concerning about. Additionally, people are now more likely to be aware of the nutrition from the food intake in their daily meal to make sure they receive enough nutrition for a day and some of the benefit to keep the body away from the risk of future illness. More importantly, creating the soya drinking habit will enhance and remain a healthy body from the supporting elements of the soya drinks.

By realizing the importance of nutrition in the modern life, the reality of setting up the soya Organic Cafeteria will be gotten down to the business, thanks to the great benefit of soybean has brought to our daily life as well as its fame is so popular so it can be easily integrate to Finnish society and market.

Moreover, vegetarian restaurants in Helsinki is constantly growing and the desire for the various type of vegan food has become a global trend. According to author's knowledge and observation, most of coffee shops in Uusimaa area are typical coffee shops with the main ingredient is whole coffee beans or ground coffee blended going together with dairy products. More importantly, beside the main beverages, most of desserts, cakes are made with whole milk.

By apprehending this opportunity, the authors had determined to bring out to Finnish coffee community a new drinking experience and level - a tasty, flavourful and healthy organic soybean milk with a new concept that the main ingredient used in this new coffee shop. Beside coffee is organic soybean milk and proudly announced to be the first one hundred percent vegan coffee shop with everything is made with soybean milk and vegan-based in the whole process. The main idea that leads the authors to this topic are to stand up for animal rights, support the vegan community and develop the benefits of organic soybean milk.

The image of this concept will be clarified and discuss later in this thesis. Delivering the right message of enjoying real coffee blend in vegan style with qualified and nutritious organic soybean milk. The main idea that lead the authors to this topic are standing up for animal rights, support the vegan community and develop the benefits of organic soybean milk. The authors believes that nothing is better than a perfectly harmony between drinks and foods innovation, flavour and interior atmosphere. That experience would bring to customer the highest savour and different concept of a coffee shop that make customer want to come back.

The main purpose of this thesis is to cultivate and prepare for the author's actual project in the near future and also to analyse the feasibility of this new project which also plays as a fundamental part of a business plan. Additionally, the authors want to deliver an Asian breeze into Finnish coffee routine with exotic, healthy and vegan drinks and desserts that are innovated and created based on organic soybean milk.

This thesis includes two principal parts that are theoretical background and practical implementation. For the first stage, there are five priority points needed to discuss: Background of organic soybean, the purpose of food innovation in a new start up, organic soybean products in Finland, organic soybean products innovation and the reason why the authors choose organic soybean to develop but not other beans. Those theories are collected, studied and recorded through authors' studying process with the supporting of text books and internet sources. At the same time, practical implementation is conducted by two different methods: qualitative and quantitative research methodologies. For the qualitative research methodology, interview will be held with Raw & More Coffee Shop with semi-structured interview and observation. Besides that, a food testing in Café Beat also was done to examine the practicability the concept and make observation and ask for quickly feedbacks from customers.

From the observation over the Finnish market, many new start-up have struggled with the business in a long period of time to change the consumer's habit and engage more customers into the business. Understanding the general circumstance of the market, the authors has decided to study the different means of approaching the customers. In this thesis, the authors is going to find out the methods to create the dynamic business so that the business could stand out from others. Most importantly, the authors will think of new solution for engaging more and more customers into the business as well as remain the loyal customers with the new business.

In this thesis, the outline will be organized into five sections: introduction, theoretical background, practical implementation which includes research methodology, business plan and finally is conclusion and discussion. Thorough of the first three parts, the outcome of the ultimate business plan will be adjusted and published.

2 Theoretical Background

In this part, academic theories are collected carefully and selectively to support the authors' practical implementation part. The history and background of organic soybean will be presented and clarified first to understand deeply about why organic soybean is chosen to conduct in this thesis. The purpose of innovation in food industry for a new start-up will be the next theory to study and discussing about the background of organic soybean in Finland helps

the authors have an overview to the target market. Marketing plan is an objective of customer approaching method that the authors will investigate and perform to prepare for the future business.

2.1 Soybean

Soybeans or can be called as the "Miracle Crop" and "Five Sacred Grains" which describes the whole usefulness, the great application of soybean into food production and life which contains as same as protein source as in cow milk. Soybean is famous for its tons of utilization in life not only for human diet but also for animal feeds even though it is extremely easy to find and the cheapest source of its great nutrition bring to human diet. Soybean is a fat-free source. Nevertheless, 100 grams of soybeans comprise 40 percent of protein, 20 percent of oil and also distributes an exceptional sources of essential nutrients such as iron, dietary fiber, vitamin B, magnesium and amino acids (Safak 2017).

2.1.1 The history, background of organic soybean

Soybean is proudly to have a long history which was derived and originated in Manchuria. Manchuria used to be the old name of three North Eastern of China where soybean was found and was considered as one of the most ancient species cultivated by human. Soybean existence was recorded 5,000 years ago by Chinese farmers around 1100 BC. However, according to Leakey 1970, the first crop of soybean was documented in 2838 B.C. (Shurtleff & Aoyagi 2012, 196.)

Moreover, from the early 1900s, Manchuria was studied as the main major land of soybean production, exportation and also be the biggest soybean processor compared to China although its total output of products was almost equal in 1930. (Shurtleff & Aoyagi 2012, 196.)

According to Shurtleff and Aoyagi, China is the world leading of soybean production in period from ancient times to 1907. The production of the world's soybeans from 1909 to 1913, Only China properly produced approximately 71.5% compared to the world trade on that period and achieved the highest trade production than other countries combined. Besides that, Manchuria, Japan, Korea and Indonesia are the following countries leading the world of producing soybeans with 16.5%, 5.9%, 5.5% and less than 1%. In the early centuries, Soybean had been shipped from Manchuria and North China by boat to the South of China. Furthermore, After China government signed a special trade concessions in Sino (Japanese War) in 1895 with Japan, the quantity of soybean exportations from Manchuria to Japan surprisingly increased in the late 1800s. (Shurleff & Aoyagi 2012, 197.)

Soybean nowadays is used widely through some nutritious food production especially in China, Japan, Korea, Vietnam and also America, Europeans countries. Soya is a symbolism of Asian origins and become the most broadly cropped legume beyond Asia to the globe. Thanks to

soybeans' food innovation that fermented food was created to enhance human's health such as tempeh, natto, miso paste and of course tofu. Furthermore, organic soybeans are the most quality beans that bring out the most of the nutritious processed food.

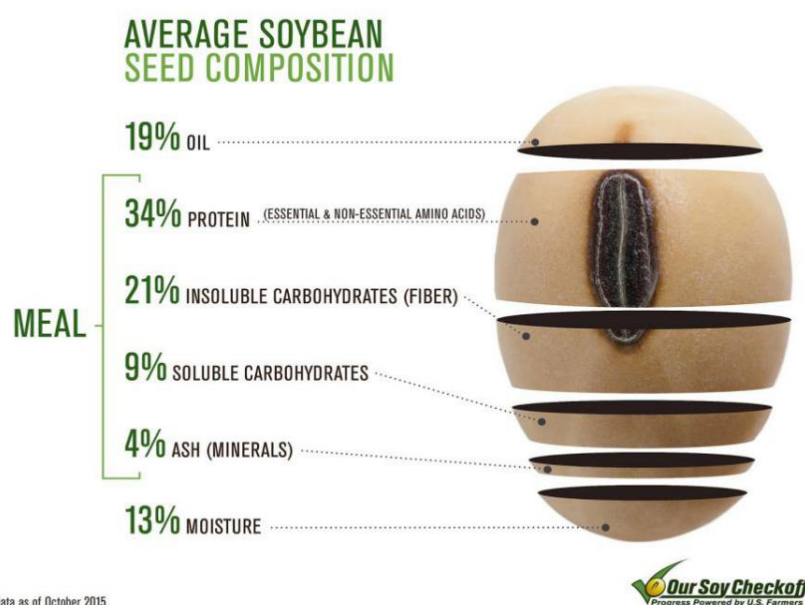


Figure 1: Average soybean seed composition (US Soybean Export Council 2015)

Average soybean seed composition has described in figure 1 which one soybean contains 68% meal in which 34% of protein, 21% fiber, 9% soluble carbohydrates, 4% minerals.

2.1.2 The difference between non-GMO and organic food products

The authors could perceive that some consumers nowadays might be confused between non-GMO and organic definition. It also may affect consumers' cognition buying behaviour and more importantly, their health. As same as organic food products, non-GMO food products are widely used, known and believed by consumers in global but there are some differences between them. It is always a myth existing in consumers' cognition that non-GMO equal to organic food products. By understanding that situation, the authors will state the distinction between them to fade away the disorientation since non-GMO does not mean that is organic. If a product's label has a certification of GMO free, it inherently means that it is also organic.

First of all, GMOs stands for genetically modified organism which could apply for an animal, plant, organism or microorganism. To be more clarify, new organism or genetic makeup created by using genetic modification or transgenic technology in a laboratory. In the food plants' engineering, scientist or laboratory technician do analysis and elaborate to create new genes or remove one or even more genes from a traditional breed of plant, bacterial, virus

and incorporate them into the DNA of the plant they wish to transform. This method unwittingly goes against to the nature of all creatures on the earth. Take corn as an example, which is a crop allowed to be used this genetic technique to transfer *Bacillus Thuringiensis* (Bt) into corn's DNA. Bt genes plays role in representing a protein that kills insects and allows corns to produce itself pesticide. This simple sample clearly shows to consumers or readers how bad affects that genetically modified organism brings to health in daily food consumption. (Non-GMO Project 2018; The Organic & non-GMO report 2018.)

One of the various vital problems in using transgenic technology is that scientists do not sure where exactly the genes go because the genes go randomly in a traditional breed's plant. Because of losing of positioning, this problem can do the dysfunction of other genes and constitute abnormal proteins that have never existed in food supply so toxins and allergens are created in food. (The Organic & non-GMO report 2018.)

According to Huffing Post, the Organic Trade Association of The United States of America showed the last updated number of organic products sales in USA was \$43 billion USD in 2015 which was dramatically higher 34 percent if compared with \$32 billion USD in 2013. It could be seen as a significant increase in sale but it could not be compared with non-GMO categories. Food products which are labelled "Non-GMO" by the Non-GMO Project, a non-profit firm, hit more than doubled in sales, from \$7 billion USD in 2013 to \$16 billion USD in 2015. The market sales are concerned by several firms of organic food. Non-GMO does not mean it meet other standards to be an organic product and could be a product's standard that consumer might be searching for. (Huffing Post 2016.)

An organic food products need to be obliged the strict guidelines set by U.S Department Agriculture or if that products imported to EU market, they are needed to be obliged the Council Regulation (EC). In order to grow organic food, soil quality have to be protected and they must grow naturally without using most of synthetics pesticides or fertilizers. About organic meat, animals must be raised and adapted in natural living conditions and more importantly, no antibiotic as well as growth hormones could be used in this organic regulations. (European Commission - Agriculture and Rural Development.)

Contrast to organic food products, "non-GMO" label indicates products which have been examined through a long-term verification process by Non-GMO Project. All of the risky ingredients in products have to be verified every year by genetic technique in order to ensure that the high-risks products are still complied their strict standards. However, due to the limit of testing capabilities, this label may not essentially organic. It is ensured that less than 0,9 percentage of ingredients are genetically modified. (Huffing Post 2016.)

Daniel (2005, 173) states that soybeans which are grown organically undoubtedly recommended in consuming since most of residues of agriculture chemicals such as pesticide and fertilizer are found mostly in the fat part of the soybean's structure.

According to Natural Resources Institute in Finland, the organic principles which are defined by the International Federation of Organic Agriculture Movements are applied on organic production in farming. The fundamental rule is to warrant the safety, prosperous of environment included humans, nature and animals. (Natural Resources Institute Finland 2018)

2.1.3 Benefits of soybeans and its nutrition

According to different statistics, soybean was reported to be the most widely consumed food in recent years. Thanks to the great benefit of Soybeans and a large number of nutrition facts in the soybean has brought to our daily life. The table 1 describes the composition of 100 grams dried soy bean which are made the soy bean and broadly known as the most healthy food consumption for health due to its high protein content, vitamins, minerals and insoluble fibre. In different scientific resources, soybean contains a large amount of protein reportedly taking 36 gram of protein in 100-gram bean contains 72% of protein that needs for a day. In additionally, the soybean also contains different compound and vitamin improving hair, skin and health. Omega 3 Fatty Acids in soybean is studied to help the body to fight against the risk of cardiovascular. Interestingly, Phytic Acid in soybean performs as an antioxidant combating different diseases such as cancer, diabetes and tumor. (School of public health 2018)

Composition	Amounts
Complex carbohydrates (g)	21
Simple carbohydrate (g)	9
Stachyose (mg)	3,300
Raffinose (mg)	1,600
Protein (g)	36
Total fat (g)	19
Saturated fat (g)	2.8
Monounsaturated fat (g)	4.4
Polyunsaturated fat (g)	11.2
Insoluble fiber (g)	10
Soluble fiber (g)	7
Calcium (mg)	276
Magnesium (mg)	280
Potassium (mg)	1,797
Iron (mg)	16
Zinc (mg)	4.8

Table 1: Nutrition profile of soybeans expressed per 100 g dry matter (The International Journal of Nutrition, Pharmacology, Neurological Diseases 2018)

Soy is considered as a highest quality plant protein compared to other grains, legumes or nuts with the high rate of essential amino acids due to the statement of the World Health Organization (WHO), the US Food and Drug Administration (FDA). Additionally, WHO and FDA with certain ministry agriculture and food agree that there is the same high quality of casein protein in soy and in egg white. (Daniel 2005, 154-155).

Furthermore, daily drinking soya milk is an ideal method to prevent from losing the ability in the elder age thanks to the zinc and iron in soybean. It is studied and researched to be the best solution to expand capillaries, soften red blood cells, and stimulate blood supply to the ear to prevent elderly people from the hearing loss. Moreover, the blood vessel integrity will be strengthened if the soybean products are being smartly applied into daily meals thanks to phyto-antioxidants contained in soybean. Thanks to the large amount of calcium which are 27% available in soybean, the soybean will help body to get away from the risk of Osteoporosis at the elder age. Moreover, the calcium in soybean also strengthen the bones and teeth. (School of public health 2018)

As the great result of soybean, it is also known as the most effective supporting supplement to prevent keep our body away from Prostate Cancer and Breast Cancer thanks to the rich

source of phytoestrogen in soybean. Correspondingly, soybean is the good method for people who want to reduce the high cholesterol 3% by consuming 50 gram per day. Furthermore, Soybean is also the excellent food resource that enhance the immunity and improve the energy. Interestingly, boosting the intelligence and brain are also a result coming from daily using soya products. They contain wide different range of benefit that bring to human's body such as moisturizing skin, making hair shine. (School of public health 2018.)

It is a controversy about the benefit of soybean to human body and its dark side, being over-rated through amateur and informal online newspaper sources. In every natural nuts, legumes or plants in general, it naturally contains a certain amount of isoflavones and phytates which raises a debate about its advantages and disadvantages. (Daniel 2005, 173).

However, abusing soybean will also cause some different side effects that have a harmful impact on our body. In fact, drinking soy milk too regularly will cause the nutrient deficiencies. By the same token, the risk of kidney stones is also a drawback of overusing soybean resulting from oxalates contained in soybean. It was studied that using the soya products during the pregnancy and breast-feeding period is safe but with the excess amount of soybean intake can do harm to the baby. To sum up, in every kind of foods, they are always has its pros and cons and so does soybean. (Wu, Zhang, Huang and Li 2017.)

2.1.4 The development of organic soybean in products

As most of every consumer know, soybeans not only have high nutritional values, preventive medicine but also could be processed into other distinctive food products. It can be said that soy food is the most versatile food in the world nowadays.

Initially, it is necessary to define and clarify the term of the development of food products. The development in food derives in food system. It is defined as a transformation from raw materials into a processed food product or a healthy food product through the social evolution, needs and biophysical which leads to a combination of production, processing, preparation and consumption of food. (Gregory 2005, 112.)

Not only in soybean but also in other food ingredients, various physicochemical features of the proteins affect dramatically to the functional activity of proteins in food. Size and shape, the component of amino acid, type of structures, external environment effects such as temperature, pH, salt concentration as well as the interaction with other food elements. (Damo-daran 1997, 45.)

The population in the world is increased dramatically and it means the more citizens growth, the greater the plant food products consumption with multiple functional features. The knowledge of soy actually begins in the East and has become a part of Asian culture. They

turned soybean into foods as an imagery, art of a family and local. Soybean becomes a traditional ingredient of Asia countries with its vital food roles and incredibly food development such as soymilk, tofu, natto and tempeh, miso, soy sauce. The consequence of the progress in food technology is the development of variety of edible soybean products through pressed, concentrates, fermented, isolates food products. (Young & Scrimshaw 1979, 112.)

Tempeh is a cake that made from soybean and rice flour through fermentation process and has an early history of food process without microbiology and chemistry. This cake originated from an island named Java, Indonesia and was found in 16th century, before 1875. Tempeh is a popular and famous cake in Indonesia and sold under fresh or frozen products. It contains 19% soy protein, dietary fiber, less fat than tofu and soymilk. Figure 2 describes the outlook of an original tempeh covered with banana leaf. This cake usually is fried crispy and has a natural grey colour. Nowadays, tempeh is produced according to the taste of Western and European consumers such as tempeh burgers or go with sandwiches. (Shurleff & Aoyagi 2012, 145, 148.)



Figure 2: Traditional Tempeh with banana leaf (UC Davis Integrative Medicine 2018)

Miso, one of the remarkable food made from a combination of fermenting soybeans, wheat, salt, alcohol and a resulting from a fermentation food processed methodology. To be more specific, miso is made from a mixture of barley, rice, buckwheat, hemp seeds and depends on each kind of miso so manufacturer will put different ingredients. Its origins has not been specified yet since in some sources, it is said that miso is originated from Ancient China but it

is said that Miso is a Japanese traditional seasoning and a culinary staple. The typical yellow brown colour and robust in texture of miso paste is shown in figure 3. There are six different types of miso and represent for particular regions in Japan. Each type of miso all typically contains 13% of salt and protein. Miso is a nutrition and famous soup for its natural source of *Lactobacillus Acidophilus*. (Shurleff & Aoyagi 2012, 218, 488, 493.)



Figure 3: Typical Miso paste (Reinagel 2015)

Soy sauce or Shoyu is a most common and renowned fermented food product made from the main ingredient named soybean. It is considered as one of primary soy food in the soy food history. Soy sauce is widely known and used in Western countries. Soy sauce is mainly used in Asia countries especially East Asia. It becomes an essential and indispensable condiments in every cooking meal and Asian kitchen. Rarely people know that the root of soy sauce begun in Ancient China.

The history of discovering soy sauce started when Chinese found out way to preserve food such as meat, vegetables, fish, fruit and grains in pickling way. Soybean represents for grains and soy sauce originally found out from that way but until it came to Japan under the name "hishio". This condiment liquid has a pleasant aromatic and a richly salty savour, always used to evoke, enhance and add the taste of soy sauce into certain dishes with its natural glutamic acid. The natural soy sauce is fermented from three and up to twelve months in a large wooden vat depending on each type of soy sauce as well as the country of origin. In figure 4, the typical dark brown colour of soy sauce liquid in Kikkoman brand - one of the most famous soy sauce brand in the world. (Shurleff & Aoyagi 2012, 21.)



Figure 4: Typical soy sauce in famous and long time-Kikkoman brand (Kikkoman 2018)

Tofu is a well-known food products made from soybean that most of everyone could know. It is a very common food not only a street food but also in high-class restaurants from rural to urban area certain Asian countries such as Vietnam, Korea, Japan and China. These Asian countries have high-consumption on soybean especially tofu.

There are reports state that the very first tofu manufactory was in Buddhist temple and monastery thousand years ago. The inventor of tofu dishes were Chinese Buddhist monks but there is no exactly authentication source prove that statement. In some documents about history of tofu, there is still an undefined whether tofu was primordial transmitted by a Chinese monks on their visit to Japan or either way even though the word "tofu" was first found in Japan. Tofu symbolizes for Buhhda's delight. (Shurleff & Aoyagi 2012, 115.)

"The meat without a bone" is a name refer to tofu. In the Ancient Chinese, tofu is seen as a meat substitute as its high and low cost protein source. Not later than that, tofu was added into the monastic diet menus. It is not only enhance the spiritual but also sexual abstinence since soy accommodates Oestrogen which reduce testosterone levels in a men. (Shurfeff & Aoyagi 2012, 115.)

Tofu also has been known under named bean curd and it is certainly made from soy bean, soy milk. Generally, tofu was made by curdling soya milk with curdling agent, coagulant. Until it is getting cool and be condensed, tofu will be pressed into a solid cakes. The curdling agent that make fresh soya milk into tofu is natural sea salt water. Before that, in a traditional usual way, Japanese would use natural nigari instead. Nowadays, several tofu manufactories use Gypsum or with science named Calcium Sulfate Dihydrate to be a curdling agent in order to produce more profit as well as gives products a smooth and soft texture. This mineral gives tofu a certain calcium, one of the most essential elements for human body. On the opposite,

if they overuse, abuse gypsum mineral in manufacturing tofu, bad effects will be showed off on human health that cause kidney stones, residual calcium. (Shurtleff & Aoyagi 2004, 117; Kaayla 2005, 246.)

Beside those soy food products, natto is also another fermented soy food that they use bacteria named *Bacillus Natto* to ferment the whole soybeans under 40 Celsius degree. Soybeans will get brown with a gluey sticky called glutamic acid polymers after 14 to 18 hours fermented which is shown in figure 5. It is a unique food invention of Japan which have its exotic flavour and savour that smells such as ammonia. Japanese uses natto as their breakfast with soy sauce, green onion and karashi mustard to enhance the flavour. It always served with hot rice. Natto is considered as an easy making food and could be made at home. Furthermore, Natto is famous for its rich nutrition and cheap ingredients. In Natto, it contains significant source of calcium, iron, protein and several essential vitamins especially vitamin K2 which is very important for bone health. (Shurtleff & Aoyagi 2012, 258.)



Figure 5: Sticky natto with green onion (Vicky Masik 2018)

In order to response to the soy-based foods products consumption, soybean food products are classified into different ranges such as, soy ingredients, traditional soy foods as known as whole-fat soy flour, whole dry soybeans, nut, sprouts ,soy milk and tofu. Soy milk is considered as a protein-rich source beverage. Thanks to the food development, "second-generation" soy foods are produced and introduced such as ice cream, yogurt and with the development of isolation and concentration in food methodology, soy protein has been used for meat and dairy substitutes such as veggie burgers, sausage, pancakes, cheese and imitation chicken. It is proved that protein content in soy is similar to the protein in meat and in cow milk. (US Soybean Export Council 2008; Jideani 2011, 346.)

After all, there is no deny the great application of soybean into products which brings to life and consumers more soy food products ranges and variety of choices. Nevertheless, soybean products were developed and invented in ancient periods. Those products are always improved day by day to deliver to consumers the best soy products. New organic soy products are also created with different choices added such as lactose free, no preservative, none artificial flavour to supply to different ranges of consumers.

2.2 Organic Soybean Products Innovation

Innovation is a crucial part in food development part and in any business. Therefore, as a new business idea, organic soybean products are also needed to be innovated. In this chapter, the purpose of launching food innovation will be revealed and come along with an overview of organic soybean in Finland.

2.2.1 The purpose of food innovation in a new start-up

By definition, start-up a term refers to companies that are in a start up business in general and in the beginning process of operation. It is an organization that provides innovative products or services under the most uncertain conditions. Those new start-up companies at this stage are usually funded by founders themselves in order to develop products as well as services that they believe it could be a supply. Due to limited revenue and high operation cost, most of small-sized start-ups are unstable in a long term if they are not supported and gotten funds from investors. (Ries 2011,27-28.)

Start-up is derived and developed by dreams and the determination of creating truly meaningful products or services. This helps the creator, innovator expressly innovate, create and perfect products as well as services.

Trailer, Coleman and Hofman (2011, 159) said that innovation cannot be learnt, creativity comes naturally with stimulation methods to uncover creative possession of a person in order to achieve the creativity and innovation goals.

Innovation in food industry not only involves food technological innovation but also about cultural innovation. To be more specific, product formulation, the demand of customers or food quality are primary examples of leading to food innovation. Technological innovation and social innovations have a bonding relationship since they support and create each other. The fundamental of innovation is the evolution of making, creating new ideas into a product or to practical in general. (Trends in food science and technology 1997.)

The purpose of food innovation is created by both customer needs, the trend of society and also the core of company objective which is described in the figure 6.

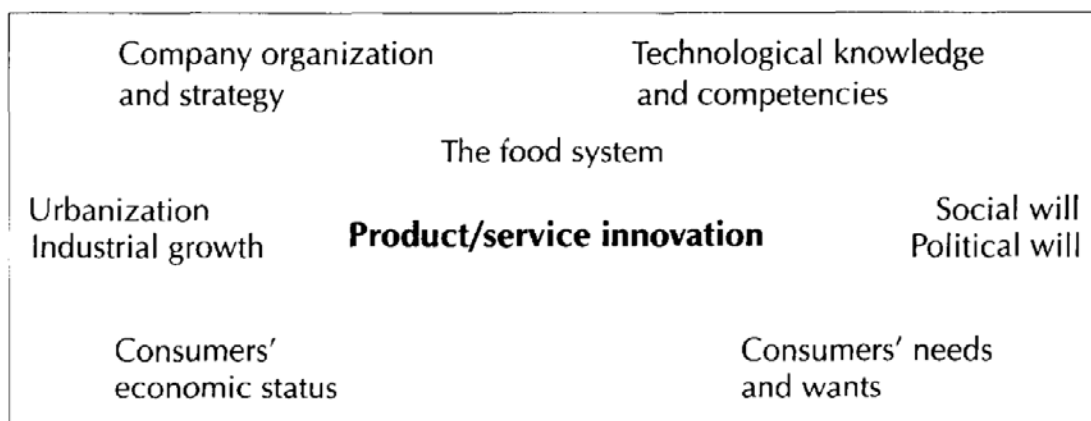


Figure 6: The external factors effect to product/service innovation. (Trends in food science and technology 1997).

In addition, the role of innovation in food industry is to make life easier, convenience. Packaging & design are also counted as a vital principle of innovation part to attract, appeal more customers notice to a particular product and decide to buy it. More importantly, the latest products also need to be better than previous products.

2.2.2 Organic soybean products in Finland

As the authors strongly believe in the benefit of organic products bring to human life, organic soybean products is chosen to be the objective of this thesis. Finland is known as a developed and "eat-clean" country, organic products are no longer strange to Finnish. Because of the high standard of life, it is not rarely to find and see organic products with reasonable prices in any markets in Finland.

Organic products is no longer strange to Finland. With the aim of maintaining the biodiversity, caring of soil condition and nutrients. All of the organic farms in Finland are well cared with well-equipped facilities. According to Luke - Natural resources institute Finland, Organic products is dramatically increased in consumption when about four consumers would love to buy organic products in every week. (Luke-Natural resources institute Finland, 2018).

Moreover, thanks to the scientific data which is generated with producers about the development of needs in organic food products and the primary research topics, Finnish government give a decision of achieving one fifth of Finland' farmland will be organic farm by 2020 and organic products become majority in use almost of every place in Finland. (Luke-Natural resources institute Finland, 2018).

The figure 7 shows the responses of the consumption of people living in Finland in 2015 and 2017 with 79 responses (n) from age of 15 to 79. It is clear to see that consumer recognition on organic food products are gradually raised with 5 percent in regular consumers. To sum up, the attractiveness of organic products toward consumer are slightly increased over those years.

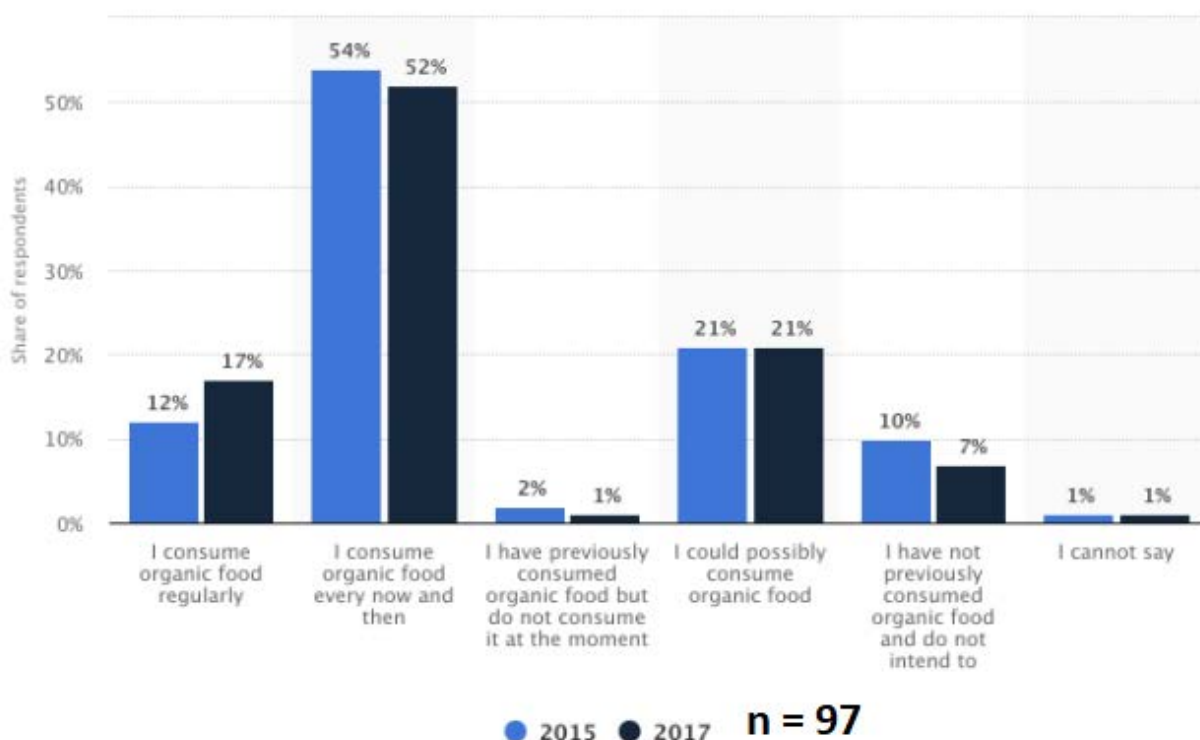


Figure 7: The consumption of organic products in Finland between 2015 and 2017 (Statista 2018).

There are lots of organic food brands in Finland, both domestic and foreign. In general, the two popular organic food brands in Finland that have a solid fundamental of organic beans especially soybean are GoGreen and Aduki. Both of those brands are not originally from Finland but they are very popular in Finnish markets. Aduki brand is famous, popular and has a long history from 1980 and founded in Denmark. This brand are more focus in supplying organic beans, nut, oil, seeds and rice. About GoGreen, they have variety of organic food products more than Aduki since they produce not only beans and grains range but also about organic milk and pasta as well as sauces. (GoGreen 2018; Aduki 2018)

As the author point of view, GoGreen and Aduki are two potential brands that the author would love to cooperate with and be a supplier in the near future. More details about the practical implementation part and market research on organic soybean will be discussed more specific below.

2.3 Customer approaching method via Marketing

What makes the marketing become so important to the business? The answer to this question is too immense but the main point of doing marketing is to study on the customers and different means to deliver the message from the organization to the customers. According to various researches on the internet, the spending on marketing from different companies is with the immeasurable amount. Living in the world of technology, there appear different tools to support the marketing work which has made the marketplace become so intensive than ever before. As the result, the way of doing the marketing has to be improved and combined with various up-to-date methods.

As the matter of fact, Marketing joins an integral part of all kind of business and organization. Marketing creates the path for the young entrepreneur to convey the organizational spirit with the customers. In this theory section, the author is going to highlight and define the importance of understanding customer behaviour. In addition, the content of this chapter will help the readers visualize the marketing strategy and how marketing mix is applied in the business context. Last but not least, the theoretical part of the thesis will reveal the effective result in creating and valuing the relationship with the customers in the long-term run.

2.3.1 A perspective and study on Customer's behaviour

The root of marketing management essentially based on the demands of the customers. It is a chain of marketers' attempts to pursue the understanding of the customers' needs. As the result, it is exceptionally crucial for the market researcher to find out the answer to the grasp of how customers make the decision on the purchase of the products and services. Furthermore, it is necessary for the marketing operator to be sensitive to the change of the society because the impact from the society can also create the modification on the customers' thinking over the spending. Accordingly, no organization or business could earn the better result in satisfying the customers if there remains a lack of customers' understanding. (Lovelock & Wirtz 2011, 58.)

To be specific, the study on the customer's behaviour is resulting from the micro perspective and macro perspective. At the micro-level, the feedback of individual customers is more likely to be the focal point with utilization which is relevant to advertising, sale and product team in an organization. From the point of the macro scale, there remains the association between the customer's behaviour over the spending and the economic situation within the society. Due to the viewpoint of the macro perspective, it requires the marketing organizer to anticipate and organize the development for the products and services. Foremost, the formulation for the reform of the market system toward the policy of the publicity is needed for the installation of the marketing strategy. (Baker 2000, 132.)

Moreover, the external factors are also seemed to be the big deal that will change the shopping behaviour of the customers. According to the statement of Peter and Olson (2010, 22) about the recession of the world economy in 2008, the consequences had changed the consumers' thought over the spending and it caused a wide amount of cutting down the budget on different services. Due to the tragic hit of the event, the company's marketer had to cope with the world situation to promote the organization's product that can create the great value to the customers. As can be clearly realized on the different advertisement at that time, all the promotions and the commercials are deeply concentrated on the economical products and packages so that the customers can expand the saving to get over through the economic recession.

Peter and Olson (2010, 6) stated that the means to approach the customer has become easier than ever. However, the internet has recently changed the way of the customers accessing the information on products and services. As the result, the path of understanding the customers' behaviour has become so dynamic and exciting yet challenging. Undoubtedly, the way that the organization gets to know the customers has to vastly change so that the company could cope with the new innovation to receive the most effective result. This involves a wide range of attempts in researching the market to understand more about the needs and to come up with the new updated and edited products and services so it could meet the expectation of the customers.

Thanks to the development of the technology, it has been creating the immense way for the market operator to establish the one-on-one communication with the customers as well as create the database so that they could conduct and oversee the customers' research process. Moreover, the organization's marketer could easily record and based on the search of the consumers to recommend the suitable products for the customer. By the same token, the advanced technology can help the marketer collect the information from the survey and automatically do the statistics. Therefore, the marketer could easily track the process to adjust the products and services which create the company's value for the customers. (Schmarzo & Partlow 2013, 11.)

2.3.2 The Customer Insight

The customer insight part is to interpret the customer behaviour and launch the idea for the marketer to improve the organizational operation and enhance the effectiveness of the services and products. More importantly, the main aim of this part is to base on the good research of understanding the customer to gain more benefit to the business. In addition, analysing the market is also a part of the customer insight. By studying and researching the market, the market operator will catch up with the development of society. Therefore, the marketer will understand the affecting factor that impacts on the consumer's mind.

The issue remains a wide range of methodology to help the marketer to analyse the social situation and study on the consumer's behaviour. To begin with, the Impact assessment is the method that allows the marketer to visualize the impact of a company's action toward the human behaviour over the products and services. Additionally, this method sketches the customer's feedback on the new decision. In the second place, to measure the long-term value of the consumers, the customers as an asset will come in a first place with its efficiency in measuring the satisfaction of the customers over the products and services. Thirdly, the prediction in customer's behaviour is equally important to any type of business. Propensity Modelling is such a good methodology in basing on the previous study to sketch out the forecast of the new trend in the customer's behaviour. What comes at fourth is Cross-Sell Analysis, this method help the marketer to find out the link between the products and services. By identifying the relationship in between, the organization can plan for the up-sale or cross sale in the following scenario. Last but not least is the Critical Lag method, the business can deliver the organizational communication to the individual customer to enhance the customer relationship and loyalty. (Hartert 2017.)

There exist plenty of methods that the market research could utilize to dig deeper inside the customers' mind. According to Peter and Olson (2010, 6.), focus groups, experiment, surveys scanner data studies are built to create an effective result. However, the anthropological method has an appropriate way to access the customers' mind. Tian (2010) also stated that the bottom line of the anthropological method mainly relies on culture. Notably, culture accounts for almost 25% to 50% out of the influence on the consumer's decisions. For this reason, the study on a culture must be completed beforehand so that it could be suitable for the local culture.

Similarly, with other consumer research methodology, the traditional approach such as cognitive, social and behavioural psychology and sociology are also equally important to the research of marketing generators. As the matter of fact, the work involved different tasks which are the survey to generate the idea to sketch the business model, products, services and experiment to figure out the flaws in researching the consumer's behaviour. Moreover, the marketing research is also needed to be committed with the advanced mathematical models so that the market researcher could visualize the impact on the customers' demands as well as estimate the success of the organization. (Peter & Olson 2010, 10.)

Living in the world of technology era, the way that the business access to their valued customers has become easier than ever. Bourne (2018) mentioned the importance of big data which is believed to be the indispensable weapon in any kind of business. The tool allows the business to store the customer's data, interest and the requirement in the previous purchase. By this advantages of this tool, the company can base on the saved information to conduct the big decisions for the next journeys. Likewise, the benefit from big data brings to the firm

is unimaginable, it helps the marketer to analyse the customer's insight and predict the customer's movement by identifying the pattern in their purchase.

2.3.3 Marketing Mix and strategy

As being the most indispensable part in any kind of business, the money spending in doing marketing is at an unimaginable scale. Creating the perfect ideas for the marketing plan requires a great deal of work in researching the market, people and the social situation. More importantly, finding out the competitive edge as well as the desired features in the products and services are the key point for the organization to against other competitors. For this reason, the concentration on discovering a marketing strategy is the utmost demanding factor that decides the success of the business. In addition, this sector is to explain the 4P model in the marketing mix which can be suitable with the customer and bring the better value to the business. In this sector, the author is going to discuss the art of successfully applying marketing mix and the valuable elements that bring the success to the business.

Martin (2014) stated that the most important and fundamental part of doing marketing is the marketing mix. It is an assemblage of different tools for the company to achieve the marketing purpose in the marketplace. There exist 4 important classic elements which help the company to achieve their goal in marketing. Accordingly, the 4Ps which are Product, Price, Place, and promotion in marketing mix will provide a guidance for the organization's operators to adjust the marketing strategy and be more successful in the marketplace.



Figure 8: 4Ps in marketing (Kar 2011)

The figure 8 shown the connection of 4Ps elements in creating the marketing mix which is believed to be the key components in creating the success for the business. The role of the first P in the marketing mix is used for the term of Product which takes most of the concern among the companies with the will of expanding the product and service throughout the world to have to take into account. Particularly, product's variety, design, features, packaging and brand names are the elements that create the impression and attention from the customers besides, the quality, services, warranties and return policies are the key method to create and remain the long-term relationship with customers. Secondly, the price also plays a vital part in the marketing mix because the quality should come with the price and the price could affect the perspective and experience of the customers. As the result, the price setting

process should be logically and strategically set to please and meet the customers' expectation. The third element which is the place in the marketing mix is also important and should not be ignored. This is the component that creates the means for the customers and enterprise to communicate, access and approach each other. Last but not least, the promotion is the intangible factors that stimulate the demands of buying behaviour in customers via advertising and sale promotion. (Kar 2011.)

The importance of owning a good marketing strategy in any kind of business is undeniable. Apparently, the company has a good vision in marketing strategy will enhance the profit of the company as well as create the company a chance to surpass other competitors. From the study of the marketing mix, the marketing organizer can utilize it as the launchers to find out the competitive edge of the business such as the strength in products and price, the ideal location and the good means in communicating with the customers. Moreover, the marketing has to understand the customers to find out what is the need and demands so that the products could be adjusted to the customer's taste. More importantly, in the marketing strategy, it is needed for the marketing analyser to figure out the weakness of the competitors which is chance for the new entrepreneurs to surpass the well-established enterprise. (Jobber 2009, 740.)

2.3.4 Customer's communication

According to Kotler (2012, 438.), the acquirement of the potential customers to the business requires a lot of works which make the marketers have to think of and come up with the most well-matched promotional campaign. As can be easily realized that the customers' perception over objects is different. Accordingly, the inquisition for the right connection in communication is the most challenging works. In particular, it is essential for the marketer to seek out for the touch point between the company and the consumers. To adjust this problem, the figure 9 will highlight the function of understanding the communication.

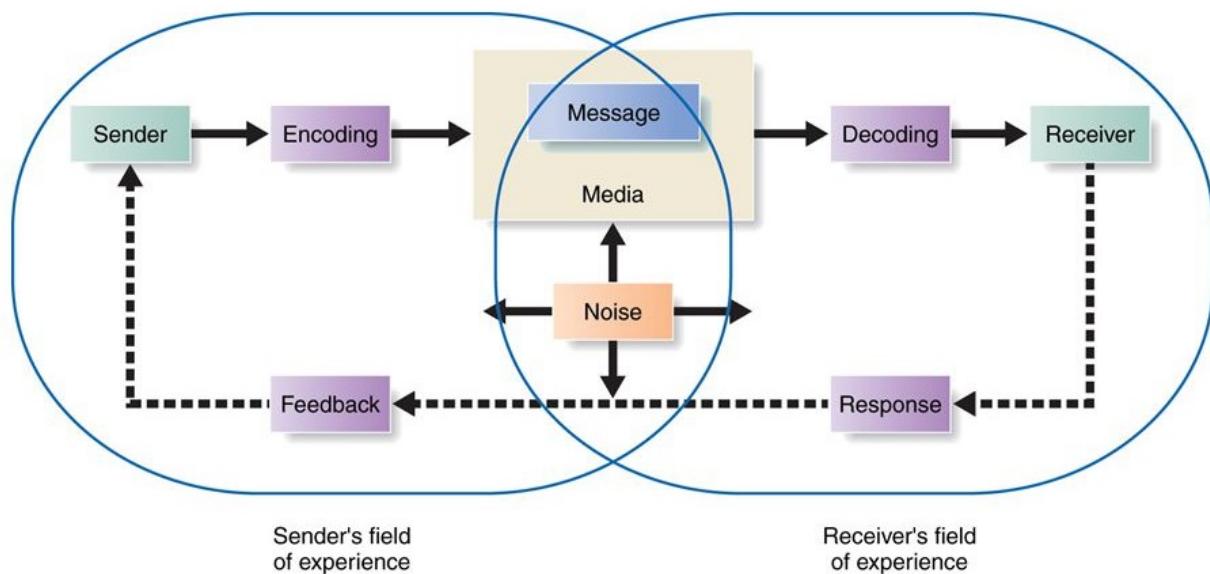


Figure 9: Elements in the communication process (Kotler 2012, 438)

Figure 9 displays 2 parts which are the representatives for the company in the sender's field of experience and the customers in the receiver's field of experience. The mission of the sender is to encode the organizational message and deliver it in the symbolic and metaphor forms through the media channel. Afterward, the receivers are the one who will interpret the symbolic messages of the sender and response it through the reaction. Lastly, the Feedback is the final result that the sender will get after the communication process. Additionally, during the communication procedure, the noise element includes the factor creating the misinterpretation and some unplanned statics. After the communication process, it is the time for the marketers to determine the objectives of the communication. The section below is the highlighted stages in which the marketers have to go deeply through to resolve the communication objectives. (Kotler 2012, 438.)

Before the purchase is made, the marketer needs to go through the 6 stages which state for the readiness of the buyer. The beginning stage is the awareness, this prior stage is the most fundamental one because it mainly focuses on the awareness of the company's image. By constantly displaying the image of the company, the client can have the familiar feelings with the brands and they will prefer the products that were shown continuously than others. Hence, it is important to utilize the advantages of the promotion to advertise the brand. Once, the customers are aware, the next stage which will proficiently provide the knowledge of the products to the customers will offer the company a better chance to surpass others.

Liking is the next stage to cheer up and excite the customers so that they will be involved in the marketing procedure. Additionally, the preference stage is the indispensable one due to the stage is going to adjust and personalize the products to the demands of the customers. Undoubtedly, the purpose of this stage is to satisfy the customer's wants and enhance the chance of coming back from the customers. Before moving to the purchase stage, by emotionally and logically participate in the previous steps the customers will become convicted and the wants in the product will turn to needs. Lastly, it is important to utilize all the sale skills to help the customers find the value that they will receive in the products and then the purchase is conducted. (Pisello 2011.)

Good communication is the key method for the company to engage the customers into the business. Jobber & Ellis-Chadwick (2016, 412.) had pointed out that the communication between the customer and business has been constantly changing. Currently, the digital marketing has been ruling the way that all the company run the business. As a result of this matter, the entrepreneur entering the marketplace needs to be armed with the knowledge and technology skills in doing the digital marketing. Moreover, the way for accessing the customers has become easier than ever but the challenges in the communication become more and more difficult. Regarding to this problem, the marketer needs to find an effective way to deliver the brand's message to the customers as well as run the different campaigns to catch the customer's attention to the business.

In the internet domination era, the usage of the internet has been growing constantly. This issue has resulted in the rising number of customers surfing the web for the products, having the comparison between one and others, conducting the purchase and checking for the products details as well as the feedback from other consumers. Consequently, A company's website must be attractively designed, up to date with new products and easy to be navigated. Additionally, the promotion, as well as the variety of products, should be accurate. Moreover, a website with an easy manipulation will help the company to remains the customer's relationship. As can be easy that a website with the attractive design and easy manipulation for placing the order, booking or making the purchase will have a better chance to have the customer back. (Harris 2010, 81.)

According to Harris (2010, 73) building up the customer's intelligence is the best way to master the customer's communication. The process of building up the customer Intelligence or customer IQ includes the information collecting; setting up the historical database; and the development in comprehension with the ongoing, potential and voided customers. As the matter of fact, building up the customer's intelligence will create a chance for the service provider and communicators to easily serve and solve their problem. In the modern world, the customers tend to participate in developing the customer's intelligence than the day before.

As the result, the service provider can contain more information about the customer's buying habits, timing and location preference, and other related information.

2.3.5 The Creation of Customer Value

The definition of Customer value is various but the influence in the marketing process is undeniable. In general, it is the measurement of customers' experience about products or services. Due to the rapid growth of the society, there exists a massive amount of options which requires the business operators have to come up with a better solution in fully creating and delivering the value to the customers. As the result, there are 5 different means in creating the customer value which are Brands, Services, Relationship, Innovation, and Pricing. Therefore, by studying and developing these 5 categories, the company will attract more customers (Mansfield 2014.)

As the matter of fact, the competitive edge of a company with a strong brand results in a great deal of benefit for the company as well as customers. As an illustration, the acclaimed organization can create a barrier to competitors and gain more profit for the following extension of the company. From the customer point of view, acquiring the products with the well-known brands, the consumer will be assured of the quality of the products and the better warranty. Building up a company attaining a strong brand involves lots of works and efforts. Admittedly, the quality, positioning, and responsibility are the main point that the entrepreneur needs to mainly focus and skilfully manage to create a strong brand. (Jobber & Ellis-Chadwick, 2016 252.)

Jobber & Ellis-Chadwick (2016, 254-258.) had stated that doing the business in the world nowadays has become so intense and challenging. Building up the value for a brand is the toughest and most fundamental steps in the business process. First and foremost, the quality of the core product has to be ensured with the effective function. In addition, to surpass other competitors, the products need to be accompanied by new and extraordinary features. Coming at the second place is the positioning, the elements that achieve the better brand positioning are mainly focus on the names, image, warranty, service, design, and packaging. The strength of the brand will stand out among other competitors if the business operators know how to design and develop the mentioned elements in a unique way. Furthermore, the perception of the customer is the main element that decides the success of setting a better position for a brand. Indeed, the integrated marketing communication is the weapon that shaping the brand image in the customer's perception via creating the attractive design in package, logo or advertisement and the meaningful messages from the products. As can be easily noticed, the pioneer always has the most effective impact on the customers' cognition. Thinking of the new service model or new features in the product will provide the company with the leading position among others. Last but not least is the Long-term perspective, the strong brand position needs a long period to gain and retain the customer relationship.

Service is also taking a vital part in creating the value delivered to the customer. Regarding to the statement, the service is the tool that the organization will utilize to understand more about the customers as well as handing the company's message to the clients. There exist some guidelines that the service operators could adjust and develop to the better service quality. As can be noticed, the accessibility is the most important part of the service design. To fully deliver the message or receive the feedback as well as the complaint from the customer, it is necessary to have the location and methods with the easy access as well as less time-consuming. In addition, the courtesy is an indispensable part in any kind of service, the chance of having the customer back to the business highly depends on the attitude of the staffs. The competence and communication are also the essential features creating the valuable service. This element requires the service employees to obtain the comprehensive knowledge in the products and the know-how in transmit to the customers. Similarly, the responsiveness is also created the added value that can be received by the customers. These criteria will show the responsibility of the organization to the customers in dealing with the problems. (Jobber & Ellis-Chadwick 2016, 296.)

According to Jobber & Ellis-Chadwick (2016, 313-335), in the last 2 decades, creating the value through relationships has been dramatically concentrated on. Besides attracting the new customers to the business, retaining the loyal customers is equally important. Accordingly, better-quality service, the reduction of risk and stress, less spending on switching costs and the social and status benefit are the benefits that the company could receive via creating the relationship with customers. The most important tasks in creating the value via services mainly focus on the promised fulfilment and building trust. By following up the 2 mentioned methods, the customers can feel safe and being treasured in using the company products and services. Hence, the company can effectively increase the chance of having the loyal customers back to the business and attracting new customers through the world-of-mouth marketing.

The society is changing and developing constantly with the innovations to make the life of human beings become more and more comfortable. As a result of this issue, the company will be surpassed by other competitors if they do not come up with innovations to adapt to the change of the society. However, the innovative process is a challenging work when changing the customers' usual tastes in developing the products and services. Undoubtedly, there always occur hidden risks which resulted from the new changes in products and services. In order to avoid the risk of the innovation of the organization, before the newly developed product is released, it is needed for the company to go through different research and studies such as Idea generation and the new product strategy. More importantly, the success of bringing the new innovation to the marketplace needs lots of effort of the marketing team in teamwork and the marketing directors in encouraging the team member, boosting the strate-

gic direction and earning more knowledge in technology. Lastly, Business analyses and innovation testing is an indispensable part of the innovative process before the new products and service take on the market. (Jobber & Ellis-Chadwick 2016, 345-365.)

Pricing is an indispensable part in any kind of business the marketing operator can utilize pricing to create the value to the customers and promote the sale for the company. However, there still remain some drawbacks coming from the pricing. Noticeably, pricing with a careless manner can lead to the price wars and the influence of customers' perceptions over the brand. To set an accurate price and product, the business operator needs to take into account lots of study research on the marketplace and the competitors so that the business define the ideal price to meet up the customers' demands and create the value to the consumers. (Jobber & Ellis-Chadwick 2016, 375-397.)

3 Research and Practical Implementation

Qualitative and quantitative methods will be conducted in this thesis in order to help authors to analyse the final result about how Finnish and other consumers react toward organic soybean products coffee shop and determine the target group of authenticity consumers through their ages, genders and eating habits. The result of this research helps the authors to find out and appraise the feasibility of this business idea in Finnish community/ market through interview and benchmarking. Observation was also be done through the practical testing in school based on testing soya-based products. The author conducted all the researches in October 2018. Additionally, SWOT analysis also be used at the end of this research in order to understand further and clearer about the business's strengths and weaknesses in reality. All of the research process and results are depicted in detail in this chapter.

3.1 Benchmarking

This approaching method is used for identifying the companies and organizations owning the best result in the products, business model and services with the same category. By collecting the good features in managing and operating the business from other competitors, the new company and entrepreneur could apply the good features and practice in a better and more effective operation after collecting the good features from other as a standard. Overall, the benchmarking methodology offer the start-up a chance to compare with other to find out the weakness in the business to improve and the flawless to be adjusted and developed. This methodology is not only a method to measure the business performance but also a essential path that could lead the business to the success by utilizing the good and effective examples from other successful organization. (Niva & Tuominen 2011, 6.)

The tools in benchmarking methodology that the authors is going to use is observation and net scouting to have the most realistic view over the procedure of the company in doing marketing. Moritz (2005, 194) has shown that the net scouting tool which is used for collecting the data through the internet provides the researchers the shortest and most convenient way to access the information. Additionally, the idea of utilizing the observation as a tool is because it offers a chance for the authors to research and study the process of marketing, the communication, products, pricing and other related features in the most authentic perspective. From the observation, the authors could compare, analyse and learn from the most effective aspects to develop with new version and apply to the business model.

The first step in executing the benchmarking is identifying the potential business with the same criteria. As far as the authors concerns out in the market, there exists a wide range of cafeteria which can be identified as the formidable opponents in the market. Hence, having the benchmarking methodology in studying is the ideal one to study and develop from others instead of imitating their business model. The cafeteria that the authors are going to study and analyse for the benchmarking method is Espresso House and Raw & More. The comparison is developed base on history, market, reputation, main products, price range and special practices.

The authors had focused on different features of 2 businesses to figure out the advantages from other competitors with the same concept. The recorded guidelines of the benchmarking process can be found in appendix 1. The aspects that the authors had examined during the benchmarking process were products, service and advertisement. The reason that made the authors examine the listed categories because it had been defined to be the essential element that create the strong brand. From the collected result, the authors could easily analyzed and applied it into the actual future practice.

From the observation, the Espresso House Coffee Shop can be seen as the largest and most successful business among the coffee shop criteria. The company started the first one in Lund, Kyrkogatan with the small coffee shop but now has constantly developed to be the biggest chain in the Nordic area thanks to the inspiration in the combination of Italian coffee culture and the tradition of American coffee. The Espresso House was founded in 1996 and has been immersing the brands throughout the Nordic countries with the amount of over 400 stores. The company mainly focuses on the quality of the products, customer service, packages and customer service and relationship. It has been stated on the website that the product is the most focused features of the company with the criteria of no franchise to remain the authentic flavour of the chain. Besides, training the staffs is the essential part of this successful business to have the good communication with the customers and the same standard in the product in all the stores.

From the author's observation, the company had a lot of eye-catching designed package and the cosy architecture inside the cafeteria to make the customers with the cosy feeling whenever visiting the store. Moreover, the diversity in product which is a big advantage of the company offer the wide range of options for the toughest customers. Most importantly, the location is the most noticeable features that shape the success of this business. As can be clearly seen that the location of each coffee shop was situated in the busiest area and easy to access. Price is equally important to the success of the business thanks to the quality always exceeds the real value of the products if it was compared to others. Lastly is the promotion, the company is really succeeded in the way that the company convey the message to the customer through the advertisement in the social media and the way that the company remains the valued customers relationship for the long-term run through the loyal customer application with the stamp collecting method and different discounts. The success of company's performance can be seen at the great strategy in the marketing mix.

Turn into Raw & More case, fresh atmosphere interior is the point which brings customers feel more cosy indoor. Providing raw and organic products which is more focus on confections, lunch, ready food such as salad, rolls with secret self-made recipes. Raw & More is not so as popular as the Espresso House since it was founded 22 years and have a solid foundation in marketing, brand operation and franchise. Contrastingly, the huge advantages of Raw & More comparing to the Espresso House is offering various great, nutritious vegan and organic desserts and food. About the location, there is only one branch in Töölö that takes 10 minutes by tram from City Centre. The coffee shop is surrounded with offices and residential buildings. The most frequent customers are vegan community and those residents living around nearby. It is noticeable that the price in this coffee shop is slightly higher than the Espresso House because of the ingredients and labour cost because of not attracting much customers which is described clearly in the interview part below. The promotion is not complicated and could be done on Instagram and Facebook to introduce new dishes and notify announcements. Because of the small-sized business and focus on small arrange customer, the owners do not have any intention in creating customer application to record the customer database information as well as keep the customer relationship better through that way. The success of company's performance can be seen at the food ingredients and vegan idea criteria.

3.2 Interview

Interview methodology can be seen as the qualitative method. Interview method is described as a "favoured digging tool" by Benny and Hughes (1970). The purpose of the interview is to deeply dig into the key perspective of the issue. There is no doubt that the benefit of the interview offering the interviewer is effective with the detailed information about the researching topic. Moreover, the interviewer could come up with new related questions during

the interviewing process to have the general view over the issue and comprehensive answer for the profitable result.

The authors of the thesis had decided to accompany with the semi-structured interview which is the combination of structured and unstructured interview method. By utilizing this examining method, the authors could receive more opportunity in expanding the knowledge and understanding more about the operation of other business if the new issues came across or popped up during the interviewing process. More importantly, from all the collected answers from the semi-structured interview, the interviewer could have more specific view over the problem to develop the business ideas further or utilize it as the innovation part. As the result, the interviewers can obtain both qualitative and quantitative information. (Wilson 2013, 24.)

According to Wilson (2013, 25-27), the purpose of utilizing the semi-structured interview is to find out more and more new concerns during the process. To be more precise, the semi-structured interview also offers the interviewer the opportunity to discover the goal of the users. The plus point in conducting the semi-structured interviewing method is addressing the complicated issues through scrutiny over the problems through unplanned questions. Additionally, the semi-structured interview also allows the flexibility in the interviewing process when the interview can make some comparisons across the interview. Hence, the interviewer could highlight the strength and weakness from both organizations.

However, there still remain different drawbacks caused by the interview. As can be clearly realized that there are different aspects that may affect the interviewee perspective over the response such as knowledge, ages and demographic. To adjust the problems, the interviewers should go through the training session and spend most of the time to research the topic so that the interview could go through smoothly and effectively to fully exploit the knowledge from the interviewee. Moreover, the result data might consume a large amount of time because the collected information is the blend of qualitative and quantitative information. (Wilson 2013, 26.)

To create the most effective result from the semi-structured interview, the interrogator needs to have 2 people participating in the process, one for asking and other for taking note. The people taking note should be qualified in the field so that the information noted down will be more accurate and concise. From this point of view, the interviewer will consume less time in interpreting the information. Accordingly, the training before the interview is also needed for the actual process. Furthermore, the soft skill is needed during the process so that the interviewer could handle with the silence, provide some prompts to remind the interviewee or cut off the conversation when nothing new is provided and so many skills that need the interrogator to accomplish to create the effective interview. (Wilson 2013, 28.)

Apparently, the benefit from this research methodology and its development purpose to the project are undeniable. The acquirement in exploiting the knowledge from the interviewee needs lots of work and effort in studying and researching the topic and designing the productive questions for the interviewing section. Accordingly, there remains some standard of guideline for the interviewing questions believed to fully capitalize on the required information in the limited time of the interviewing process. The interview process also needed to be included with 3 parts which are broadly known as opening, body and conclusion. The main idea of having 3 parts is to introduce the interviewee the main purpose of the appointment and the interviewing process could follow the logical flow so that the interview will not go too far from the main purpose and there will be no duplicated questions. Moreover, it is crucial for the interviewers to define the goal of the interview and generate the questions that is mainly sticks to the determined goal. Lastly, the conclusion part is to thank the participants and there will be some opportunities provided to engage the interviewee in the after interview conversation with the good hints and tips. (Wilson 2013, 29-36.)

As it is written above, the authors decided to choose semi-structured interview to conduct. With the permission of recording this interview, the interview was going smoothly with thirteen questions were well-prepared which is demonstrated in Appendix 2. In order to collect full and apparent answers, all of the questions are designed to easy to understand and well-organized with the questions from general to specific area. The questions rotate about organic food in Finnish market, their business and advice for the author's business idea, marketing experience and including soybean food products.

3.2.1 Interview with Co-founder of Raw & More

Raw & More Coffee shop is proudly represented for the first and the pioneer of Organic and Vegan Coffee Shop in Helsinki. Raw & More meet the authors' criteria about the owner idea and concept. The interview was held in Raw & More Coffee shop in Töölö on 5th of October 2018 with semi-structured questions in order to allow interviewee and interviewers have more open questions and receive deeply answers. The objective of this interview is to gaining more specific about experiences in organic food field and background of vegan market coffee shop especially in Helsinki, Finland after hearing the stories behind the concept, learning more about the development of food innovation and entrepreneurship. The questions for the interviewing day which were attached in the appendix 2 was prepared in the day before the actual interviewing day.

Even though Raw & More is still a small-sized coffee shop which bring a fresh cool air and green vibes to customers. After 2,5 years after launching vegan & raw food, this coffee shop gains a great reputation in a range of customer especially Finnish customers who care about organic, raw and vegan food. Moreover, this coffee shop wins a distinctive position in the domestic market especially in vegan customer range.

Raw & More Coffee Shop is run and operated by a Finnish-Swedish female entrepreneur and her friend who have a seasoned experience in hospitality field. The female owner is a friendly, open-minded owner who have a deep passion and love in making vegan desserts, confections and also vegan bowls. The advantage of her succeed business is her background, where she has efficient experience about Finnish people eating lifestyle. Based on that, the coffee shop has built a solid foundation as well as substantial reputation among the community.

The initial objective of launching this unique type of coffee shop is to provide healthy food without using dairy, this coffee shop provides not only savouries but also sweets with self-developing recipes. The main ingredients come from organic and raw sources. All of the delicacies are meticulously made with colourful appearance and garnishing.



Figure 10: Amazing raw vegan foods with organic ingredients (Raw & More Facebook 2018)

In the figure 10, the menu is changed variously due to the season and the food innovation regarding to the owner. They offer variety range of sweets such as nougats, cakes, salad, vegan lasagne, porridge, smoothie bowl and sandwiches. Foremost primarily follow through the brand message is to provide high protein, fiber and essential vitamins in each dish to supply full energy and vitamins for a daily life. Nevertheless, the main patrons are those who extremely care about health, organic ingredients, the quality of food and environment impacts on food industry.

Undoubtedly, this coffee shop achieves highest rated reviews in Facebook and Google with 4.6 to 5 stars for food quality, pure & relax atmosphere with excellent customer service. In addition, they do not have any specific about customer segment, the customer target of this coffee shop could be anyone who interested in organic, green and raw ingredients but most of the customers are from alumnus to middle-aged customers. They usually spend their time to do study groups or do individual things or having a coffee break. This coffee shop has a favourable location in Töölö, which only takes 7 minutes from the central railway station by tram where lots of offices and workers are around and turn to be their potential customers.

In the authors' observation, most of the food items in Raw & More are not strange to Finnish people with familiar ingredients, various kinds of berries, cream, Finnish style porridge and of course chocolate. The special thing make over the brand message is the organic and raw. Comparing to Asian countries, these dishes are novelty since Asian rarely taste before.

3.2.2 Interview analysis

The owner stated that nowadays Finnish people are more open-minded towards new things. They tend to travel around the world more often and adapt new eating cultures. They accept and let themselves a try to new trend of foods or exotic dishes. This is an opportunity and a potential for restaurant entrepreneurs to expand their conception. Even though, the quantity of open Finnish people is not so numerous. Novelty foods are needed to be carefully tested first in a small-sized shop or a coffee stall.

On the other hand, the business is facing to the main threat called financial threat. As everyone know, organic as well as raw ingredients such as nuts and grains have higher wholesale in market price. That leads to each item's price is apparently higher than sweets in a traditional coffee shop. The labour cost is also involved dramatically in the financial management. Thus, most importantly, the main concern is how to obtain efficient customers in order to pay for monthly expense such as rental payment.

Most importantly, as the owner mentioned, the consistency in food quality and flavour is considered as a vital key to decide the customer relationship towards the business. Either in dif-

ferent kinds of dishes, the feeling and the taste of customer on the first day or on the following day have to be the same. Consumers are always smart and cognitive about what they are trying.

As same as location issue, the main concern of organic and raw materials is to seeking for an affordable and reasonable wholesales sources. Personnel cost are also be counted in the whole item price because of its fresh, handmade in detail and excellent quality. This feature makes Raw & More distinctive to other normal coffee shop, where most of sweets and savoury are defrosted before selling. Hence, the value of each slice of cakes or confections are noticeably higher.

The most challenging issue that the authors detect from the owner about soybean food products in Finland are not commonly used due to the soy intolerance in Finnish is slightly higher. Finnish people are very vigilant to their health as well as there is still a rumour, myth about organic soybean is still non-GMO. As result, in order to eliminate this myth in Finnish community, the authors need to emphasize and focus on marketing on how wonderful benefits that soybean bring to human's life and to mutate Finnish' mind-set about soy food products especially Asian food cuisine.

Lastly, about the marketing method, as a new coffee shop, there is no better way to do the marketing than social media such as Instagram and Facebook. Creating a testing event is considered as a good way to start. Since then, word-of-mouth is also the most powerful way of marketing without spending any fee. The coffee shop might get reputation and win a foothold in Finnish cafe market through customers by taking photos and do hash-tag to transmit, spread the brand message to Finnish community in specific and to the international community in Finland in general.

3.3 Practical implementation of testing Soybean Products in Cafe Beat

Testing food day plays a crucial key to pre-selling products in reality life. It helps the authors gain more experiences, predict the feasibility of the business idea in the future. Through testing food approach, the authors' goal to provide customers a new taste of food products which are made from organic soybean with affordable price. The testing occurred on Friday 5th of October, 2018. The testing day was allowed and supported by BarLaurea where students can have practical practices in hospitality field. The author sold soybean products in Cafe Beat which is located in the main lobby, where most of the students and teachers pass by everyday. The key success of this food testing day will be an experience with feedback and observation result that support the authors in creating new recipes which suitable with Finnish taste and develop more and more new vegan recipes with organic soybean.

Before the actual testing day was held, the authors had decided to be conducted the survey to understand the customers so the authors could plan for the actual testing plan. After the survey was successfully completed, the authors had created different mean of marketing and campaign to attract more customer to the event. Moreover, the feedback was an indispensable part which offers the authors a chance to collect the customer's information over the consumed products. Finally is the author's observation over the event to examine the customers' reaction over the project's products.

3.3.1 Survey

Survey is the method that the authors had utilized and applied on the practical implementation to understand the customers. According to Andres (2012, 38), survey is the most effective tool that the organization could dig more deeply to the customer's mind. Hence, the organization could combine the business's goal with the customer's demand to generate the ideal products and services. In the Appendix 3 is the survey questions which was conducted during the survey process.

Accordingly, the figure 11 shows the data in the survey which was conducted on 150 people by the authors via the internet. The statistic number in the figure 11 had shown that there were 110 out of 150 people are interested in the homemade and organic products and surprisingly, there was just only 26.7% of people are not willing to buy the organic products with high price. According to the collected information from the survey's method, the prosperous scenario of future business had triggered the will of the authors to establish the new concept of coffee shop in the shortest time.

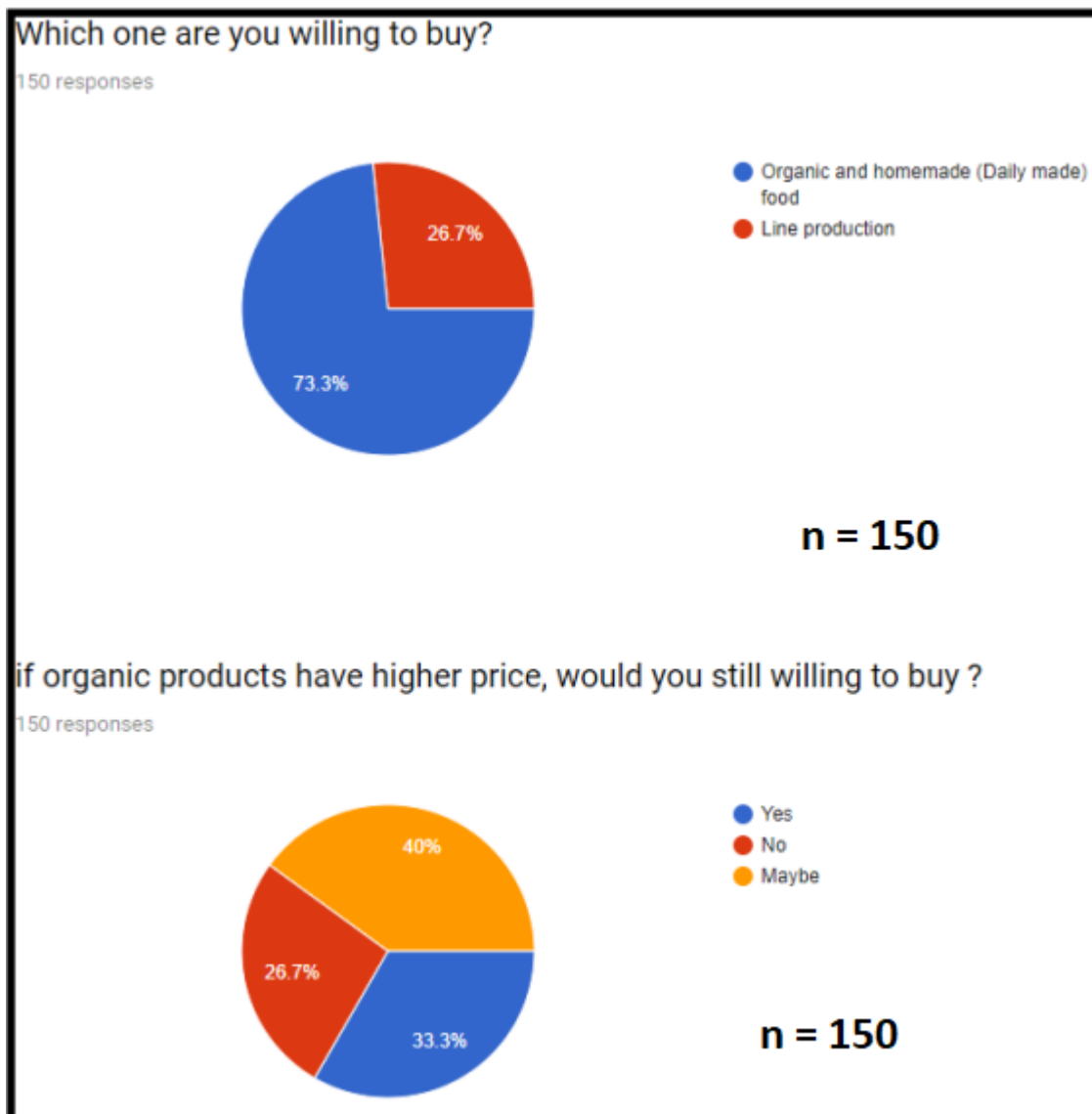


Figure 11: The survey on 150 people about the organic products

According to the figure 12 in the surveys, the most effective way to connect the people to the business is through the social media accounting for 66.7% and the world-of-mouth marketing with 50% so that the authors had utilized the social media and a small campaign to catch the attention from other people into the event. To create the outstanding event from others, the authors had decided to combine the social media and world-of-mouth marketing method in one through the event and campaign. The event was created and combined the campaign is to connect more and more people into the project through asking the participants to tag their friends into a post to get a free extra topping. However, flyer and poster which can be found in the appendix 4 were also utilized by the authors.

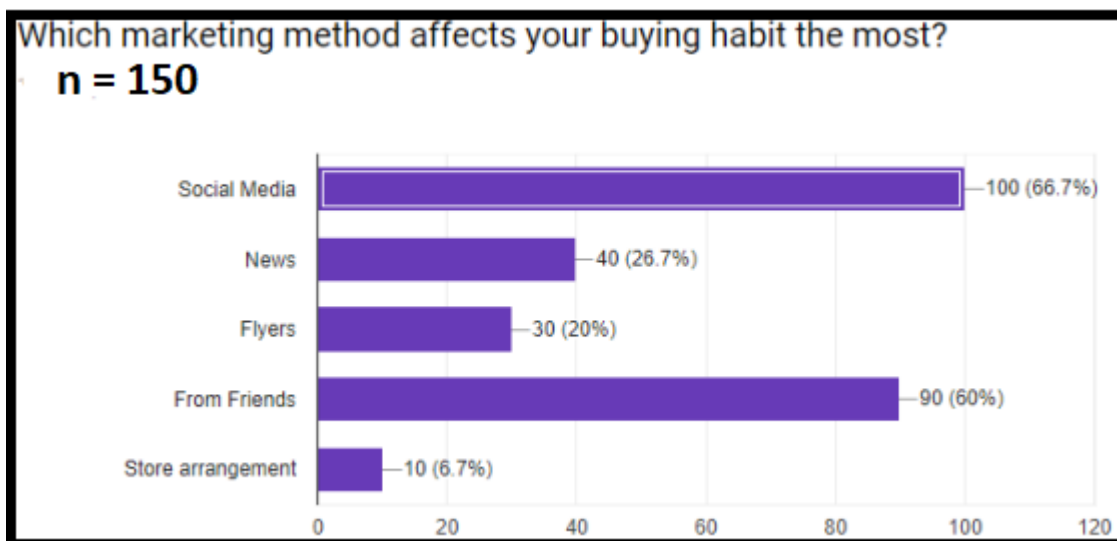


Figure 12: The survey of the efficiency of different marketing channel

Understanding the needs of having the customers back to the business, the authors had conducted the survey on which factors make the customers back to the business and the result is shown in the figure 13. According to the collected information from the survey, the high qualified products is the most essential element with 53.3% to have the customers back to the organization. Coming at the second most important features is the service accounting for 40% of people will visit the firm again if the company own memorable service experience. Promotions which is also the point of customers' interest is responsible for 33.3% in the number of loyal customers. Last but not least is the location, with the easily accessed location the authors could enhance the chance of having more frequent customers.

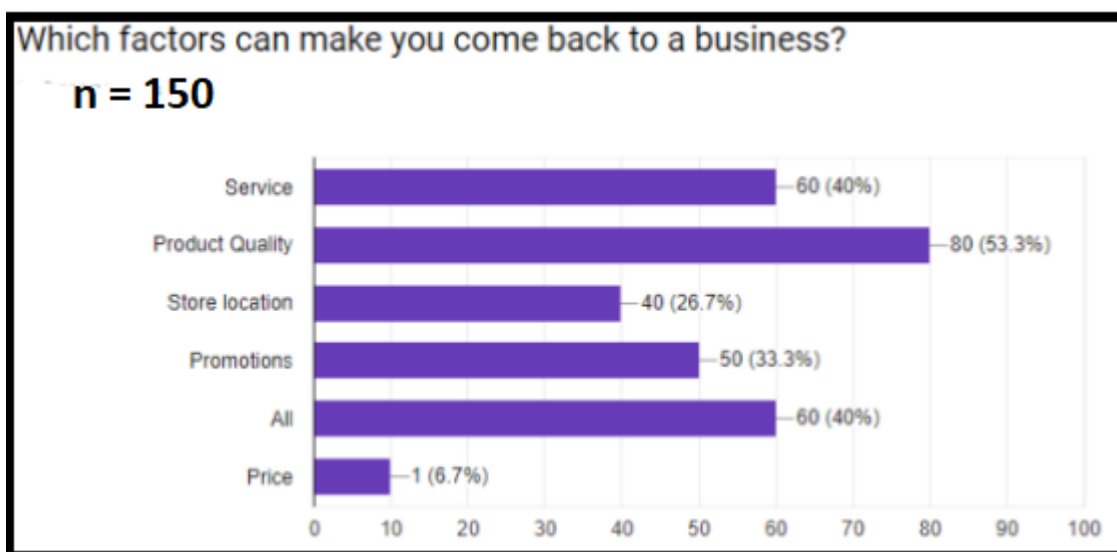


Figure 13: Elements that attract the customers back to the business

3.3.2 Actual testing event in Cafe Beat

The testing occurred on Friday 5th of October, 2018. The authors had decided to choose Friday for the testing method is because the amount of student attended to school on Friday is recorded as the busiest day in a week. The poster is designed by Thu Huynh - one of the authors in a green background and yellow in detailed and obviously with soybean animations in order to create a fresh, healthy visual feeling. Before hosting this testing event, the authors have to oblige the Laurea University of Applied Sciences' regulations and rules that the authors have to ask for the permission of using BarLaurea kitchen, school's cafeteria in advance. Before the actual test was effectuated, the authors had gone through several tasks to understand the customers, adjust the products, do the marketing for the events and receive the feedback for the future business plan. The product in the pop-up selling event is going to be described figure 14.



Figure 14: The products in the pop-up selling event

In the Appendix 5 is the feedback which was prepared in a short sheet with only three main questions focusing on the food testing products and about customer's opinion about whether it should be substituted dairy to soy milk. Moreover, customers were allowed to write their whole experience about the food's flavor opinion and idea. Despite of the shortage of the feedback, the authors still understand and achieve the outcome, how feasibility of the idea and concept in the future.

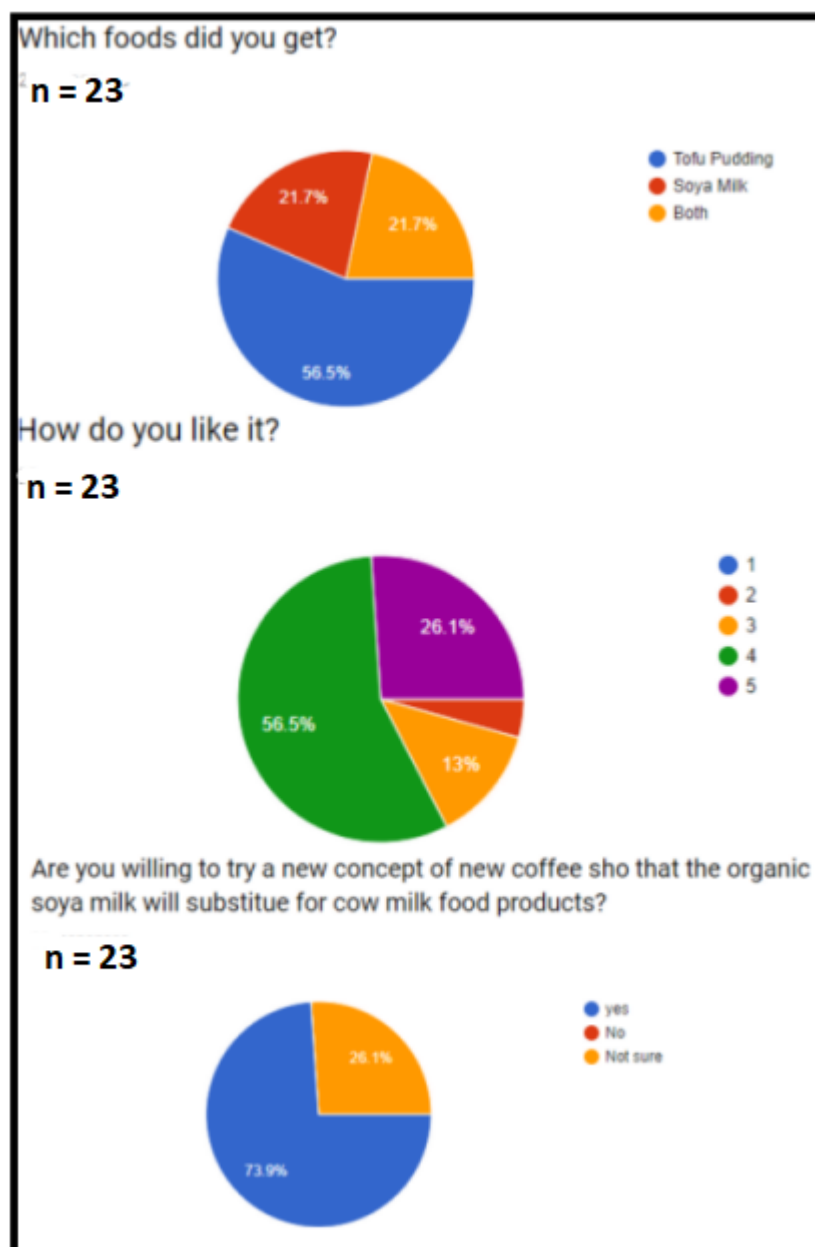


Figure 15: The statistical analysis from customer's feedback in the pop-up selling event

The figure 15 displays the feedback from the customers after using the authors' products. On the general, the soy products received the positive look with over two-thirds of consumed products was loved by the consumer and the number of customers are willing to try the authors' new coffee shop concept. Moreover, the feedback from customers in the event also provide the authors with the better look and ideas to develop the products to meet more customers' expectation in a bigger scale of future business. Some issues that the authors need to change in the products is the sweetness of the ginger syrup to be lighter so it could be better match with the tofu puddings. Thanks to the benefit of the event, there also exist some of good features that the authors should keep for the future business.

The products for the actual testing day were made in just one day before in BarLaurea to ensure the hygiene and the quality of products through the examination from the supervisor in the kitchen. The products sold were Tofu pudding with ginger syrup and soya milk with jellies. The products were inclined to dessert so the selling process were not smoothly went through in the early morning. However, the process is seem to be better when it was in the afternoon the products' consumption was doubled the amount in the morning. From the observation of the authors, Finnish people are still cautious with the new things but most of the sold-out products in the event was purchased by the people who used to try the product and had the knowledge in the products. Thankfully, the reaction to the competitive edge from the customer has met the authors' expectation. Most of the customers were willing to pay is because the products are homemade and organic.

3.3.3 Observation result

It is no deny how observation method is a vital part of a research methodology. It is seen as the most common method to examine behavioural observation to collect data with nonverbal gesture. Observation method is an ideal research method that provides observers and other people a comfortable atmosphere and with people who are not willing to discuss with. There are two basic approaches of observation are unstructured and structured observation. (Kuada 2012, 95.)

Meanwhile, Structured observation is used to conduct in this thesis in order to achieve the highest goal, in which case, planning, processing are planned onward to collect specific data. Observation method allows researchers to observe natural behaviour in either natural setting or a pre-disposed plan, analyse how people react toward the objective. Thanks to observation method, research questions will be answered through that procedure (Kothari 2004, 96.)

Observation was conducted in Cafe Beat in Laurea University by the authors. The customers recognized the food testing day through posters which were attached everywhere in the university and through the small booth right in front of the Cafe Beat. The products were also presented in the Cafe Beat's counter with boldly name, price and description of ingredients.

The testing days were enforced under Laurea University' supervision and permission. The core of this testing days is to comprehend people interaction towards organic soybean products and the probability of open organic coffee shop in reality. The potential customers in this case are mostly students and teachers in school. By the end, every concerns and opinions gave the authors the most straightforward consequence.

Before the testing is conducted, the authors have go through several steps to get the most fundamental knowledge about the customers' behaviour in the soya products. The practice was executed by surveying method via Google Forms. The questions are mainly focus on the

products so that the authors could generate the products for the testing day to be suitable with the surveyors' expectation. Additionally, Price is a second most important thing that the authors need to take into concern to publish the reasonable price with high quality and could gain the profit for the project. Besides, the location is equally important to the success of the projects, the authors had chosen the main lobby of Laurea University of Applied Sciences in Leppävaara to sell the products. Finally, the dissemination of information had been the last step before the real testing date was held. The authors had utilized the social media such as Facebook event and Instagram combined with some promotion and discount to boost up the attention from the clients.

Thanks to spreading posters throughout the school, the certain amount of customers were approached. Most of the Finnish customers are still quite vague about the products even though there are names on the food products. This obviously proves the conflicts between the awareness and understanding about Asian food products are still ambiguous and popular among Finnish people. For the Asian people, these products are not so foreign to them. That is why Asian students were willing to try and buy the products more than Finnish students and teachers.

During the whole process, the authors could perceive that communication is an essential skill to obtain the highest experience. Explanation and introducing the products are required in order to launching the food. There is still a few of Finnish students recognize Matcha ingredient which is considered as the one of the remarkable symbolic of Japanese culture in specific and Asian culture in general. Although there are names on products but the misunderstanding still happened, five Finnish teachers thought the tapioca balls are blueberries and this led to the surprised reaction after tasting it. Not so many Finnish people know tapioca balls which is very famous in Asian countries and always served as a condiment with bubble tea. Contrasting with Finnish students, foreign students tend to recognize the tapioca balls and foods and that surprise the authors. It is a vulnerable and rewarding experience, chance to the authors to observe the perception, awareness and knowledge of Finnish people towards Asian food, tofu puddings and soy milk with jellies.

As the authors mentioned above, the most challenging issue is communication. The main ingredient ordered were not meet the authors' expectation. Luckily, the authors prepared and bought ingredient before-hand so work was still on the process. Hence, it is an experience and a great lesson for the authors of entrepreneur world is has to be well-prepared, more flexible to deal with a sudden situation.

4 Business Idea

Business idea is a crucial part for any entrepreneur. It is a combination of a business and an idea. It requires creation, the knowledge and experience which has the connection to each

other. As the authors mentioned in those upper parts, organic soybean is the crucial ingredient that the authors want to develop in food as a coffee shop with innovation and through marketing to approach customer into this newly concept.

From the perspective of a supporter of vegan life, animal lovers and with the primary idea came at first, some researching methods were examined by doing benchmarking, interview, observation and survey during the testing day, a final business idea is unified. In this chapter, the initiative of organic soybean business will be identified and clarified by the authors. In addition to the success of this coffee business, the development of food products is also mentioned to gain the innovative spirit and business idea.

4.1 Initiative of organic soybean business

As the perception of the authors, it is could say that this business idea is the first concept towards Finnish coffee society even though coffee shop is not a novelty. By understanding this situation, the author would be very careful and precise about the marketing plan, enhance the products quality as well as bring the innovative spirit into the products that let Finnish in specific and consumers in general could notice, distinguish the freshness, the variety of soy-based products, especially those are made from organic soybeans.

After using quantitative method and qualitative method through observation, interview and survey that the authors performed and executed above to obtain the general view to Finnish vegan background and also soybean food products under consumers' point of view. Regarding to those results above, after analysing all collected data, it is intelligible to descry Finnish people are still new to this concept but willing to try.

The idea come out the authors' thought when the authors notice that soybeans products have not fully utilized yet. Even though, soybean is a very popular, common legume with Asian people. Soybeans products are no stranger to Asian. The concept of coffee shop business is more focus on transformation and utilize soybeans in most of the products. The difference of this business idea is exclusively using organic soybeans. By awareness of the benefits of organic to biodiversity, ecosystem, environmental issue and most importantly, to human health, organic is the key point of fundamental and foundation that the authors' business head to.

The reason why the authors choose soybeans milk to replace of cow milk since the authors stand for the animal rights. With the high demand of cow milk consumption and great benefit in dairy industry, the fact behind every freshness, sterilization bottle of cow milk is a brutality, cruelty that cows have to daily suffer. Moreover, high of calcium and protein are the myths since most of bone disease are not come from less consuming dairy products. Furthermore, consuming excessively animal protein could cause some serious health problems such as pancreatic, prostate cancer. In fact, the natural cow lifespan could up to twenty years

therein eight to nine years for producing milk and more importantly, they are injected with hormones and antibiotics to produce more milk than it natural is. Because of the brutality of farms that lead the stress abusing cow's mentality and physicality. This harmful treatment cause not only sickness but also reproductive problems towards cows' health and reduce their lifespan to four, five years before sent to slaughter. (People for Ethical Treatment of Animals 2018.)

Those problems caused to cow life is unacceptable and brutal while milk produced from nuts, legume could produce almost the same quality with variety of nutrients and excellent benefits and soybeans is a particular example. Additionally, the missions of this concept, the authors are heading to develop innovative products through organic soybean and substitute dairy by soymilk, provide vegetarian foods and beverages. The other significant purpose of operating this concept is to bring Asian breeze and flavour to Finnish food industry through products. As mentioned above, animal rights are also the primary key that lead to this idea to be carried out. Protecting animal way from the brutal of dairy industry. Since the environmental issue has been widely concerned such as soil, residue of pesticide on beans that is also the purpose leads the authors want to provide organic soybeans.

4.2 Products development for a new soybean coffee shop

To prepare for the product development, the authors believe that there is not easy to effectuate. A well-prepared knowledge about food industry, market research and marketing are always needed and indispensable for a startup. As mentioned above, in product development process, there are seven main and basic stages to proceed and launch a new product into market which is clarified in figure 16.

Product development or known as process development, based on commercial research to innovate product which is expanded in a systematic way. The purpose of proceeding a new product is to satisfy customer demand through market research and also for boosting particular favorite product to achieve in sales strategy. It is known as a scheme of food and social of applied sciences. (Ray & Gavin 2006, 3.)

Additionally, there are vital elements which contribute to conclusive a succeed product and the authors believe that these factors are extremely affect to the future business. Strength of communication in marketing, market research about growth pace, size and demand. According to Ilori (2000, 333), those characters of marketing mentioned above are clarified to highlight the process in product development.

Moreover, Regarding to Tetra Pak (2004, 89), one of the leading packaging products in the world, indicates factors to criticize the development process in product are remarkable ad-

vantages for the customers, be unique and different in details and also understand consumer's demand so that can satisfy those needs such as taste, quality, convenience, trustworthy brand and marketing through advertising.



Figure 16: Diagram of the food developing process (Discover food technology, 2018)

As a soybean coffee concept, the products which are the main factors that determine the customer relationship towards the business, response consumers' needs and build experience in customer in tasting organic soybean products in Asian gastronomy. The authors believe products development as well as innovation are utterly important for a startup. As the authors discussed above, organic soybean is the main ingredient to build up and create a vegan food products and beverages. It is a combination between soybean flavor with other elements and innovative recipes to create a novelty taste and bring a new feeling to customer about Finnish coffee and dessert concept.

In the previous survey in the food testing day, it is notable that few Finnish do not like too sweet in dessert especially in Tofu Pudding. By understanding this situation, the authors will develop desserts and confections in a semi-sweet. Furthermore, Tofu pudding are always

made traditionally with Gypsum which is certainly not work well with human's bodies. Finnish people are extremely attentive with food products' ingredients. Gelatin leaf will be used instead to ensure health for Finnish market. In order to bring the Asian top notch ingredient, matcha powder will be used to create a strong flavor of green tea which has huge benefits to health. It will be used not only in beverages but also in making topping such as jelly to enhance experience in tasting. Another good combination represents for Southeast cuisine and indispensable is pandan leaf, it is a traditional southeast flavor that enhance, blend well and add more beautifully aroma and natural greenish color to soymilk, bringing a comfortable feeling when tasting.

Furthermore, collagen liquid is considered as a great combination with beverage to female health. Creating beverage with soy milk and collagen liquid would be a great option for female consumer who is craving for drink which is not only good for health but also for beauty. Smoothies are more and more used popularly in Helsinki and be a favorite partner of most of everyone which proves that Finnish consumers care about health and natural, fresh ingredients. The soy products are developed not only focus in introducing, convey Asian culture and gastronomy but also be a friendly product with Finnish consumers with coffee, latte, smoothies and pancake. Thus, market research, in-house testing, consumer testing will be used as measures of the feasibility of the organic soybean business idea.

5 Developing the marketing plan in the customers approaching methods

In the contemporary world, the new start-up has been popping up constantly. As the matter of fact, to survive and surpass other competitors in the market, the entrepreneur needs to come up with new solutions and methods to be more effective in engaging the customers to the business as well as retaining the relationship with the loyal customers. Living in the technology era, the competition in the marketing has become more intensive than ever so the development plan and strategy in marketing is essential to be developed to compete with other rivals. Indeed, the well-established company has invested more money in developing the means to approach the customers. Hence, developing the new method in approaching and engaging the customers in to the new start-up is a big must which is needed to be accomplished for the success of the authors' future business.

5.1 Marketing mix in improving methods

To develop a better marketing mix plan, the fundamental step that the authors must clearly define is the business's products. According to the data that had been collected from the surveys, the quality of the product is the key element that makes the customers coming back to the business. Additionally, the development of the products can arm the business with the weapon to surpass other competitors because being the pioneer will create a certain impres-

sion from the customers to the organization. However, it is truly important to have a different kind of test before the product is releasing to the market to make sure that the customer will receive the products with high quality. More importantly, services are also the indispensable feature in creating a good image of brands. There is no doubt service is the important string to connect the business with the business. As the result, the products with the good service, the company will easily convey the company's message to the customers. (Randazzo 2014, 49-62.)

In the Marketing mix, the price is a constitutive factor in remaining a healthy business. Undoubtedly, there remain a variety of customers who are still sensitive to the price. As the result of this problem, it is important to conduct a wide range of task to calculate an ideal price in which the customers can receive the entire value in a product and the business could cover the business cost. Besides price and products, Location is equally important to the business, finding the hot spot with a massive number of people passing by play a key role in the success of the business. (Randazzo 2014, 75-86.)

As the future entrepreneur for the new concept cafeteria in Helsinki, location is the noticeable feature in the marketing mix. At the very first stage of the business, the authors planned to operate the business in the central of Helsinki which is known as Rautatientori, Kamppi or Esplanadi park. After conducting the observation as well as research, the authors had decided to operate the business in the mentioned places that are recorded as the crowded area with the vast number of people passing by every day. (Randazzo 2014, 87-92.)

In addition, the promotion which is an integral part in the marketing mix is highly focused by the authors due to this feature is a catalyst to attract the customers as well as boosting up the sale of the business. To attract the customers, the authors also need to run a different campaign to engage more and more customers to the business. Moreover, the quality of the products is still a core issue in any kind of business. The result from the interview had shown that the world-of-mouth marketing is created mainly base on the quality of products and services. Hence, creating the different campaign to engage the customers into the business and to be outstanding with others in the world of massive marketing is the key method in approaching the customers. (Randazzo 2014, 63-74.)

In the process of operating the future business, the authors have decided to conduct all the factors in the marketing mix to create a successful marketing plan and strategy. The plan is to research, develop and release the products seasonally so that the customers will always have the different experience and taste whenever visiting the store. Additionally, the packaging design is also needed to be improved. From the data collected from the benchmarking method, the author had realized that the unique design in packaging and store's decoration is the key factors in the success of the brands. Likewise, the campaign is the essential tool to

engage more customers into the business so does the customer service. Operating some training course for the staff is also essential to the new start-up to get more and remain the loyal customers into the business.

5.2 The advanced method in creating and retaining the customer's relationship

The core method to sketch the success of the business is the customer relationship. From the authors' observation over the market situation, there is a numerous number of the new start-up was born annually. It is an undeniable fact that people are now having more and more choice and selections. Therefore, earning the managing skill in creating and keeping the customer's relationship is highly required to keep the customers with the business.

Living in the technology era, the company and customers are both receive the benefit from the technology innovation. However, the battle of marketing has become so intense than ever. Being the pioneer in technology will create a successful path for the young entrepreneur to engage the new customers into the business as well as creating and developing the relationship with customers. (Chaffey & Ellis-Chadwick 2016, 298.)

Understanding the situation in the technology era, the authors decided to build up the mobile application to communicate with the customers. The main point of creating the mobile application is to notify the customer of the upcoming products, discount or event so the customers will be more engaged with the company's business. Moreover, basing on the mobile application, the authors can collect the information of the customers and have more understanding with the customers from the feedback as well as rating. As the result, it becomes easier for the entrepreneur to understand the customers and meet the customers' expectation. More importantly, the mobile application is also the effective tool to retain the customers' relationship due to the customers can collect the stamps after the purchase and get a small gift or voucher when the stamps are full. (Chaffey & Ellis-Chadwick 2016, 311.)

Besides the benefit from bringing the technology to the customer relationship, the traditional one is worth to maintain. Indeed, the service is the most important factor that directly affects the customer's relationship management. To be master in remaining the customers' relationship, it is crucial for the entrepreneur to up-to-date the new trend and develops it in the own way which is suitable with the company's culture. Furthermore, it is also important to train the staff if the new things are released. From the observation result and the research from the internet, the desultory operation in the company will cause a negative impact on the customer's feelings.

5.3 The development in the marketing communication

Moving to the essential part of approaching customer, the communication is a key tool for connecting the customer with the business. In the technology era, there is wide variety for

the company to communicate with the customers. Everyone in the contemporary world is owning at least one mobile internet-connected devices. The demand for accessing the internet has been growing up day by day. All things considered, the most powerful tool that rules the world nowadays is the social media. However, the marketing communication in the social media has been saturated because there are too many companies, as well as firms, are constantly utilizing it. As a result of the issue, the new entrepreneur should come up with new innovation and solution to address the problems. (Chaffey & Ellis-Chadwick 2016, 480.)

Due to the specific features from the game, it is believed that game is the most effective tool to connect people with people. Interestingly, it also works in the business context. Setting up and running a small game is not only an ideal method to connect people with people but also an effective method to make the organizational advertisement outstanding from others. Some of the mini business-related game that entrepreneur can organize to attract more customers to the business can be known as guessing game, Bingo and so on. From operating the activity for the customers on social media, people are more connected as well as engaged to the business. Therefore, the business operators can easily convey the message through the competition.

Besides the strategy to connect the people, the work of directly communicate with the customers are equally important. On the other hand, the speed in response to the customers' feedback or complain cannot be neglected. Gently solving the problem caused by the business are crucial because the response from the company will decide the satisfaction level from the customers. Hence, having the actual platform to communicate with the customers are truly necessary. There is no doubt that the business owning a channel which is easy to access and exchange the information will have a better chance to approach more and more customers to the business.

Last but not least is the communication between the customers and the service employee. There exist the evidence from different research that the service is the main factors representing the organization. Having a worker with a good knowledge of the product and the company's strategy will create a good marketing strategy for the business. As the matter of fact, the products' information will be fully delivered to the customers so the customers can clearly understand the core value of the products such as the benefit of using the products. Accordingly, the products of the authors' business have so many benefits for health. Hence, it is needed for the business operators to have a good instruction and explanation on the products so the workers could fully transmit the product's value to the customers.

5.4 The prospect in creating the added value in products and services

Customers always play the most important role in the success of the business. To attract more and more customers into the business, the young entrepreneur is required come up with

the new plan for redesign the products and services in which the customers can find the core value in the business. To be particular, the author's goal of expanding the soy coffee shop across Finland or Nordic will be realized if the entrepreneur knows how to create the added value in the products and services to offer for the customers.

Jobber & Ellis-Chadwick (2016, 296) has stated the values in products and service are built over the customers' desire. Obviously, the ability to perceive the business through the customers' feelings and looks is the most fundamental element in designing and creating the products and services. In addition, the entrepreneur always needs to consistently pursue the innovation to enhance the customers' satisfaction. Accordingly, the customers' experience is equally important to the art of creating the added value. From the collected information from research and data in the practical implementation part, the memorable experience after using the products or visiting a service will not only enhance the many chances of having customers back to the organization but also the golden opportunity in getting more customers to the store thanks to the world-of-mouth marketing effect.

In the author's business context, the authors will make more efforts and conduct different research in customer understanding. Accordingly, the data collected from the research will offer the authors the clues and ideas to develop the products and services. Most importantly, the authors' strategy will stay up-to-date with the new trends to meet more variety of customers. Furthermore, different marketing models will be applied to the marketing strategy. Some of the tools that the authors can utilize are SWOT analysis, Four CS model and Brand essence wheel to create the value for the soya coffee shop brands. Interestingly, by utilizing the named tool above, the authors will have more chance to estimate the new market trend and customers' demands.

5.5 The marketing idea

To start the business, the authors will conduct several research methods to understand the customers as well as the market. Some of the methods that could be used to clarify the goal of the business are surveys, SWOT analysis and so on. In addition, the purpose of the market research is to get away from the risk of failure but most importantly is the customers. It is really important for any start-up to think of the customers.

As a result of the survey conducted in the practical implementation section, the collected data has shown that people are now seriously taking the healthy and organic food into consideration. Even the products are at a high price, the customers are still willing to buy. According to the accumulated data from the Google form, the authors could understand the raising needs of the healthy food consumption of the customers. Hence, the ideas of having healthy food and drink from organic soya bean may offer the author the high chance to approach the success of the new cafeteria concept of the author's future business.

In the following tasks, the authors are going to analyze the SWOT which is known as a tool to discover the internal and external advantages and disadvantages so that the authors will have a clear picture to properly operate the business to avoid the thread. From the SWOT analysis will provide the authors the opportunity to figure out the competitive edge of the business to surpass the competitors. Moreover, the SWOT analysis will help the authors to find out and address the problems as well as the hidden risks.

Strength	Weakness
<ul style="list-style-type: none"> -The new concept in Helsinki -Offering the healthy and high-quality products -Ideal and fascinating cafeteria's design -Operating in the central of the city -Cozy atmosphere -Outstanding experiences 	<ul style="list-style-type: none"> -Financial issues: -Labor cost -Pricey ingredients -The lack of management skills
Opportunity	Threat
<ul style="list-style-type: none"> -No competitors with the same concept -Expanding the store with the ideal concept in Finland 	<ul style="list-style-type: none"> -The concept idea is easy to be intimated -Changing the drinking habit of the customers

Table 2: SWOT Analysis

Table 3 describes the SWOT factor that had been analyzed to offer the authors a chance to find out the solution for the weakness as well as the threat. As can be clearly seen that the authors are now facing the challenging work in business's management skill and financial calculation. Accordingly, the authors need to do serious research and study on other competitors as well the stories from successful businesses to generate an overview of the business operation. More importantly, the author also has to earn more knowledge and information from reading the different type of financial and management books to be more expertized in the field. The threat that authors are struggling is the concept of the cafeteria as well the change in drinking habit of the customers. As being the pioneer in the concept, the authors must drive the business as fast as possible with the extreme pace so that others cannot intimate this valuable concept. As the result, Marketing will be the ideal solution in swiftly developing the business as well as altering the customer's habit.

Living in the 4.0 technology era, Big Data has become an essential part of some business. Undoubtedly, utilizing the big data in the authors' business system will create a competitive edge to store and analyze the customers' data. The new tool that the authors will utilize in the future business plan will offer the authors the advantage to understand the customers more deeply so that the upcoming products or changes in services will help the authors to meet the variety of customers' demands. (Chaffey & Ellis-Chadwick 2016, 339.)

After analyzing the customers as well as the market, the marketing practice is the second part that the authors need to take into concern is communication. The communication is the key factors for the business to connect to the potential customers. In the future business context, the authors are going to utilize the social media to approach the customers. As the result of collected data from the practical Implementation section, the social media is the most powerful tool for marketing methods. As can be clearly realized that the money that spends on the social media is affordable but the result is unimaginably effective in reaching the customers.

Before the new soya coffee shop is going to operate, the authors have decided to create the event in Facebook and Instagram to attract customers to the Grand opening date via the mini-game on Facebook. The purpose of the game is to get the attention of the people via tagging friends to the campaign. From the authors' observation. The campaign had been really successful operated by the new restaurant in Helsinki recently. The loyalty card is also offered to remain the loyal customers. In addition, the gift card is also indispensable to please the customers whenever the problem happens with the products and services.



Figure 17: Store logo's designs

Last but not least, the design of the product's package and store design is highly concerned by the authors. Obviously, the logo and package's design are the element that also hugely affect son the customers' buying habit. Understanding the circumstance, the authors have decided to design the logo with 2 main colors which are black and gold in the figure 17 so that the design could make the product's package luxurious. The slogan added by the authors in short but conveying the message of the business's concept. Moreover, the design of the store also needed to fill up with the cafeteria's concept with warm color temperature so that the customers could feel the coziness and the ideal place for the meeting with the friends or for work.

6 Conclusion

The purpose of the thesis is to develop organic soybean products and marketing plan for a coffee shop for the near future business idea of the authors. With the criteria of repudiating dairy, this idea came into the authors' thought. In order to accomplish the final achievement, the interviewing, benchmarking and surveying methods had been performed, the authors could finally find out the potential point of this business. Thanks to those supports from the

interview as well as to those honest answers from school's staffs, teachers and students that contributed to build this successful final thesis, marketing were planned in order to be suitable with the business idea.

The main goal of this thesis is to open the whole new experience of the coffee shop with the concept of soya-made products. As can be easily seen that the business idea of this thesis still remains the whole new chapter for the cafeteria's experience so it may take times to adapt to the new market especially, the conservative market as Finland. As the result, the authors had decided to conduct different practical methods to collect the valuable data so that the authors could analyze and implement the analyzed information for the future marketing plan.

From the thesis process, the authors had gained the fundamental knowledge in the marketing process in approaching the customers. Apparently, the practical implementation part in the thesis had offered the authors a golden opportunity to access to the businesslike practice to collect and analyze the constructive data and information. Indeed, the authors had utilized the social media recorded to be the most powerful marketing tool to advertise the authors' pop-up selling event. The Feedback was also exploited to measure how satisfied the customers are after purchasing the authors' products. Additionally, the products testing day had become the premise for the authors to develop the future products as well as the concept ideas.

In the development sectors, the authors also mainly focused on the change of the society which is known as the technology era. The Big Data had been noticed to enhance the customers' experience by analyzing the collected data to improve the products quality as well as service experience. Besides utilizing the technology in understanding the customers, the authors also took the advantages of the traditional methods in focusing on the packaging design and the quality of the products. Apparently, the customer service and relationship were strongly emphasized in the thesis process due to its essential elements in any kind of business.

Soybean is a popular, well-known legume that was used for hundred years ago to process to healthy food products which bring nutritious to everyone in ancient time till now. Nowadays, they are still used extensively mostly in Asia. In Asia, soybean is used widely in various dishes and food products both desserts and beverages. These three reasons are the main reasons for which soybean was chosen to be developed instead of other nuts or legume. Firstly, nutrition. Secondly, the authors want to bring Asian taste into Finnish street food and coffee life. Lastly, the authors support animal rights by saying no to dairy.

Survey research methods were chosen to be conducted as a quantitative method to collect data directly from consumers through testing food day. To receive and to understand the reaction of Finnish people towards this business idea. This thesis provides and allows the authors to have an overview of the Finnish' point of view to soybean-based products as a coffee

shop and should soy milk substitute dairy products. Moreover, by launching this testing day, the authors can determine the potential customers, control the financial problem, develop soybean products according to Finnish taste, marketing products to the Finnish community. According to the survey, the percentage of people are interested in organic and healthy products and willing to pay for the high-cost products had hit an impressive numbers.

In order to collect the practical data, Interview and observation was carried out as a qualitative method to gain the insights. The interview was conducted with the owner of Raw & More coffee shop, which has a similar idea of offering vegan and organic foods and confections. The results that the authors gained from this interview is a valuable experience and lessons about small-sized business.

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Appendix 1: Benchmarking guidelines for both Espresso House and Raw n' More

A. Products:

1. Quality
2. Variety
3. Taste
4. Product making process

B. Service:

1. Staff
2. Cafeteria's atmosphere & Environment
3. Problem's solution
4. Service's design

C. Advertisement:

1. Communication channel
2. Customer's relationship
3. Promotion
4. Company's campaign

Appendix 2: Interview guide

A. Background of Raw & More Coffee Shop

- 1- Could you please introduce briefly about your company concept?
- 2- What are the most challenging things that the company has faced to recently?
- 3- What is the target customer of your business?
- 4- What products you provide (offer) to customer?

B. Innovation thoughts

- 5- What do you think about organic food, for instance: Asian soya-based products?
- 6- Does your shop have any special idea on organic products?

C. Advice

- 7- What is your advice for an organic soya coffee shop in Finland?

D. Ending questions

- 8- In your experience, what do you think Finnish react toward this concept?
- 9- What are your companies' competition in Finland?

E. Marketing

- 10- How did your company try to understand the customers before releasing the new products?
- 11- How did the company cope with the external affects?
- 12- What means and methods that the company utilizes to approach the customers?

Do you have any marketing strategy in engaging the customers to the business?

Appendix 3: Survey Questions

Healthy, Organic and Homemade food cognitive

1. Which one are you willing to buy?

- Organic and homemade (Daily made) food
- Line production

2. if organic products have higher price, would you still willing to buy ?

- Yes
- No
- Maybe

3. Which marketing method affects your buying habit the most?

- Social Media
- News
- Flyers
- From Friends
- Other...

4. Which factors can make you come back to a business?

- Question Type
- Service
- Product Quality
- Store location
- Promotions
- All
- Other...

Appendix 4: Poster



Appendix 5: Feedback from the pop-up selling event

1- Which foods that you get today?

- Tofu Pudding
- Soya milk

2- How do you like it?

- | | 1 | 2 | 3 | 4 | 5 | |
|------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|-----------|
| Not at all | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Very much |

3-Are you willing to try a new concept of coffee shop that organic soya milk will substitute for cow milk food products?

- Yes
- No
- Not sure

Thank for your support and feedback !