



Establishing cafeteria bakery 'Northern light'

Daniil Bardinov

2019 Laurea



Laurea University of Applied Sciences

Establishing cafeteria bakery 'Northern light'

Daniil Bardinov
Restaurant Entrepreneurship
Bachelor's Thesis
March, 2019

Daniil Bardinov

Establishing cafeteria bakery 'Northern light'

Year	2019	Pages	52
------	------	-------	----

The author writes about own thoughts and business idea based on personal idea only, which would like to implement in Helsinki, Finland. The main goal of this thesis is to make potential business idea for own company of the author and potential interested people. The idea is to open a cafeteria bakery concerning the Sever company in Russia, which can use and produce the desserts and bakery products on their receipts.

This topic is based on framework theories such as trends about location, where the company can get more possible guests, facility trends which cafeteria should consider and cafeteria bakery trends which help to focus on the future important things about bakery and what humans like. Entrepreneurship gave a vision how to lead the company, company type helped to understand the company as it should be. Business model canvas showed the key elements of the company such as resources, partnerships, etc. Legal issues showed the needed documents and licenses company should get to keep the business and so that it can be open, from Finnish Food Authority.

During the writing qualitative and quantitative methods were used. All the methods were used in order to get needed information about interests of people, how to make marketing work and perception of guests. Semi-structured interview from entrepreneur from Fat Lizard restaurant bar. Interview helped to learn and get more experience in opening a new business place. SWOT analysis, which helped to show strengths, opportunities, threats and weaknesses compare to other companies. Survey was used to understand the interest of the people in the business idea, how interested are they in cafeteria by time, from where they read and finding out about new places and understand their needs.

The results of the thesis helped the author to understand deeper how to create business project, develop it and make it more realistic. All the collected information helped the author to get more education and thoughts about all the needed processes in market. Interview gave more specific answers to understand how to lead the business and how to be an entrepreneur. Answers received in the survey by participants helped author to see the ideas, which possible business should rely on.

Keywords: cafeteria bakery, business model, trends

Table of Contents

1	Introduction	5
2	The background of Sever Company	6
3	Theoretical background	7
3.1	Cafeteria bakery trends	7
3.1.1	Location trends	8
3.1.2	Facility trends	9
3.2	Company type	10
3.3	Entrepreneurship	10
3.4	Legal issues	12
3.4.1	Taxation	12
3.4.2	Licenses to open the business	13
3.4.3	Licenses for food and alcohol	15
3.5	Business model canvas (BMC)	16
4	Research development	18
4.1	Qualitative and quantitative methods	18
4.2	Interview and results	19
4.3	Survey and results	20
4.4	SWOT analysis	23
5	Business idea	24
5.1	Business Model Canvas for the café Northern light	26
5.2	Marketing of the cafeteria bakery	30
5.3	SWOT analysis for Northern light cafe	31
6	Conclusion	32
	References	34
	Figures	37
	Tables	38
	Appendices	39

1 Introduction

The aim of this thesis is to learn how to create a business idea which can be used in real life situation in Helsinki area. The business idea will be the type for evaluating the idea. Later it can be used as a basis for a business plan that can be shown to potential investors and other people interested in this project. The business is based on the idea for creating a cafe with pastry products according to the recipes of the company 'Sever'. The Sever is a pastry company, which is making different dessert products in Saint Petersburg, Russia. The word 'Sever' translates to English as North, therefore, author would like to have name of a company 'Northern Light', as it reflects to the original name of the company and tells something about Finland, as during the winter time can see northern lights.

The idea to establish business in Helsinki area, as it is the capital of Finland, and there are a lot of potential customers all around the place, as people from all the regions coming there to spend their time, and perfect transport system makes it easier to the cities which are next to it such as Espoo and Vantaa. The population of Helsinki is about 643272 people according to the official statistics of the end of 2017. However, if to count Espoo and Vantaa then have more than 1.1 million of people. (City of Helsinki 2018). Even though, people need to understand that this is the number of residents, and there is way more possibilities to get tourists there as every year there are about 4 million of people coming abroad (Statista 2018).

The thesis is supported with various theory topics to proof the reasons for establishing new cafeteria bakery. Firstly, it is about business model canvas and how it can be used to support the topic idea. Second, is legal issues, which all the company should be focused, while establishing new business. And another theory topic is cafeteria bakery trends, which will be supported with different concerning the topic trends such as location and facility trends. Company type and entrepreneurship topics will help to provide needed information concerning how to lead the business and succeed. All these topics will help to provide needed information and help to achieve the final goal open a cafeteria bakery for the author.

In the thesis, both quantitative and qualitative research methods will be executed to collect valuable data which provides the authors deeper understanding about the target market and helps to generate a good business idea. Regarding qualitative methods, there will be semi-structured interview with entrepreneur of Fat Lizard restaurant bar in Otaniemi, Espoo. Survey was conducted in the internet to gather as many results as possible, concerning the topic idea, to see what people are interested then they visit the place. In addition, SWOT analysis was used to show benefits and disadvantages of the company, compare to other businesses, to make the goal of the thesis clear.

2 The background of Sever Company

The chapter will begin with the introduction and knowledge of confectionary Sever background to clarify the business idea of the author. The first written mention of the bakery and bakery shop Sever, can be find in the yearbook 'All Saint Petersburg' for 1903. The funds put into circulation were at first barely enough to equip one workshop and a close sales area. Production and point of sale were in the same building - Krymzenkov decided that it was better not to spend money on the area and minimized the sales cycle. The product was produced a little, but it was implemented completely: baked it in a day - sold it in a day. In addition to saving on time and transportation, this minimization is not another important consequence. There was not and could not be a stale product in the shop - everything was 'piping hot', from under the hand of the bakery chef. People from Saint Petersburg quickly appreciated this, and on Nevsky Prospect a huge line began to gather every day. The bakery and cafe existed until the end of the 20s, and after the end of the NEP, the Koopromhleб artel was nationalized and handed over to the Bakery artel. (Sever 2018.)



Figure 1: Types of desserts. (Sever 2018.)

In 2007, in connection with the ever-increasing demand, a new factory building was built on the Vyborg side, which was equipped with the most modern and technological equipment from European manufacturers. Now in the process of manufacturing branded products already employs more than 700 professionals. After reconstruction in 2008, the cafeteria bakery on Nevsky Prospect, 44 with its own mini-production, continues to work. Only here locals and guests of the city can try and order for their holiday exclusive products from the bakery chef - desserts and cakes with fresh fruits and berries, which, as they usually say, 'melt in your

mouth'. And on the Figure 1, can be seen what some of the desserts look like. The most important event of 2014 was that the company successfully passed the certification of production according to the food safety management system ISO 22000: 2005. (Sever 2018.)

3 Theoretical background

In this chapter, theories supporting the author's' research will be discussed in depth. The theory should be investigated on what licenses possible business should consider. In addition, the chapter will also look at the business model canvas for the business idea. The business model canvas will show how the Northern light company will create and deliver key values to its customers. Cafeteria bakery trends will show the upcoming trends, which company should rely on. Company type of the business and entrepreneurship will be discussed in general.

3.1 Cafeteria bakery trends

In this section of the thesis trends will be discussed. These topics are studied with the assistance of various books and open electronic resources. The content of this chapter is practically used to determine the actual trends for the support of the author idea. Therefore, all the people can read the theoretical framework to understand the trends.

In general business plan shows the nature and context of business ideas and the detailed plans used to achieve the targets. Also, it could be visualized as a bridge between ideas and reality. Therefore, it is very important to make possible outcomes such as good, bad or neutral future results concerning the profit, popularity of the place, possible location, etc. Even though, it is impossible to predict all the possible future trends and results, it is important to understand the current situation and have plan B just in case. (Pinson 2016, 2-3.)

About future trends ideas must be focused on current year with view in the near years. Future trends are very sensitive topic with changes and developing all the time. This is the reason in this thesis author decided to be focus more on 2020 year. Nowadays, everything changes so fast that sometimes people cannot even catch the 'wave'. Many people want to know where the food is coming from, they also would like to see how it is done, what does the food consist from, is it ecological and many other things care people in our modern society. In 2050 population of the Earth will be around 9.6 billion of human, where around 65 % will be living in urban area. (Lempert 2017.)

Concerning to the Lempert (2017), there are ten food trends going on 2018-2019. The first trend is mindfulness, which is about health and wellness, social conscience, enhanced nutrition and which means that many leaders would like to increase their capital. Second trend is tactile - sense of touch, so it is more about chefs as it is one of weapons for food in products, packaging, and in-store. Farming is another trend which many people are interested about where all the products come from and how were they grown. Other trends are NeuroNutrition

and Biohacking, there first is about how food is affecting our brains, and second is about to break all the rules to create a science for more personal nutrition. Technofoodology is all about smart devices and artificial intelligence, which are involving more and more in our society. Advertising is simple trend which is about informing the people and get them to the place. Security is the eighth trend concerning to the Lempert and it is all about how safe people feel these days. Politics is also a trend, but it depends how to look on it as countries are making sanctions and trying to get rid of previous suppliers changing them with other countries and many people are also worried about it. And the last trend is about supermarkets of the future. There are no people inside and everything is robotic, and security is taken by artificial intelligence by cameras, but it is developing day by day and many things might change, as not all the people are happy to lose their job to computer. (Lempert 2017.)

In bakery trends small gourmet offers are more popular than ever. Customers are attracted by the promise of taste without guilt. Small size, lower price and a wide selection of exotic modern flavours encourage customers to experiment and try. Consumers say that hot drinks are key partners of the sweet bakery products and most of the people buy coffee every time. While people think about pastry products are sociable as it involves 2 or more people, fresh bakery products are motivational as it is important for more than 75% of people due to the fresh products. It is important for consumers that they taste exciting product, so that they would like to try from day to day. (Schulstad 2019.)

Now there are be discussed bakery trends In Europe, where people mostly buy pastry products from the supermarkets but there are still some people in many countries who buy fresh bakery from the local bakery shops. The freshness is coming before the taste, as many customers want to know how fresh the product is and only after they want to be satisfied with the taste of the product. On-the-go trend is going on as about 15% of the people eat while they go somewhere, it is mainly for the people who are under 35 years. In general, good quality is valued more than price when consumers shop baked goods. As about 58% of consumers said that they stress quality more than price when buying bakery products. (Schulstad 2019.)

3.1.1 Location trends

While people talk about location trends, normally it is meant to choose the urban environment such as cleaner place, greener, safer, more mobile, etc. Nowadays, many cities entering the new era of "smart cities". It means that cities got the aim of gaining insight and creating new intelligent transport solutions, involve smart technologies. Cities are now entering the stage, beyond greater capabilities and efficiency, and all these things are done to improve quality of life of inhabitants, potential businesses and life of everyone in overall. (Cerny 2019.)

Leading smart cities, such as Helsinki, are already taking steps in this direction, using co-creation techniques to develop intelligent mobile solutions that better consider the wishes of citizens. Equality in services for the rich and poor people, environmental sustainability, confidentiality and support for municipalities can be improved. And the cities are trying to involve new ideas and brains to develop many areas. Today, visions of future cities must be put into practice with plans for collective implementation and the urban framework necessary to translate such visions into reality. Developing tools that will help identify and create these structures will require both openness and joint efforts of the public and private sectors. (Cerny 2019.)

Helsinki is the third biggest city in the Nordic countries. With Espoo, Vantaa and Kauniainen and some other little cities around, Helsinki forms a big metropolitan area which takes up to 1.5 million of inhabitants. Helsinki is trying to become World Design Capital from year to year, and it has one of the highest urban standards of living in the world. All these things make a city of Helsinki a good location for the new potential business. As for the bakery cafeteria is important to have a good location for many people where they could drink coffee and enjoy their time. (Cerny 2019.)

3.1.2 Facility trends

There are 5 key facility trends from the author point of view. And it is important to understand and discuss them. Sustainability is the first trend, which tells us about energy, waste and water consumptions, due to the environmental impact. All these factors are needed to be involved in the process, while entrepreneur or company do or buy something, as costumers nowadays want to know more and more about the product and what is meant behind it. The material of the product is key thing where people want to see was anyone hurt, etc. Risk management is another story of the facility trends as workplace health, safety and security all should be taken into account. As when company create a plan for a business it is important to make a clear safety plan there the door should open right way, disaster preparedness, etc. (Balmer 2019.)

Cost control and efficiency are also important trends as cost reductions, balance between demand for quality service, budget issues, and other factors need to be focused and involved in the process of every single business. The reason is that the company can make profit and give the value for the customers. Aging buildings - come to face new facilities or to reinvestment of old facilities, as it demands a lot of money, especially if the building is very old, as there is need to be done a lot of construction work due the safety reasons and so that people can simply go to the toilet and the food can be done. HR challenges are also part of trends, as aging workforce, diversity, different work styles and mobile workforce are needed to take a look and think about. (Balmer 2019.)

As entrepreneur, should understand that there are many megatrends going on such as globalization, sustainability, demographic trends, economic growth, individualization, commercialization, health with well-being, education of the society, and technology development. Many industry companies must find ways to help their customers stay competitive and maximize value. Lifestyle related disorders and diseases will emerge. In low- and middle-income countries individualization impact companies and possible social relations. New technologies increase productivity, income growth and reduce poverty. Therefore, many people expect to see the major development in technologies towards 2020. Many companies should start focus on how to become more sustainable, as global warming and other cataclysms, need to be considered seriously. (Balmer 2019.)

3.2 Company type

The Northern light cafeteria is supposed to be cooperative type company, so it means that company belongs to its members. The number of participants and its total share capital are not advance and are flexible. Cooperatives are required to submit an introductory notice to the Commercial Register. Usually the responsibility of members of a cooperative is limited to the amount of share capital or other capital they have invested in the company, and members are not responsible for the obligations of the company. Co-op articles may include an obligation to pay additional co-operative capital when members may in practice be liable for the co-op's debts. The minimum number of participants is three. The share of payments of each member in teamwork, but the minimum share of payment provided by the Law on Cooperatives (osuuskuntalaki), is not provided.

The supreme decision maker is the General Assembly of Members (osuuskunnan kokous). The articles of a cooperative can be fully or partially submitted to the body (edustajisto), which is elected in elections. A cooperative must have a Board of Directors, it may have a Managing Director and a Supervisory Board. At least one of the members of the Board of Directors must be a resident of the economic zone. (Stephens 2017, 4.)

In author perspective it is important to find out the right people to lead the business idea and make it successful. Therefore, the idea is to show the plan for the people who are interested in the company, find out the money, such as from the family and bank, as authors relatives are interested in open a cafeteria bakery and make profit. To open a business in Finland the person should have a Finnish citizenship, otherwise, there should be the person who will be in charge but not take a part in business.

3.3 Entrepreneurship

Whether person starting or growing own business, entrepreneur need a business idea. Personal plan will provide the roadmap to achieve the success the human want. The question

should not be if to write personal plan, but how to write a business plan that will take personal company where the person wants to go. (Lavinsky 2014.)

Entrepreneurship is the act of creating a business or business when building and scaling it for profit. The more modern definition of entrepreneurship also concerns the transformation of the world by solving big problems. Like the initiation of social change, the creation of an innovative product or the presentation of a new life-changing solution. What does not mean that the definition of entrepreneurship does not tell that entrepreneurship is what people do to take their careers and dreams into their own hands and lead them in the direction of their own choices? It's about building a life on own terms. Entrepreneurs can take the first step towards making the world a better place for everyone in it. And being entrepreneur, it takes all personal time for creating the business as the person need to be available 24 hours per day to face some issues of the company. (Ferreira 2018.)

An entrepreneur is a person who creates a business for profit. This definition of an entrepreneur may be a bit vague, but not without reason. An entrepreneur can be a person who creates his first online store on the side or a freelancer who is just a beginner. The reason why they are considered entrepreneurs, although some disagree, is that it is not starting where it ends up. An entrepreneur is one who starts a side vantage that can ultimately create a full-time, sustainable business with employees. Same with the freelancer. If the person is focused on creating a profitable business, then meet the definition of an entrepreneur. However, it is important to deal with the creation of a business or work. Entrepreneurs - one of the most powerful transformers in the world. From Elon Musk sending people to Mars to Bill Gates and Steve Jobs, making purchases for everyone at home, entrepreneurs represent the world in different ways. And the definition of an entrepreneur is rarely ever on the enormous influence that entrepreneurs maintain on the world. Entrepreneurs see opportunities and solutions when the average person sees only problems and problems. Understanding what an entrepreneur is can help more people recognize the value they bring to the world. (Ferreira 2018.)

Being an entrepreneur is also about finding capital money, finding investors, building a team, being leader, finding challenges and solving them, to be creative, etc. To find out the capital there are two possible ways to earn own money or to use another people money. Therefore, can be suggested second way, as in first way must spend a lot of time earning enough money and maybe it never happens, but second is more promising. Finding out investors can be very easy process, as the person can find them from the family, friends, people from foundation companies, banks, in Finland even Vero can help for the business if it is seeming to be profitable, and other ways as well.

An entrepreneur is a person who sees a problem in the world and immediately focuses on creating a solution. They are leaders who remove themselves to improve society. Regardless of

whether they create jobs or a new product, they constantly take measures to ensure progress in the world. Being entrepreneur means that the person creates new place for other people where guests can buy product, either work on their company. Also, being entrepreneur means that people earn money, but means bigger taxes which go for making society better. Therefore, more person will get - more will pay.

3.4 Legal issues

According to statistics compiled by the Commercial Registry in 2016 in Finland there were about 606,000 registered enterprises in Finland, of which about 268,000 were limited liability companies, and about 204,000 were private traders. These are the most common forms of business organization in Finland are private trader, general partnership, limited partnership, private limited company, public limited company, cooperative, public-interest entity, and branch of a foreign trader. (Stephens 2017, 3.)

By this information author wanted to show that there are many possibilities to open the company in any possible way, the only thing is that owner or stakeholders should decide what they want exactly about the company. So now let move towards Northern light cafe, as now author going to explain the taxation system in Finland and needed licenses and permissions to open and lead the business. The most complicated part in this business plan is taxation part, as it got a lot of things should be counted and remembered, while the business opens, for instance, taxes on business, personal taxation, and other possible taxes.

3.4.1 Taxation

All the decisions concerning Finnish taxation are made by the Finnish parliament and European government. Tax legislation is drafted by ministry of finances and proving by parliament, communes and churches can decide the tax rate by themselves. The Finnish Tax Administration (VERO) collects all the taxes from the people and companies in Finland. Nevertheless, there are two more country companies such as Finnish Custom and Finnish Transport Safety Agency who collecting the taxes as well. The principle taxes are personal income, corporate income, and communal tax, value added tax, inheritance and gift card, customs duty, immovable property tax, excise duty.

Some taxes are accrued and issued by the tax authorities annually, and some taxes are collected and considered by the taxpayers themselves. Tax authorities may conduct tax audits. Salary taxes that enterprises withhold from workers' salaries are payable to the employer's tax account, which is maintained by the tax authorities in the so-called MyTax system (OmaVero). (Stephens 2017, 12.)

As this thesis is based on business plan idea, therefore need to talk more about taxes on business in Finland society. Corporate bodies are liable to pay corporate taxes of their entire income either abroad or from Finland. Taxation system in overall recognises three different types of income such as personal, business and agricultural. Taxable net income of the company is determined separately for each source of income. Net losses from one source of income are not deducted from the profits of another source of income. The source of income for business is the main source of income for companies. Taxable net income of the company is determined separately for each source of income. Net losses from one source of income are not deducted from the profits of another source of income, also, the source of income for business is the main source of income for companies.

Generally, taxable net income is determined based on net income before tax, as specified in the financial statements. If there are multiple sources of income, first need to separate the net income from each source of income. The net income is then adjusted by adding return costs that are unacceptable for corporate tax purposes or deducting tax revenues. As a rule, the accrual basis is used in tax accounting, as well as in the preparation of financial statements. (Stephens 2017, 13.)

As a member state of the European Union, Finland has a value added tax (VAT). In general, VAT must be ensured by the supply of goods and services, the import of goods from outside the European Union and the acquisition "in the EU" of goods from other EU member states. If these operations are carried out in Finland, they are in principle subject to Finnish VAT. Finland got three different VAT 24 %, 14 % and 10 %. And all of them relate to different type of products, and since this thesis is about bakery cafeteria the main taxes 14 % which are given for foodstuff and restaurant meals. All taxable persons or businesses should provide documents of all the income during the year and provide VAT returns. The refund must be filed no later than the 12th day (the 7th day, if in paper form) of the second month after the end of the refund period and must be accompanied by the payment of VAT as indicated on the refund. If income shows excess input VAT over output VAT, tax authorities will refund the excess. (Stephens 2017, 23.)

3.4.2 Licenses to open the business

There are no specific restrictions to start business or ownership for foreigners. Nevertheless, foreign ownership can be restricted if it is necessary for national security. Start-up notification of a business should include many licences or notifications for safety reasons and guarantee the safety of the products. As entrepreneur should have licences for vehicle, food, tobacco, alcohol, chemicals, property or construction, money and assets, security, kitchen safety, ventilation, restaurants, health services, etc. (Stephens 2017, 8.)

A restaurant or cafe can only be opened in business premises that have been approved for this use prior to opening. A building permit is always required when changing the intended use of the premises, expanding the premises or building a new building. For example, a building permit is required to turn a shop into a restaurant or a cafe into a restaurant. It is not always possible to change the intended use in food facilities. (Finnish food authority 2019.)

After registering, to open a company in Finnish business systems, entrepreneurs must register in the business register. Register prepaid and employer records and pay value added tax (VAT). Then the place where the restaurant is located must be approved by the building management department for opening the restaurant. In addition, if the restaurant has any new or special design, permission from the Building Management Department is permitted. In addition, need to track own risk control plan and critical control points (HACCP) for health authorities as can process food. Therefore, have to discuss more about the Finnish documents and things all the companies must meet up and café Northern Light. There are premises which must meet several criteria before they can accept a café or a restaurant Table 1:

Does the local detailed plan provide premises for office space and is its purpose suitable for use in food premises	The chief designer can verify the intended use of the premises from the archives of building management.	Whether the building is protected
Basic technical requirements of the premises	Accessibility of premises in terms of customers and staff	Is the technical equipment of the premises such that the preparation and food delivery is possible?
Do the premises comply with fire safety requirements?	Operations that you plan to conduct on the premises do not cause disturbing noise	Is the equipment used for water, sewage and air conditioning for use in a cafe or restaurant?

Table 1: Premises for accepting the café or restaurant. (Finnish food authority 2019.)

The functionality of the premises should be especially considered when designing food premises. There are many factors and things should be taken into account such as toilet facilities, Figure 2, local detailed plan, protected building, accessibility, fire safety, emergency exits, entrances, social facilities, cleaning and waste management, smoking room (not mandatory), hallway and cloakroom, air conditioning, water and sewage equipment, lighting, sound proofing, noise, public areas, dining hall, kitchen, food and goods transport, dry storage and cold storage, terrace and outdoor serving area, advertising structures and awnings. And all these factors need to be thought for the café Northern light. (Finnish food authority 2019.)

Customer seats	Women/number of toilet seats	Men/number of toilet seats + urinals
Less than 25	One unisex toilet*	One unisex toilet*
26–50	1	1
51–100	3	1+1
101–150	4	1+2
151–200	4	2+2
201–250	5	2+3
251–300	5	2+4
301–400	6	3+4

Figure 2: Toilet facilities. (Finnish food authority 2019.)

Café Northern light would like to make ease of access for the place, as the company would like to target all the possible customers and then think about people on wheelchairs must think also about elderly people, people with prams and strollers, and other deceases.

3.4.3 Licenses for food and alcohol

In this chapter author decided to combine Valvira and Finnish food authority licenses, where going to discuss needed licenses for serving alcohol and food, and how should it be stored. To serve the food, all the personnel should have hygiene passport to ensure food safety. Finnish food authority manages and develops control over the products used in primary food and agriculture. The goal is effective, efficient, consistent and risk-oriented, focused control throughout the food supply chain. The control is based on the Finnish multi-year control plan, which covers the entire food chain, to protect all the products and health of the Finnish citizens. (Finnish food authority 2019.)

Commercial serving of alcohol is another aspect of restaurant field in Finland, and to sell and serve alcohol company should apply and be granted for it. Valvira and the Regional State Administrative Agency are responsible for providing the licenses about alcohol. A service license may be granted to an adult applicant who is not subject to bankruptcy, whose competence to conduct business is not limited, and which is considered sufficiently reliable to serve alcoholic beverages and has the necessary economic and professional qualifications. The company should apply for the license, which grant to use and buy kitchen alcohol and after company got the license it should be determined and submitted by Valvira in Finnish or Swedish language. The license holder is responsible for notifying Valvira in writing of any changes to their parts or activities, including changes in ownership, name, location, type of alcohol use, and annual consumption. The responsible person must also notify Valvira in writing if he or she stop trading or no longer require a license. (Valvira 2019.)

Alcoholic beverages can be sold for immediate consumption only in open packages or poured into a glass or other vessel. Main portions should be available to consumers. Basic portion 4 cl for alcoholic beverages, 8 cl for low-alcohol beverages containing more than 15% by volume Ethyl alcohol, 12 cl for low-alcohol beverages containing more than 8% but not more than 15% by volume of Alcohol, and 33 cl for other light ones' alcoholic beverages (Alcohol Act, section 41). Serving of an alcohol beverage must be carried in approved place and only with licenses. And only beverages sold and served can be consumed in specific area, as customers cannot take drinks away from the place. If the licensee or employee of the licensed premises transfers alcoholic beverages for outdoor consumption without a license to retail beverages, he or she may be sentenced for breaking the alcohol law. Only legally prepared alcoholic beverages can be sold and consumed in licensed premises. Alcoholic beverages should always be purchased using the license number of the relevant place of business. Alcoholic beverages must be legally purchased from licensed manufacturers, wholesalers or retailers. The licensee may also import alcoholic beverages for use. Bookkeeping and stock of alcohol beverages is very important as if there will be inspection of the restaurant or any other place, the company should provide all needed information to prove alcohol beverages have been legally procured. (Valvira 2019.)

To settle and run restaurant there should be considered such things as food production, processing, and storage facilities. Waste storage facilities, facilities for the cleaning equipment, space for the cleaning and storage of dishes, floor drains, other necessary storage spaces. In café Northern light it is extremely important to take care of all the listed things and even more. Food should be protected from harmful viruses and bacteria's, food should not be kept on the floor as there is dirt even though it might be washed. All the products should be kept separated and it also includes unpacked and packed food, milk products, fruits and vegetables, alcohol beverages, etc. In the restaurant or café, the normal rule is that the premises must have at least three washing points: one for washing hands, one for rinsing foodstuffs, and one for washing dishes. (Finnish food authority 2019.)

3.5 Business model canvas (BMC)

Business model canvas is a strategic management tool for existing business or new one to identify easily and quickly business idea, either concept. The BMC goes through many important sides of the company such as key partners, key activities, key resources, value propositions, customer relationship, channels, customer segments, cost structure and revenue streams. Model is used to understand the business and go through the process of making connections between what the idea is and how to make it to business and develop. How customers see business and influenced by it. (Bartlett 2016).

Value proposition is foundational for any possible business or product. It is a key element of the exchange value between company and customer. Normally, customer gives the value

(money), then the company solve customer problem, or the pain is relieved by the business. The main ideas of value proposition are what it the problem company solving, why customers would like to solve their problem, etc.

Channels are illustrating the channels through which customer's access and receive goods and services. These channels can be digital or physical, mainly they are covered under the marketing plan for the business. Good questions the company should think are what social channels customers use, where are the customers, TV, radio, what should be told for them. (Bartlett 2016.)

Customer segmentation is the practice of dividing a customer base into groups of people that are similar in certain ways, such as age, gender, interests, culture, religion and spending habits. To determine customer segments companies should consider the fact what is product can help with for different groups, what is the target segment, does the value proposition appeal to men or women, what is the age of the target group. A best thing to do, is to create a portfolio of every possible target groups, so that it can provide a lot of needed information for the business. (Bartlett 2016.)

Customer relationships is defined as how the company interacts with customer. It means is the company trying to reach customers via phone, internet, in person, through the events, etc. Depending on the customer segment the company should establish a suitable type of relationships. However, the company should consider the fact that if there are no profit and benefits to keep one segment of the customers than it will be better not to create a relationship. (Bartlett 2016.)

Key activities are the actions which the business or company undertakes to achieve the value proposition for the customers. Resources are used, time and expertise, how the product is distributed, what is the technical development, future strategy, what does take for the entrepreneur and personnel to achieve the exchange goals. (Bartlett 2016.)

Key resources are considered as the infrastructure to create, deliver, capture value and considered as assets. The main resources can be anything possible such as office space, laptops, staff, electricity, parking spots, tables, food, beverages, and many other possible resources. The key resources make it easier for company to achieve customers and establish good relationships with company. (Bartlett 2016.)

Key partners are the list of other companies, which can provide needed equipment, supply with needed ingredients and drinks. Key partners can be any possible local farmer, so that grocery shop can provide promised value for the customers. Furniture and all the decorations are also done with partners, as without other companies' business cannot achieve the value proposition. (Bartlett 2016.)

Cost structure is defined as costs of doing business, so that it can operate. After examining all the key elements, cost structure can be determined quickly and easily. There should be considered many things such as insurance, legal issues, what is the cost of the business, how much does it cost to hire someone, how many people should be involved in business, how much does it cost to achieve value proposition for the customer. (Bartlett 2016.)

Revenue streams are defined as the way in which an enterprise converts a value proposition or solution to a client's problem into financial gain. In advance, it is important to understand pricing of the business considered the pain of purchase in exchange for the pain of solving the problem of the clients. There are many different revenue models such as fee for service, fixed rate, and pay per product, dividends, subscription, and other possible models. (Bartlett 2016.)

4 Research development

In the thesis, both quantitative and qualitative methods of research including survey, SWOT analysis, and interview are executed to collect valuable and reliable data to evaluate the business idea of the author and to create a business idea and evaluate it. All researches were conducted by author in November 2018. The research methods, their purposes, the process of carrying out them, and the results of research will be documented in this chapter.

4.1 Qualitative and quantitative methods

Quantitative method is simple to identify and define, as the data received and produced are always numerical and it is mainly analyzed with mathematical and numerical methods. If there is no numbers than the method is not quantitative. The most common sources of the quantitative methods are surveys, observations, and secondary data. Surveys can be conducted via phone, email or in person. So it mean that the same questions can be asked for many different people many times to collect needed information. Observations involve counting the number of times needed phenomenon happens. Secondary data can be such thing as company accounts. There is a wide range of statistical methods available for analysing quantitative data, from simple graphs to display data using correlation. 'Other methods include cluster analysis, useful for identifying relationships between groups of subjects in which there is no explicit hypothesis, and testing hypotheses to determine if there are genuine differences between groups.' (Quantitative and qualitative research methods 2019.)

Qualitative method can be any possible research which does not involve any numbers or numerical data. Mainly it involves words, but may use photos or pictures. Qualitative methods results give deep vision on the phenomena, which supposed to be developed and described. In addition, it tells us why and how something happened. Interview is one of the qualitative methods, which may be structured, semi-structured or unstructured. Focus groups is another method, which involve many people discussing and developing the needed topic. Secondary

data, where company reports, past events, etc. Observations, where, for instance, participants can be asked to role-play some situation to help see possible outcomes. Small-scale written questionnaires which include few questions and participants are able to reply with space in their own words. (Quantitative and qualitative research methods 2019.)

4.2 Interview and results

Interview is a qualitative method of collecting information through asking questions from the individual or group of the people to discover experiences and to address specific topics of interests. For interview, the author prefers to use a semi-structured interview. A semi-structured interview is an extended interview with one or more people. Typically, this is an open end and allows the interviewer to be flexible and adapt to the interviewee's response. (Quantitative and qualitative research methods 2019.) Author had interview with person T. the entrepreneur of Fat Lizard restaurant bar. With entrepreneur T. interview was conducted in semi-structured way so that half of the questions were prepared and asked, while there were possibilities of asking questions after getting the replies. The interview was agreed to start at 15:00, Helsinki time, on 6th of November in Fat Lizard bar restaurant. During the interview author and the interviewed person were sitting in front of each other and were drinking coffee, at the same time were making some jokes to make atmosphere of the interview comfortable and easy going. In the beginning of the interview were asked to record the interview and brief introduction for thesis goals and ideas were told for the interviewer.

During the interview were asked questions concerning business, marketing, menu, etc. (Appendix 1). The idea of the interview was to learn as much as possible to start-up café Northern light, as it is very important to learn from the bests. This company was chosen because it was open in the beginning of 2018, 6th of January and it is doing very good job as many people from all around the Metropolitan area try to get there to taste the beers and food, where food is changing depending per season and drinks are changing almost every week. The food should be made for everyone without exclusions so that every possible target group should be reached and enjoy the meal. Another idea which can benefit the business idea is breakfast and lunch, as many office workers can come to take a coffee and eat during the lunch break or while they come to work as they probably do not have time in the morning to make breakfast.

During the interview the author of the thesis learned that Fat Lizard company try to keep working hours very simple without any changes so that it does not reflect to people and it is open 365 days per year with different closing time on specific days and opens at 10 30. Therefore, then think about new business idea to consider the idea of the working hours so that people could come and enjoy their meal. Also, during the survey, it was asked about what

time people like to visit cafeteria bakery as it is important to have clear vision on the schedule. And it was found out that people are mainly interested to visit restaurant in the evening after 17 o'clock.

While to talk about employees and supervisors, it was said that in good business it is important to have as full time and part time workers, as people are always coming and going somewhere else but anyway business should be alive. One of the ideas in Northern light is to keep kitchen and hall personnel fifty-fifty. At Fat Lizard the system of the kitchen is done in good way as there is separation of the food in salads/deserts, hot food and pizzas. And in every sector, there are different chefs who take care of their side. Therefore, in Northern light it would be tried to make a separation of the food as well so that it would not be a mess inside the place, reason is that everything should be done in calm and no stress place. From the author point of view the food is taking all the emotions while someone is doing it and if the person feels bad and do not enjoy the place the food be the same. Only if staff members are happy, helpful and stay after the work at work place, only then customers can see that place is extra good and understand that everything is done with love at the place.

Legal issues was another question that was asked for the interviewer. On the words of person T. there are many documentations and licenses need to be done, and it is extremely important to collect all needed information about the company beforehand, as it always takes a lot of time to get needed permissions and licenses. Everything should be always documented and saved, so that if some high instance companies would like to check the place, company can provide all needed information's.

In the conclusion of the interview person T. told what is to be an entrepreneur. As an entrepreneur person have to be in contact with company 24 hours per 7 days a week. And it takes a lot of time and energy to make everything work in the company. It is important to have right people next by the hand so that company can be developed and get the profit, as otherwise there is no point in supporting business. At the place, which person want to support there is need to be the touch of own world, and it can be showed by decorations, varieties of wines, and many other aspects.

4.3 Survey and results

Surveys can be conducted in various forms such as face to face, by mail or phone or by the internet. Usually surveys involve several hundred of people to collect a lot of needed information and to know the simple answers as 'how many' and 'how often'. There are many pros and cons for using survey. Than talk about pros it can be said that data can be collected and analysed very fast, it can also provide reliable direction for planning programs and messages, mainly surveys are anonymous, another thing is that person can generalize own findings beyond the participants which were interviewed. Cons are different in a way that people might

not have find the answer, which are willing for, surveys might be very costly, and another option is that interviewers can give not real answer or just lie, which might give not realistic results. (Quantitative and qualitative research methods 2019.)

The survey for cafeteria bakery Northern light was conducted in online form to collect as much as possible results from the people who are interested in cafeteria bakery, to understand how to develop the business and who is the main target group. 188 people replied to the survey, which is good result from author point of view. The survey had 14 questions where were asked questions about the time people visit café places, their age and sex, preferences in drinks and food, about marketing and advertising and about how much money they can spend. The questions were given and straight after people could chose the answer or write their own where it was needed. The Appendix 2 is showing the questionnaire and the introduction part which was given for participants, when the Appendix 3 is showing the questions with results of the survey.

The survey was created in google form and was in online form. All the questions were given in English language. Therefore, people with different nationalities, sex, age, cultures and backgrounds answered the questions where they could choose from one to many answers. The online form was chosen because of the easier access to the possible customers, as many people read and know companies via internet.

In the survey results Appendix 3 was found out that mostly females are interested in visiting the bakery and it is about 66 % and the most customers who are interested in visiting the place are people from 18 to 28 and above 36 years, who are studying and working. Many of the customers would like to visit the place after the studies/work and in the evening, preferably they want to go to the centre, next to their home and next to their work place or school. The people who answered the survey are very interested in alcohol menu such as beer and

wine. Nevertheless, people are also interested in coffee and tea's but way less than in alcohol production.



Table 2: Importance things for customers while they visit the place. (n=188)

On the Table 2 can see the idea of what customer is really do care about at the place they visit and what should be considered into account when to open the place. Many people from the survey do care about prices and it is very sensitive topic and it should be developed only after there will be clear picture of all the money involved in the business and the target group. Quality should be always high to minimize risks of health issues of customers and show that company want to have a face, variety of the products should also be considered as more goods company have - more different people it can attract. There was the factor such as decorations and design which most of the people choose, the idea is to make it beneficial for guests and their eyes, as half of people probably also do care about design but not focusing that much as another half of the people.

From the survey was discovered that about 50 percent are reading about the place in the social media and the programs such as google reviews, Facebook, Instagram, foursquare, TripAdvisor, and few others. Therefore, café Northern light will try to promote in many social networks to be in touch with this half and attract many other people. Many companies do not care about feedbacks, but it makes them less profitable and it causes them to lose many customers. The idea is to attract customers with good marketing and try to make bad marketing inside the place so that it will make some people laugh, where they do remember the place.

4.4 SWOT analysis

SWOT analysis is a framework used to understand strengths, weaknesses, threats and opportunities of the company compare to competitors. Usually the table is done in the way which is showed in Table 3, the reason behind it is that analysts want to see quick overview of the company's position. It is used to understand the idea of business compare to others and develop the business idea. So that company can do better profit and attract people. Any company can use a SWOT for overall business-strategy session for a specific segment, and in cafeteria bakery Northern Light it is one of the marketing segments. (SWOT analysis 2018.)

SWOT Analysis

Strengths	Weaknesses
Opportunities	Threats

Table 3: SWOT analysis. (SWOT analysis 2018.)

SWOT analysis is a basic analytic framework that assesses what an organization can and cannot do – usually a business or company, although it can be a place, an industry, or a product – for both internal and external factors that can affect it. Using environmental data to assess a company's position, a SWOT analysis determines what helps a company in achieving its aims, and what obstacles it must overcome or minimize to achieve the desired results: where the organization is today and where it can go in the near and further future. It is extremely important for company to understand good and bad points about the company or brand and be realistic. SWOT analysis should be short and simple and should avoid complexity and too much of analysis as otherwise it becomes too subjective. (SWOT analysis 2018.)

Now author decided to go into SWOT analysis of the possible new café Northern light. The key idea is to be realistic about goals and ideas and to show how the company can be developed and be better for possible clients, and on the other hand show us possible weaknesses with opportunities:

Strengths: the company is new in Finland, so it attracts customers to check the place and see does it worth to come here. Unique technique to make the delicious pastries, a lot of various receipts, variety of different alcohol beverages, rather than mainly tea and coffee as in many competitor's places. Orientated too many customers, and with good open hours from Monday to Thursday from 8 to 21, on Friday and Saturday from 8 to 23 and Sunday special day with possible discounts from 11 to 20. Another strength of the company that it does care about personnel and want to train them how to do many things and be in contact, so that everyone can enjoy the work. (SWOT analysis 2018.)

Weaknesses: the company is new, so people would probably be afraid to try something new, nevertheless, they might like it. Company need a lot of investment in the beginning, so that business can work. The company should develop the lack of capital. Foreign company in Finland is always a question mark, so that someone from Finland can like it, as Fazer is the main competitor, and many true Finns proud of their products and always support locals, rather than other products and companies. (SWOT analysis 2018.)

Opportunities: there are many advantages about Sever products, as there are many people who traveled to Russia and visit their café's, therefore, many will be interested in visiting this café in Finland, close to home, rather than going abroad. Another opportunity is to come inside the Finnish market, where can be a lot of different possibilities, such as artificial intelligence, future trends, etc. All these factors can be used in the company so that there would be computers, without personnel that can make all the things. Security can be as well in this way. (SWOT analysis 2018.)

Threats: the main threat is to lose customers. Nevertheless, there are such threats as become a bankruptcy, lose competition to the big companies, which already almost build a monopoly on the market, high demands from all the legal companies, very high taxes in Finland, where entrepreneur need to invest every year thousands of euros. Another threat is that chefs would not understand how to make special food. Finding right personnel with future vision and desire to continue in the company. Bank and other stakeholders would like company to be profitable, so it might be risk as well. (SWOT analysis 2018.)

5 Business idea

The main idea of this chapter is to finalize all the results which were gathered during the whole period, while this thesis was writing. The main outcome of the thesis is business idea of Northern light cafeteria bakery, which meet customer needs. Therefore, to build a new company, which will show the company Sever bakery products made on their technologies to Finnish market, with a new name Northern light according to Finnish market. Other things are to find out the place, the right people, who are interested in investing money and work and open a cafeteria bakery, where people can come and eat delicious various dessert products,

with cup of tea or coffee. There is a hope to have such products as cupcakes, marmalades, cakes, sweets, marshmallows, macaroons, gingerbread, and other possible sweet trends. In another hand there should be also clear vision on the drink menu, and it would be great to have not only regular coffee, but café latte, cappuccino, café mocha, different teas as sencha, earl grey, rooibos, jasmine, etc. And of course, it should be clearer after all the products would be known, so that there would be a balance and good taste.

If to talk about Helsinki area it would be good to say that the city develops very fast and there are getting more and more possibilities to open a place in very good location. However, there are always risks, and better to check the all possible advantages of the place. As it should count on the public transport, possibility to get to another town, parking spot, view as inside as outside, etc.

If to consider all these aspects it would be wise to say that one of the best possible locations is in Pasila, as there are a lot of renovations and new malls building up. So, all the investors are trying to get people there and it is very good for new businesses. As the Tripla mall will be done in 2019 and it will include more than 250 shops with the best international brands, plenty of entertainment, and pulsing urban culture, and of course there are going to be a lot of different restaurants and cafes, so people will visit them. (Pasilan asema, 2018.) But anyway, it is very important to get all the possible licences and documents so that the business idea would work, and the food could be done, and customers would come.

Alcoholic beverages are one of the things which needs always to be discussed. Then we talk about cafeteria bakery it means sweets and coffee's but in modern society we also need to understand that people like to rest after the work and probably would like to have a pint of beer or a glass of wine. Therefore, Northern light will take into the menu alcohol, but of course there should be done special licences. However, it might to destroy calm atmosphere inside the place, as some alcoholics and problem people might show up in the place. However, Northern light cafeteria will try to find out more possible alcohol drinks to meet customer needs and wishes, which can see from the Appendix 4: Menu. There are written examples of the wine list which not decided yet, because of the menu need to be tested and after it can be decided on the special wine list, beers, etc. but such wines as 3 Fingers Jack (red wine, zinfandel), Aldegheri Le Pietre (red wine, cabernet), Gruner Veltliner (white wine, Riesling) will be in drink list.

In addition, the menu example which can be seen from Appendix 4 demonstrates and gives us idea of which products going to be used and one more thing which author is thinking about is to add the approximate weight of the food next to the food description. As in Russia many companies do that and probably customer can understand better view of the product. So as example, tart with berries, which includes berries, crème, etc. and it will look like

(20g/15g/...) Therefore, people can see the full weight of the product and see how much calories consume.

5.1 Business Model Canvas for the café Northern light

The Canvas business model has nine blocks, including key partners, key activities, key resources, value propositions, customer relationships, customer segments, channels, revenue stream and cost structure. The author will go one by one to show the main ideas of the company and so that company can be developed later.

Table 4 shows the possible list of partners which will be useful for the Northern light café. This list includes different things such as food, beverages, equipment, design decorations, stuff and banking with accounting. Most of the partners were chosen during the working experience, surveys and interview. Nevertheless, there still possibility that some partners might change then the company will open and during the establishing. All the companies which are listed below were discovered during the work periods, and personal observation of the author. Each of this companies are connected to many restaurant businesses in Finland and can make Northern light café work better and attract customers.

Category	Name of the partner
Design decorations and equipment for kitchen and everything else	Ikea Vepsalainen Sotka Dieta Ellos KSP-astiat Finresta
Food and beverages	Kespro Nespresso Valio Eriksan Paulig

	Sever
Employees	Stuff point Lisapalvelu Work power Personal network Family members
Banking and accounting	Osuuspankki Oy Finnpos Nordea Accounting companies Card machines Book-keeping

Table 4: Partners of Northern light.

Having started a real restaurant business, it is important to have different suppliers for ordering materials and ingredients. One of the most important suppliers of food ingredients are Kespro and Valio, where every morning the cafe serves fresh dairy products and other ingredients. Kespro in the other hand can supply alcoholic beverages. Finishing materials and kitchen equipment will be ordered from Ikea, Dieta, weave and other possible companies. In addition, the personal network and some trusted working companies in Finland, such as staff, staff plus lisapalvelu, are key sources for recruiting a team.

The most important key activity in Northern light café is a production of the food. After developing menu deeper, it is time to develop the building plan for the café, getting clear picture of the staff needed, storage area, ventilation systems, licenses and other permissions required as well. All these factors will help business to work smooth and create a good base for the future innovations for the business idea. To satisfy customer is one of key goals of this business idea, as it will provide stable income for the company at the same time helping customer to solve their problem, which is hunger and thirsty. Another important key activity is

marketing, which will get new faces to the place and show company values for the possible clients.

To establish the café is needed a lot of resources and most of them are key ones. The computers are needed to keep the cash point work with possible deliver programs. Food ingredients are needed to be selected carefully and first there should be a trial with all the various products to understand and see how the food tastes. Beverages can be always changed so there should be focus on them, if the guests of the company would be interested in it. Kitchen equipment need to be purchased and installed with all needed extra equipment, such as safety equipment, cleaning equipment, dishes, dishwashing machines, etc. The idea is that mainly all the factors and things are key activities in restaurant field, and many new things would be found out if the business idea will work and go forward.

According to the survey the main customer diapason are the students and work life people. It was found out that people who are next to the offices and schools are mainly interested to visit the cafeteria bakery, especially after the work day, mainly women about 67 % and about 40 % of all the responses are in the age from 23 to 28. Therefore, the good location for Northern light café is next to office center and university, so that people can easily go there after the work day or before to enjoy the cup of coffee.

Customer perception is a big question mark in every business, as it is all about the people whom business is focused on and other possible guests, who are interested to visit the place from time to time. During the interview it was learned that Fat Lizard is not really focused on specific customer groups. The reason for it is that we live in modern society and it is very wise for business to orient on all the possible target groups which can be vegans, vegetarians, no red meat, and gluten free, cannot eat milk products, and many others. If we talk about Northern light it is obvious that the bakery is mainly focused on desserts, but it does not mean that company would not like to produce and sell other products such as sandwiches, Panini's, etc. Nowadays, all the companies should be created for everyone so that everyone can enjoy and visit the place.

On the Figure 3 we can see the table serving in Fat Lizard. This photo is used to explain the idea of how to interact with guests and talk a bit about colours. If we want to understand what our customers are, we must to understand customer needs and what they want. It is not a secret that around 85 % of the people look on the colour of the product they would like to buy. Therefore, in Northern light there is a big watch on colours of the products and decorations. Yellow colour would be used for getting customer attention, blue colour can be used for feeling of safety and trust for the customers, green and violet colours for relax and peace. All these colours will be used in Northern light café, so all the guests can feel happy and safety. Of course, café needs to focus on product tastes and other different things so that

customers can always come to enjoy and be satisfied with product, but, anyway, design means a lot.



Figure 3: Table serving for customers.

Café Northern light is a typical place where guests would need to interact with personnel, so that customer can get needed attention and tell if he or she have some allergies or questions concerning the food. As many machines and technologies are not developed that good so far that they can help customer and make everything for them that was asked. When the company will be established with time it will be obvious what customers need and what products should be changes or developed. Feedback from the guests are also important to show that company do care about their opinion and needs them. To cooperate with people can be used Instagram as it was found out from the survey that people do read and watch new places.

The business will use transactional income from a lump sum payment. The cafe will use the fixed pricing method, given that different products have different prices. The specific pricing mechanism used in the business model depends on the customer segment. For example, quotes for students and business people will be slightly different, considering that mostly students earn less. In addition, the author intends to offer advertising space to other companies inside the cafe. This will give additional income to the company.

Fixed costs are those that remain unchanged, regardless of the volume of production, such as rent, wages and marketing expenses. In this case the rent of place for the café will be fixed, marketing will play a big role for a new company on the market, so it will be fixed cost as

well, and the reason why it is fixed cost is that it does not change during the annual marketing budget allocation. Personnel wages might vary from month to month, but it is also one of the fixed costs.

Variable costs are different things and in restaurant field it can be electricity, material costs, water, etc. All ingredients such as fresh milk, buns, Panini's or other possible food may vary and depending on the season might be different demand from guests for different products. Beverages are also might vary on the season and in different volume could be ordered from the partners.

5.2 Marketing of the cafeteria bakery

Than creating business which is already existing or made innovating something new or old with something new, there should always be an idea for whom the business is inventing. In the case of bakery, there are many different people who would like to enjoy something sweet with fresh coffee, tea or any other possible drinks. In other words, it's always not so easy to predict the possible interested people, but by the research can be find out what people use and there it is easier to catch the people so that they can hear about the company. In the situation with Fat Lizard gave for Northern light a good idea how to market the place, even though, it involves a lot of money to market the place, especially in the early beginning, but it is extremely important to market the place. The marketing plan can be developed on the location of the place, as in situation with Fat Lizard they marketed the place as the first proper restaurant in Espoo, which is true, as mainly all the proper restaurants try to open in the centre of Helsinki, without considering Espoo and Vantaa. Soon there will be open second Fat Lizard in Herttoniemi in the beginning of 2020. And it is also good location if not to think about Metropolitan area, as next to it there are many office places and not all the people would like to go to proper restaurant in the centre, while they can go to the place way closer with parking spots.

About Northern light it will take a lot of money in the beginning to market the place and invite people there. There are many options how the business can be advertised, for instance, TV, newspapers, Instagram, Facebook, in the public transport, sports, twitter, word of mouth, events and other possible ways. However, in Northern light will be used a professional marketing project, which means that special man will take care of the marketing the place. To make customer familiar with the product Northern light will make some trials in some events so that people can try the products and understand the best products to sell, at the same time asking the questions about customer interests and wishes for the products.

Nowadays, to make a network page is a big thing in every business. Every company is trying to move online and use various platforms, which can help business to develop. For the food business in Finland there are existing such apps as Wolt, Foodora, pizza-online, etc. and many

companies co-operate with these companies to deliver their food for the guests who cannot come to the place but would really like to taste the product. Therefore, Northern light café would like to make it ease of access to the products and advertise it for as many people as possible.

5.3 SWOT analysis for Northern light cafe

SWOT analysis helps to get a clear picture of the business when it assesses the internal and external factors affecting the business, as shown in Table 4 below. Internal factors are the strengths and weaknesses of a business, while external factors are opportunities for business development and threats that a business should be aware of, and the development of solutions for their solution.

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Operates in metropolitan area • High standards • Interesting/attracting concept • Special events and discounts • Various drinks and food products • Powerful brand behind the idea 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Expenses to start up • Limited capital • Lack of experience • High costs of equipment • Many documentations and licenses • Not local product
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Be lucky with finding right staff • Show new product for the market 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Competition with strong brands • Changing food preference of the customers • Lack of educated personnel • Bankruptcy

Table 5: SWOT analysis of the café Northern light.

The business model has many advantages and weaknesses as it is shown in the table above. In the beginning the café will meet a lot of weaknesses, rather than later when it will get enough of attention from people around the metropolitan area. The costs of the equipment, renting the place, furniture and other needed licenses will hit the wallet. Lack of experience is another problem, which might be solve very quick after establishment the café. Support the local is a modern slogan, which people try to believe in and use in buying all the products and this might be a key weakness for the future of the company. Clients might have also very high expectations of the food, so there is a risk of dissatisfaction by the products.

Opportunities and threats are described in Table 5 and shortly about them, it is always about the luck to find the right people for business, who can support your ideas and help to develop the business. From the author point of view and experience in restaurant field people do not like to work in long term and they are just trying to earn some money and do not help company to become bigger, and this is one of the opportunities for the company to find right people with good education. Deliver a new product to the market is always challenging but it is worth it if in the end customers start to recommend products to their friend and families, so it will provide marketing company for the company.

It is important for the author to identify the strengths of the possible café such as high standards of the products, which are developed by Sever Company. Involving more various drinks to the café is also important as people would like to enjoy their time in the morning or in the evening with various beverages from tea ending with strong alcohol such as calvados. To attract more people as possible company will try to make interesting events and discounts depending on the day. And the final thing is the location as the company would like to be opened in the most comfortable place to get for possible guests, as people should park the car, come by bus or train, by tram or just simply walk to the place without any problems.

6 Conclusion

In conclusion the author would like to sum up all that was discussed and described in the thesis. The aim of this thesis project is to create potential business idea for upcoming cafeteria bakery Northern light of the author in Helsinki area, via using some business ideas and thoughts of other companies. The idea is developed customer and marketing segments. Quantitative method and semi-structured interview were used to gather all needed information. The interview was accomplished with the one of the owners of Fat Lizard restaurant bar, entrepreneur T. The interview was conducted in nice atmosphere where questions were prepared beforehand and asked more questions from the answers were received, so semi-structured way worked and helped the author to see the factors company should focus.

The theory background of trends, legislations, business model canvas and the process of establishing a new business in general and particularly in Finland were revised. All the information about opening business in Finland was found in the internet and helped author to understand the main keys for the business settle, especially the interview of entrepreneur from Fat Lizard restaurant bar. Many legal aspects were learned and helped author to understand what documents and aspects should be considered in the future to make this plan go further.

SWOT analysis helped author to understand the advantages and disadvantages of the Northern Light company, which can be developed and improve the situation of the possible business idea. As it is always important to try something new, rather than not to try and regret about it in the future. From there was found out that the main competitor is Fazer, which Finnish people love a lot, but it is opportunity for the business to show that not only one bakery company is existing in the world. Business model canvas helped author to show all the needed factors, while creating a business and what factors should be developed more and, which should be found. This thesis helped author to understand how to create and establish business in Finland, especially in Helsinki area.

The main future goal is to develop the project, and to find the people who are interested in open a cafeteria bakery. As it was said before there are family relatives who are interested in the future project, so the money factor should be solved to open the bakery cafeteria. Finding the perfect place and finding the right people is never easy job to do, but with luck and faith all these things can be solved. Looking forward towards the successful business is a good idea for the author, who would like to become an entrepreneur and lead the company to the top positions.

References

Printed sources

Baraban, R. & Durocher, J. 2010. Successful restaurant design. Hoboken, USA: John Wiley & Sons 2010.

Collins, J. 2001. Good to Great. UK: Random House Business Books.

McCabe, S. 2009. Marketing communications in tourism and hospitality: concepts, strategies and cases. Oxford, UK: Butterworth-Heinemann 2009.

Moritz, S. 2005. Service design. Practical access to an evolving field. London, UK: KISD.

Osterwalder, A. & Pigneur, Y. 2010. Business model generation: a handbook for visionaries, game changers and challengers. New Jersey, USA: John Wiley and Sons Inc.

Pinson, L. 2013. Anatomy of a Business Plan: A Step-by-Step Guide to Building a Business and Securing Your Company's Future. USA: Out of your mind into the marketplace US Publisher.

Silverman, D. 2017. Doing qualitative research. London, UK: The Cromwell Press.

Stephens, M. February 2017. Doing business in Finland 2017. Finland: Moore Stephens International Ltd.

Electronic sources

Balmer, K. 2019. Foresight. Accessed on 15 August 2018. <http://foresight-trendscan.blogspot.com/2009/10/facility-management-trends.html>

Bartlett, C. 2016. How to: Business model canvas explained. Accessed on 15 August 2018. <https://medium.com/seed-digital/how-to-business-model-canvas-explained-ad3676b6fe4a>

Cerny, K. 2019. 2019 Location Trends #1: From "smart" to "ideal" cities. Accessed on 15 August 2018. <https://360.here.com/location-trends-2019-from-smart-to-ideal-cities>

City of Helsinki, 2012. Opening a restaurant or a café. Accessed on 15 August 2018. https://www.hel.fi/static/rakvv/ohjeet/Ravintolaohje_engl2013.pdf

City of Helsinki. 2018. Accessed on 11 October 2018. <https://www.hel.fi/uutiset/en/kaupunginkanslia/continued-population-growth-in-helsinki-70-000-more-residents-in-ten-years?pd=v>

Confectionery manufacture north. 2012. Accessed on 15 August 2018. <http://sraever.spb.su/>

Finnish food authority. Finnish food safety authority. 2019. Accessed on 1 December 2018. <https://www.evira.fi/en/about-evira/about-us/activity/control/>

Fat Lizard. 2018. Accessed on 15 September. <https://ravintolafatlizard.fi/>

Ferreira, N. 2018. What is Entrepreneurship? Entrepreneur definition and meaning. Accessed on 15 August 2018. <https://www.oberlo.com/blog/what-is-entrepreneurship>

Lavinsky, D. 30 January 2014. Accessed on 14 September 2018. How to write a business plan.

Lempert, 2017. 10 Food Trends That Will Shape 2018. <https://www.forbes.com/sites/phil-lempert/2017/12/13/10-food-trends-that-will-shape-2018/#237d87014104>

Nesselback, M. 2017. The Ultimate Guide to Successful Business Ideas. Business Idea Insight. Accessed 17 August 2018. <https://www.businessideainsight.com/blog/theultimatetoguidetosuccessfulbusinessideas/>

Pasilan asema, 2018. Tripla always open and full of life. Accessed on 29 November 2018. <http://www.pasilanasema.fi/en/pasila-station>

Quantitative and qualitative research methods. Accessed on 19 February 2019. <https://www.skillsyouneed.com/learn/quantitative-and-qualitative.html>

Schulstad, 2019. Top trends in baked goods. Accessed on 19 February 2019. <https://www.lantmannen-unibake.com/en-US/Schulstad-Bakery-Solutions/Inspiration/Bakery-Trends/Market-Trends1/>

Statista, 2018. The statistic portal. Accessed 17 August 2018. <https://www.statista.com/statistics/544679/annual-number-of-visitor-arrivals-helsinki-finland-by-country-of-origin/>

SWOT analysis, 2018. Accessed on 4 December 2018. <https://www.investopedia.com/terms/s/swot.asp>

USPS. 2018. 1-10.2 Benchmarking Analysis. Accessed 11 October 2018. https://about.usps.com/manuals/spp/html/spp1_043.htm

Valvira. National Supervisory Authority for Welfare and Health. Accessed on 11 October 2018. <https://www.valvira.fi/web/en/alcohol/serving-alcohol>

Scientific articles

Alexakis, G. 2011. Transcendental leadership: The progressive hospitality leaders' silver bullet. Vol. 30(3), pp. 708-713.

Butler, A. , Kwantes, C. , Boglarsky, C. May 2014. The effects of self-awareness on perceptions of leadership effectiveness in the hospitality industry: A cross cultural investigation. Vol. 40, pp. 87-98.

Personal communicator

Entrepreneur, T. 2018. Entrepreneur. Conversation with the author. 6 November 2018.

Figures

Figure 1: Types of desserts.....	6
Figure 2: Toilet facilities	15
Figure 3: Tables serving for customers.....	29

Tables

Table 1: Premises for accepting the café or restaurant	14
Table 2: Importance things for customers while they visit the place	22
Table 3: SWOT analysis	23
Table 4: Partners of Northern light	26
Table : SWOT analysis of the café Norhtern light	31

Appendices

Appendix 1: Interview guide	39
Appendix 2: Survey questions.....	Error! Bookmark not defined.40
Appendix 3: Survey results	Error! Bookmark not defined.42
Appendix 3: Menu.....	Error! Bookmark not defined.49

Appendix 1: Interview guide.

The authors conduct an interview with the entrepreneur of the Fat Lizard in Finland to gain deeper understandings of how making a business in Finland, learn from their experience and get inspiration.

(Ask permission to record the interview and have it in advance)

(Brief introduction of the thesis and goals)

(Brief mention of what is wanted to be achieved from the meeting with the entrepreneur)

Could you briefly tell us about your company if that is ok?

When did the company appeared in Finland? And why was chosen this type of company?

What is the target customer of the company?

Why was chosen Otaniemi as a location?

What products and services does the company offer to its clients?

Can you tell us something about the menu? Is there something special?

Are there plans for company to open new places in the future?

What do you foresee are the future trends in the industry?

In your perspective can you tell us the most three or more points for success in the restaurant field? And why?

What do you think about the business idea of cafeteria bakery?

According to your experience, what do you think would make a pastry business successful in Finland?

What about licenses and permissions, company need to get and how long does it take?

Would you like to add anything else?

(Ask if it is ok to use her name and the company name in our thesis)

Appendix 2: Survey questions.

The survey was done in online form to collect as much as possible results from the people who are interested in cafeteria bakery, to understand how to develop the business and who is the main target group. 188 people replied to the survey

(Hello, my name is Daniil Bardinov and I am student of Laurea UAS. This survey is for my thesis and I would like you to honestly answer the questionnaire, so that I can get real answers for developing my thesis idea. Shortly my business idea is a bakery company which is based on products of Russian company 'Sever', which is doing almost any possible sweet food including cakes, cookies, macaroons, etc.

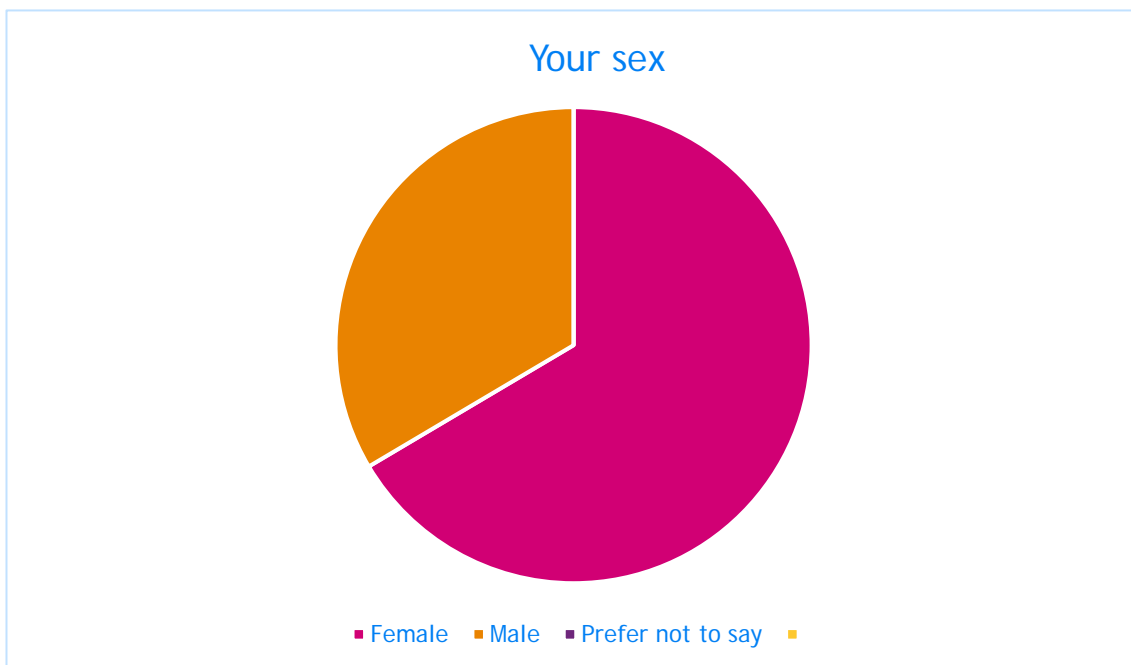
This survey has 14 questions and it will take maximum 10 minutes of time. And thank you a lot in advance for replying the questions :))

1. Your sex?
2. Your age?
3. Your occupation?
4. Are you interested in visiting pastry café
5. Where do you prefer to visit pastry café?
6. What are the most important things in the place you visit?
7. Have you heard about 'Sever' pastry?
8. What are your favorite drinks?
9. What is the amount of money you usually spend then you visit the café?
10. Are you ready to pay more money for the quality of the products and atmosphere inside the place?
11. What time you usually visit café?
12. Do you read reviews before visiting the place?
13. If previous question is yes. What programs or apps do you use to know the place better?

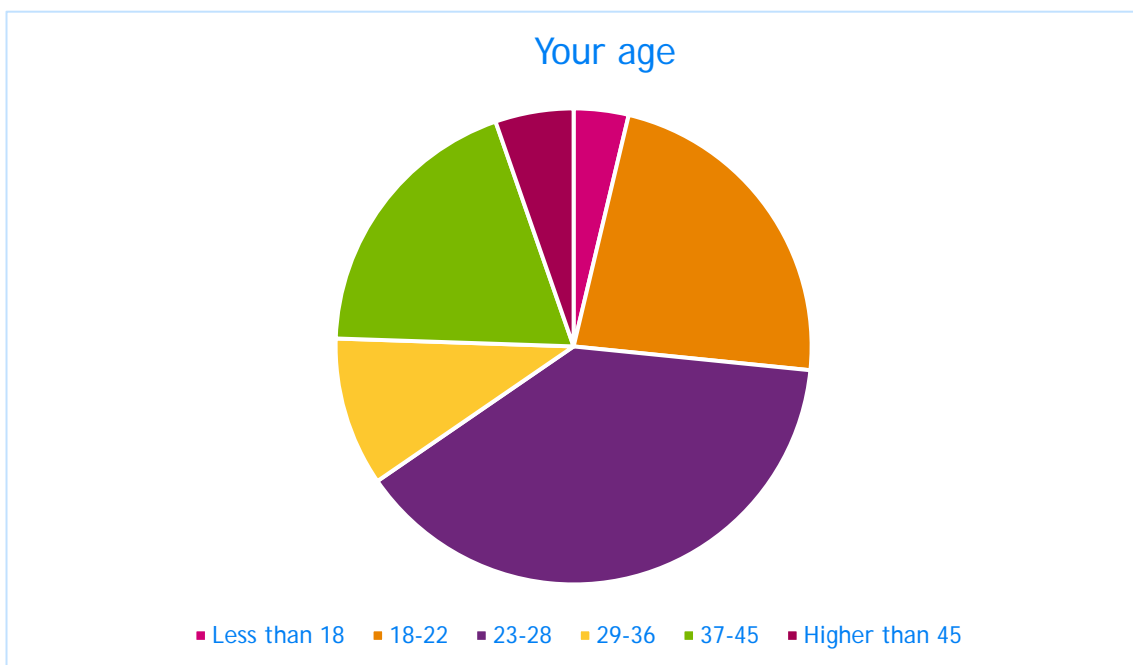
14. If you would like the place are you going to tell about it to your friends, family, co-workers, etc.?

Appendix 3: Survey results.

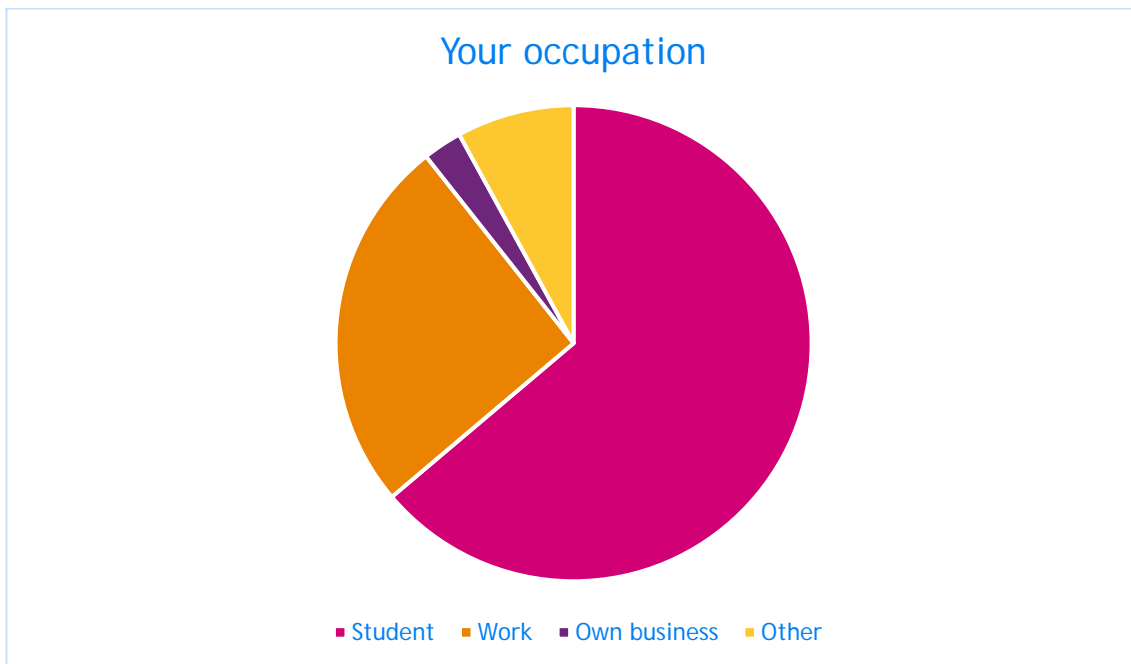
1.



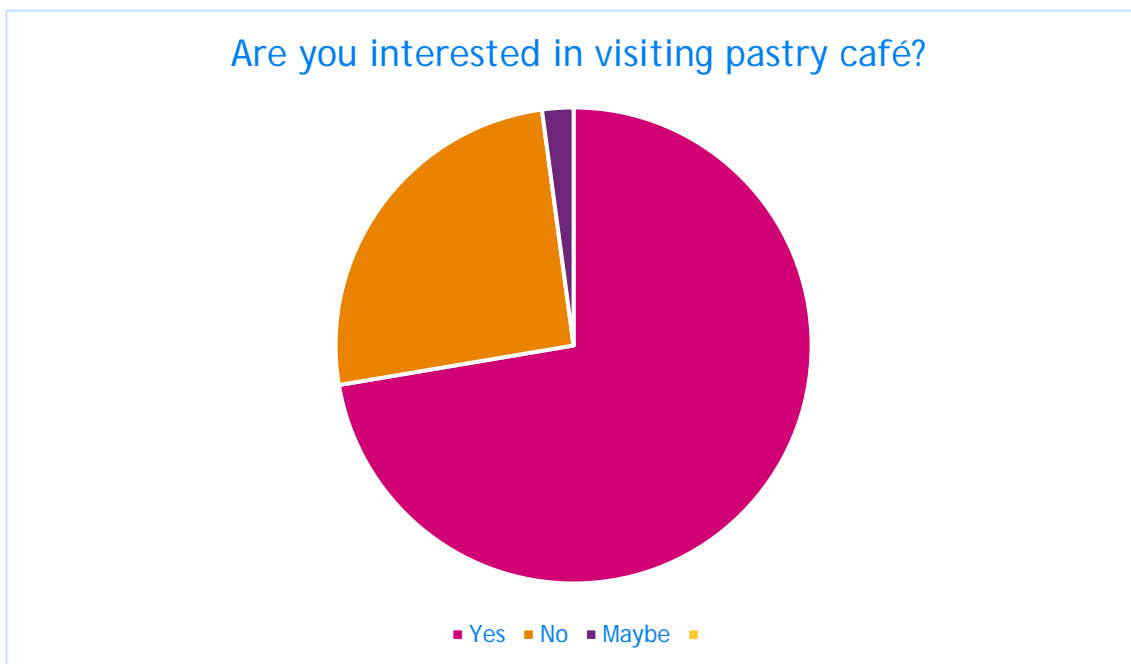
2.



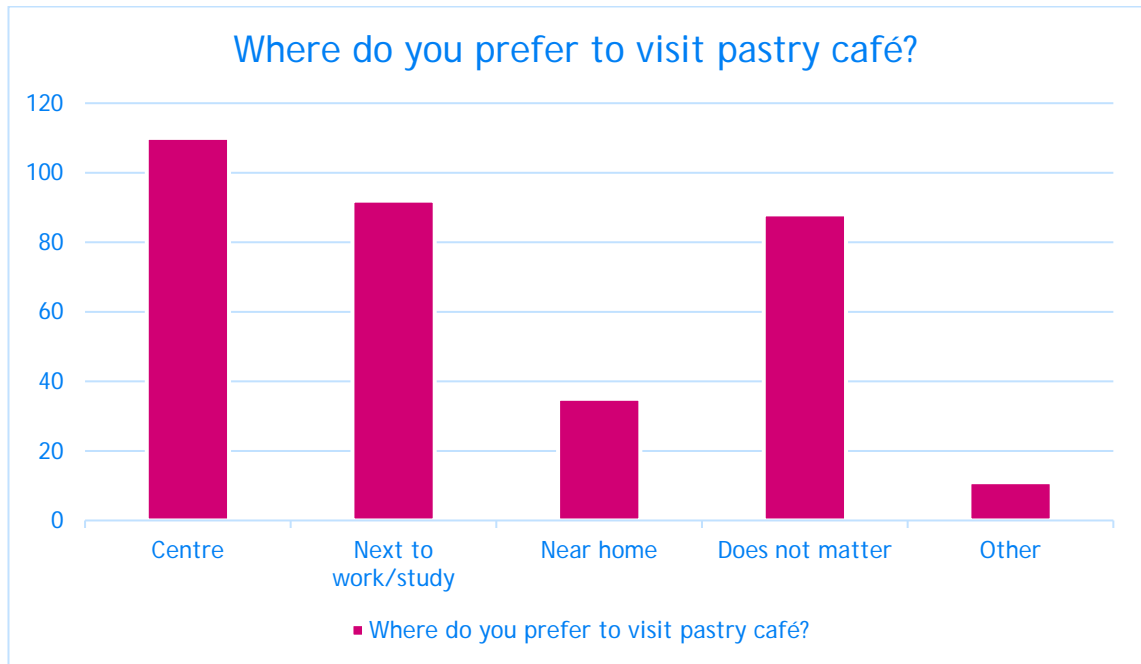
3.



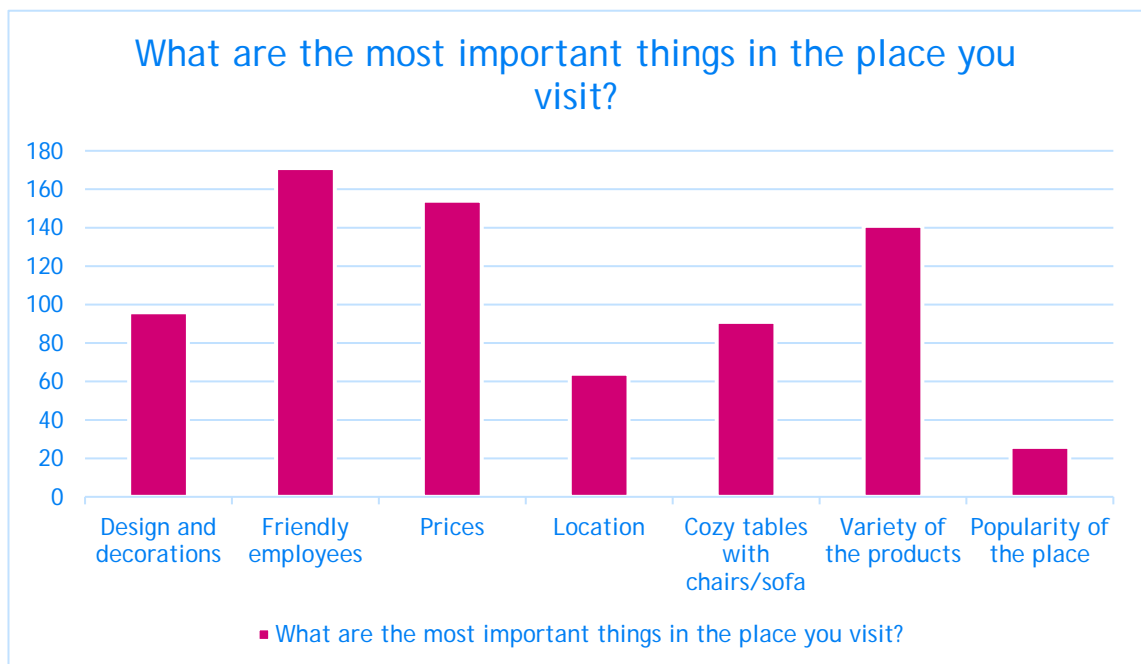
4.



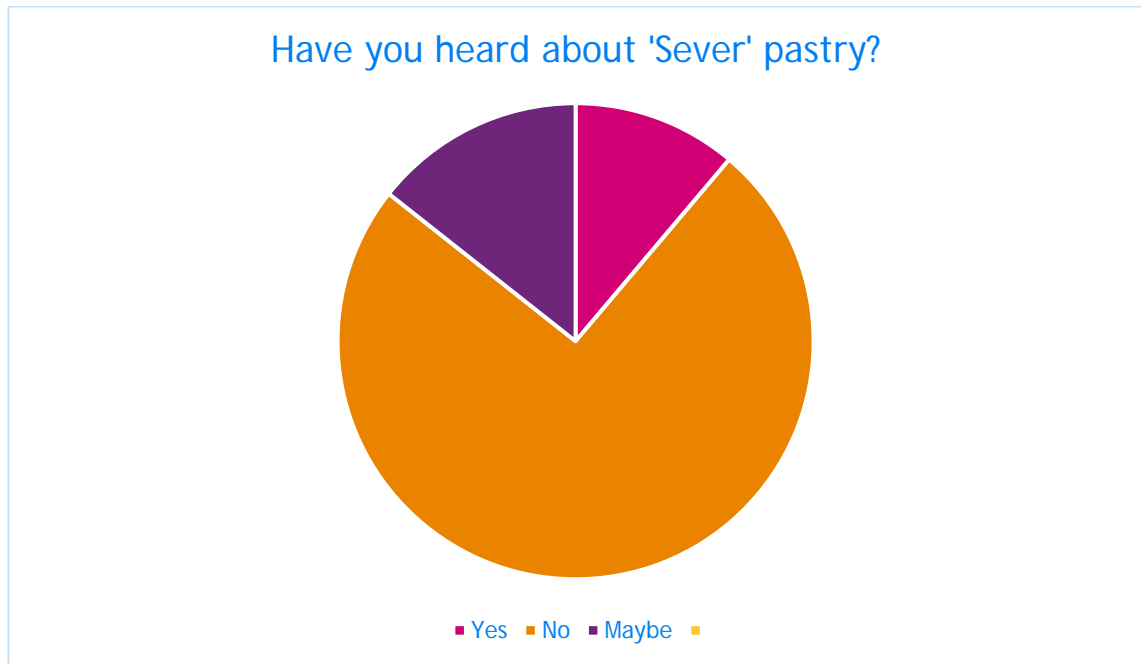
5.



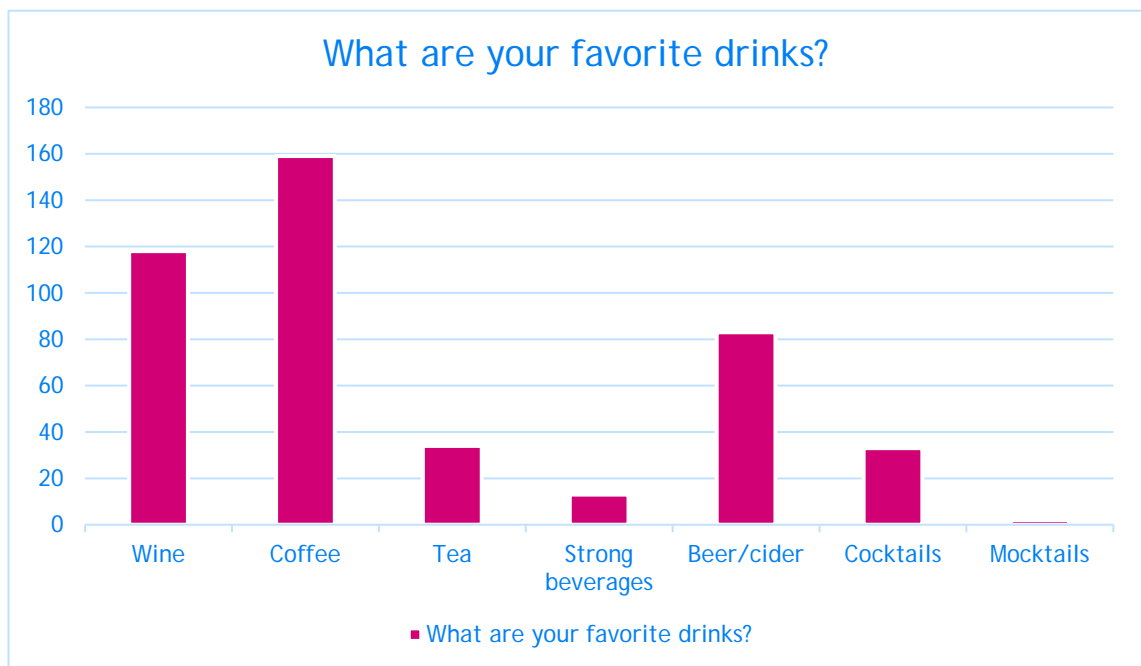
6.



7.

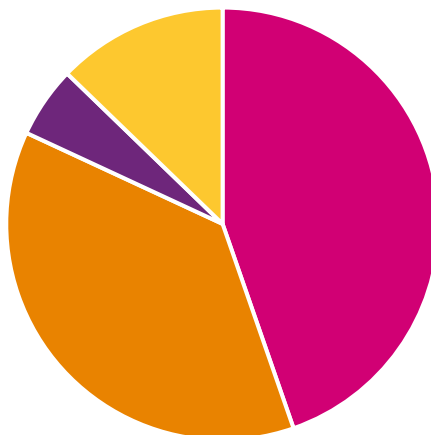


8.



9.

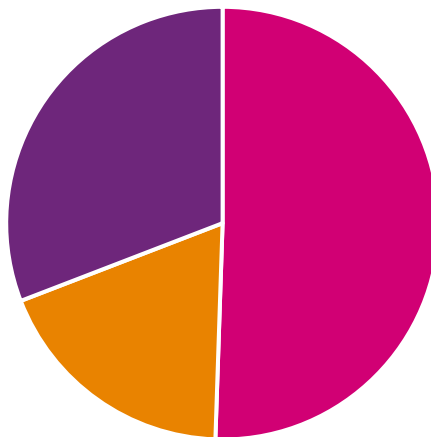
What is the amount of money you usually spend then you visit the café?



■ 5-10 euros ■ 10-20 euros ■ 20-40 euros ■ More than 40 euros

10.

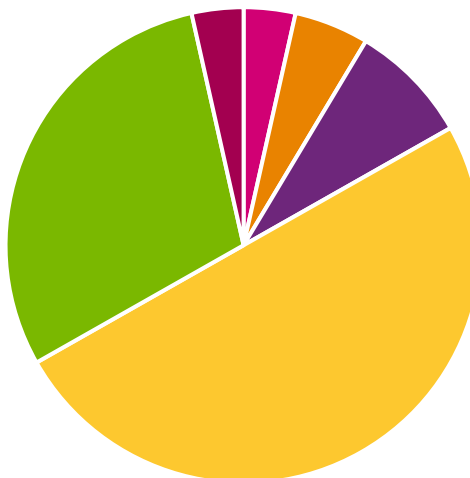
Are you ready to pay more money for the quality of the products and atmosphere inside the place?



■ Yes ■ No ■ Maybe ■

11.

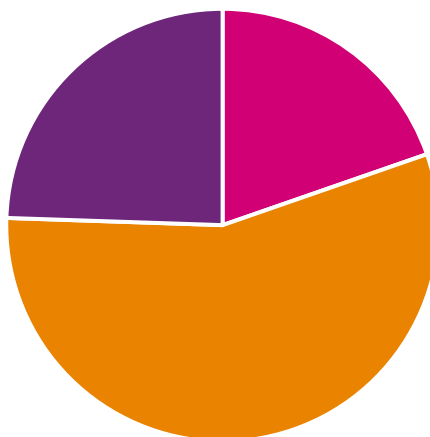
What time you usually visit café?



■ Before work or study ■ In the morning ■ Lunch ■ After work/study ■ Evening ■ Late night

12.

Do you read reviews about the place before visiting it?



■ Yes ■ No ■ Maybe

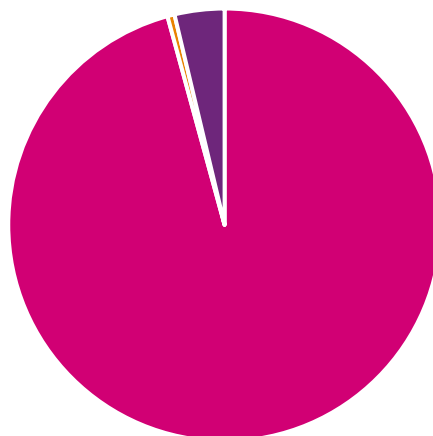
13. If previous question is yes. What programs or apps do you use to know the place better?

- Google review
- TripAdvisor
- Foursquare

- Facebook
- Instagram
- Ask friends/relatives
- Other social media

14.

If you would like the place are you going to tell about it to your friends, family, co-workers, etc.?



■ Yes ■ No ■ Maybe ■

Appendix 4: Menu.

Menu

Fruit tart with raspberries and blackberries	6,0
Napoleon cake	6,5
Tiramisu	6,5
Cheesecake with lemon	7,0
Cheesecake with forest berries	8,0
Gingerbread Northern Light	4,5
Pannier with cinnamon and apple	5,5
Pannier with nuts and honey	5,8
Cake Bush	6,3
Cake Pavlova	6,4
Cake Moon Light	7,5
Cake Ice	9,0
Cake Berry mousse	5,9



Drink list

- Coffee 2,50
- Tea (Earl grey, Assam, Gunpowder, Forest fruit..) 2,50
- Café Latte 3,50
- Cappuccino 3,50
- Café Mocha 4,00
- Juice (Orange, apple, tomato..) 3,00
- Soft Drinks 2,70



Alcohol menu

Red Wine 1	10,50/13,20
Red Wine 2	9,50/12,00
Red Wine 3	8,40/10,50
Red Wine 4	13,30/15,60
White wine 1	8,90/11,00
White wine 2	8,60/10,70
White wine 3	9,50/12,50
White wine 4	11,20/13,80
Beer 1	7,50
Beer 2	7,70
Beer 3	8,50
Beer 4	9,50
Cider 1	8,00
Cider 2	9,50

