



# Building A Concept for A Japanese Themed Restaurant in Helsinki Metropolitan Area Using Service Design

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in Helsinki Metropolitan Area Using Service Design**

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The purpose of this thesis is to create a concept for a new Japanese-themed restaurant, X Ravintola, to implement healthy and vegan food trends targeted at Finnish customers living in the Helsinki Metropolitan Area. In addition, its service design aims to introduce Japanese cuisine and the conscious eating as a concept to Finnish people. X Ravintola will be developed based on market research and various service design methods to generate exclusive ideas for its service and interior design. With Japanese cuisine and healthy lifestyle as the restaurant's primary development direction, the thesis focuses on three background topics: Japanese food culture and eating habits, the intersection between Japan and Finland, and the determinants of human's food choice. To support the theory framework, the authors will use several sources including published literatures and various online articles.

The research methods used for the development tasks are online interview and benchmarking by observation. To obtain an overview of the restaurant's development process, a online interview was conducted with residents in the Helsinki Metropolitan Area. Target interview respondents are students, restaurant managers and office workers such as IT engineers, lawyers and investment bankers. The interview questionnaire focuses on people's food choice and monthly food budget. It was answered by sixty-nine people. The second method, benchmarking by observation, was used to obtain information about a different restaurant which operates with a similar concept idea and customer segment. The observation process lasted two months and was conducted during lunch time and late lunch. The data collected from the observation includes restaurant location, pricing, customers' lunch preferences, restaurant activities such as eat-in, takeaway and delivery services.

The outcome of this thesis is a complete design concept for a Japanese restaurant in the Helsinki Metropolitan Area, developed with the understanding of customers' food choices and the Finnish market. The restaurant concept is built using service design methodology, particularly Ojasalo's four-step Innovation Service Design Process that incorporates the steps of Map and Understand, Forecast and Ideate, Concept model and Evaluate. Last but not least, the restaurant menu takes inspiration from and strives to promote Japanese cuisine and their healthy eating trend.

Keywords: service design, restaurant concept, Japanese cuisine, human's food choice, innovation

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## 1 Introduction

Service industry has existed and developed in various forms since time immemorial. Service design is an integrative field focuses on the innovation and improvement of business service through experiences and different research methods. Although there hasn't been any common definition of service design, it is described as a business application of established design process and skills to the development of services. The number of new businesses and entrepreneurs in Finland, especially in Helsinki Metropolitan Area, have rapidly increased recent years. There have been several Japanese restaurants opened in the capital area of Finland but not all of those businesses are successful. In the frame of this thesis, the two authors will create a perfect restaurant concept which minimizes risks and increase success by applying theoretical and practical knowledge to market research and design thinking studies. The Japanese themed restaurant concept in this thesis is named 'X Ravintola'.

The goal of this study thesis is to create a concept for a Japanese themed restaurant in capital area by matching and comparing customers' needs in Finland with the variety of Japanese food culture in order to figure out the best options for customers in Helsinki market. In second chapter of the thesis, readers will learn about Japanese food and culinary culture through studies of many experts to answer the question 'What' and 'How' Japanese people eat. The expectation of the writers is to help readers having thorough understanding about the brilliance and diversity of Japanese food. Therefore, readers will understand the reason why Japanese cuisine was chosen to this service design project. In the next chapter, chapter three, an overall knowledge of humans eating habits will be introduced. The chapter focuses on determinants that affect a human's choice of food. After having a theoretical background about real factors of customers choosing food, the authors will be able to do deeper research on Finnish customers eating behaviours which will be mentioned later in the thesis.

The center part of this thesis, chapter four and five, will be about service design in practice. In particular, chapter four is the progress of designing a service 'Japanese themed restaurant in Helsinki Metropolitan area'. X Ravintola designing process applies Four Step Model of service innovation process by Ojasalo, however there are some changes in order to match with the real needs of authors and modern service design. In the first step called Map and Understanding, two research and development methods used are benchmarking and deep interview to help designers understand about the marketplace and potential customers. Moving to next step Forecast and Ideate, brainstorm technique will be used to develop ideas and be prepared for the next step Concept Model and Evaluate. Chapter Five is the outcome of the who progressy, three tools of service design used are customer profiling, customer journey map, menu concept. The evaluation will also be taken into account by the two authors by analyse the concept value to customers and business owners.

## 2 Potential Future for Japanese Restaurants in Helsinki Area

There are several reasons why the two authors chose Japanese food as the main theme of this restaurant design project. First of all, Japanese cuisine's characteristics match with two megatrends: sustainability and responsibility. This is because Japanese food stays out from global current threats such as man-made environmental damage and disaster or major biodiversity loss and ecosystem collapse. Almost ninety percent of Japanese food contain only fish and vegetables means the amount of red meat is minimized. According to The Guardian, without meat and dairy consumption, global farmland use could be reduced by more than 75% - an area equivalent to the US, China, European Union and Australia combined - and still feed the world. Loss of wild areas to agriculture is the leading cause of the current mass extinction of wildlife. Moreover, gardening will help improving our habitat by producing more oxygen, reducing pollution, decreasing global warming and increasing health (The Guardian 2018)

The second reason for choosing Japanese food as a theme is because it has been an extremely popular trend nowadays. It is not only because of the healthy ingredients and seasonings used but also being able to use chopsticks is considered 'cool'. Japanese food consists of rice, miso soup, fish and vegetables, and they are very balanced. It gets more interesting when Japanese government applied to UNESCO to have its cuisine listed as a global heritage. Japanese cuisine always makes people fascinated and admire about the elaboration, meticulousness and delication. These are delicious dishes, but more than that, they are also a unique breath of Japanese culture and spirit. Referring to Japanese cuisine, everyone rewards each other with dishes such as Sushi, Shasimi, Udon noodles, sake... People rarely find red meat or heavy-carbonhydrated food in Japanese food. In this chapter, authors will talk about the fundamental philosophy of Japanese food culture. From those philosophies, readers will have a closer overview of Japanese dishes.

In this chapter two, authors will introduce as well as discuss about the overall general information about Japanese cuisine culture. Besides, readers will have a chance to see the potentials of running a Japanese themed restaurant through description of how the food is served. The Japanese culinary philosophy contains a cultural lesson, regional identity and national essence. Food culture is also a beauty in their tradition. The taste of Japanese food is usually elegant, gentle and suitable to the nature of each season. Japanese cuisine does not abuse too much spice but focuses on highlighting the fresh, pure, natural flavours of the dish.

### 2.1 Japanese Food and Its Nature

In Japanese Restaurants, customers are always served with best service and quality food. Indeed, Japanese people take pride in their cuisine and discussion about Japanese food can be definite serious. There is a distinctive philosophy in its cuisine influenced by history of imperial

tradition and the ascetics of Buddhism. Japanese Restaurant tend to follow the key characteristic of Japanese cuisine, which is to respect the individual taste of each ingredient, maintain its natural qualities and honour the Japanese distinct seasons that brings variety of plants and species. These are consciously celebrated in every Japanese dish which owes to them its seasonal ingredients. (Takahashi 2009, 11.)

Because of Japan's geography location, the country is blessed with four distinct seasons. Figure 1 represents Japan's nature and four completely different seasons which foster abundance of seasonal ingredients throughout the year. Nature is the cradle of culture and cuisine and that definition is always true of Japan, where the link between nature and food remains fresh and strong. Japanese archipelago stretches over three thousands kilometres, from snowy Hokkaido in the North to sub-tropical Okinawa in the South. With its temperate weather, giving rise to four defined seasons, Japan are blessed with variety of foods. Japanese people life is surrounding with mountains and seas, which explain the main ingredient in popular Japanese dish usually are mushrooms, fruits and nuts, beans and especially seafood. The convege of both warm and cold currents, stimulating a multiplicity of live has develop Japanese cuisine into some of the world's finest seaweed and seafood. (Takahashi 2009, 8.)



Figure 1: Fours seasons in Japan (Japanexplorer.com)

Some Japanese Restaurants change their menu following the changing seasons. In spring, to signal the cold winter is over, Japanese people eat shirouo fish and pick cherry blossom season with sakura mochi and cherry rice. In the summer, Japanese people eat a variety of cool dishes such as eel, baked eggplant, edamame beans, cold noodles such as thin somen noodles, cold shrimp noodles, tofu dishes such as Japanese noodle soup and bitter melon, fried tofu of Okinawa region. May is the tuna season, while June is the season of ayu fish so tourists in the summer do not regret spending time in Japan but must go to Japan to enjoy the delicious dishes of Japan in the summer. In autumn, Japanese people eat roasted sweet potatoes, tempura fried dough and ripe Nama-gashi with ripe or ginkgo-shaped fruits. September is the moon's month, so white stews are popular like abalone, cucumber and bamboo shoots. To dispel the cold of winter, Japanese people eat hotpot, oden soup and red bean tea to eat while still hot shiruko. In addition, Japanese people also eat snow-shaped higashi. In winter, Japanese people also like to eat tangerines, which represent the sun and are used to make new year gifts. (Sano 2015, 9 - 11.)

In addition to sushi and shashimi, Japanese cuisine is very diverse with a lot of other attractive choices such as Okonomiyaki pancake, Kabocha chiffon cake, Takoyaki octopus ball, Wagashi cakes, Onigiri rice balls. The culinary culture of the Japanese is very diverse, so it is difficult to say which food they like best. In foreigners' eyes, Sushi (rice ball with raw fish), Tempura (shrimps, pickled vegetables and fried), and Sukiyaki (beef hotpot with soy sauce and vegetables) are traditional Japanese dishes. Ofcourse it is very popular in Japan (however, they do not eat it every day), but according to the survey of popular restaurants, the most popular dish is sausage, curry with rice, and spaghetti. Lunch is served at most elementary or secondary schools, designed with a balanced diet and, of course, the taste of both Western and traditional dishes. Japanese dinners also vary with a variety of dishes from other countries. Japanese children love Western foods such as hamburgers rather than Japanese dishes so home dinners tend to change to suit their taste. (Ishige 2011, 173 - 189.)



Figure 2: Home meal in Japanese Family (Japancentre.com)

Figure 2 shows a home-style traditional Japanese meal. The word used to describe a meal in Japan is gohan. The word literally means that rice is steamed or cooked, but rice is an important food for the sun-rising porcelain, so gohan refers to all dishes. A traditional Japanese meal usually has rice along with a main dish of meat or fish, some extra dishes (usually cooked vegetables), soup (usually miso soup), and pickled vegetables. Rice is sticky when cooked so it is very suitable for using chopsticks. In fact, there are many people who feel very uncomfortable if they do not eat rice at least once a day, but now there are many people who use bread for breakfast and noodle for lunch. (Ishige 2011, 161.)



Figure 3: Sushi Boat with Several Kinds of Fish

Most Japanese people like to eat raw seafood, especially fish like salmon and tuna. They are called Japanese Sashimi dish. This dish in Figure 3 is usually eaten with soy sauce and with chopped horseradish (Wasabi). Raw fish is also often eaten in a Sushi style, but to prepare Sushi requires special techniques so Japanese people rarely make this dish at home. The most common way of cooking is to cook fish with a little sprinkle of salt on top. Teriyaki is a way of processing fish by marinating boneless fish with Soy-sauce and just grilling just grilled fat. Overcoming the conditions for recruitment of Japanese labour to come here to work, you will have a lot of opportunities to enjoy this extremely delicious grilled fish at the sidewalk shops. Sometimes people also boil fish with soy sauce (Soy-sauce) or Miso or soy flour with small fire. High-fat fish such as mackerel are often processed in this way. Shrimp, crab, squid and white fish such as salmon are often fried thoroughly, for example: processed according to Tempura (shrimp, fried breaded vegetables). (Ishige 2011, 201 - 212.)

## 2.2 Serving Culture in Japanese Restaurants

According to Norbury's research in uninitiated Western palate, author of Japan culture smart, Japanese food tasted rather bland; however, for Japanese, it is not only taste that decides everything, it is the food's consistency when experiencing the whole duration. As shown in Figure 2, Japanese food is mostly served all at once. When attending a Japanese dinner, guest is required to take small portions from each dish without neglecting and bowl should be lifting by hand when eating. (Norbury 2016, 114.)

Conscious eating style is main key for their long and healthy lives. It is a relationship between what people eat and their body that encourages people to acknowledge mindful thinking about consuming food. Moreover, conscious eating style is about choosing food based on their power to invigorate, enliven, energise, fuel and true nutrition. Eating healthy and conscious will create a healthy body, lighter in control and over the time it will become a way of healthy life. (Sano 2015, 3.)

The philosophy about eating conscious is built on acquiring knowledge about what people eat, how to prepare it and how to combine different foods together. Shoku-Iku is the idea of creating few dishes with wide selection of food on the table and share. It is the philosophy of eating from five food groups that appeal to five senses, contain five tastes and aim to reflect five colours mentioned in Figure 4: green/ blue, red/ orange, white, black, yellow. This power of five in Japanese eating habit became popular when Buddhist tradition arrived in Japan in the sixth century. (Sano 2015, 7.)



Figure 4: The philosophy of eating five colors

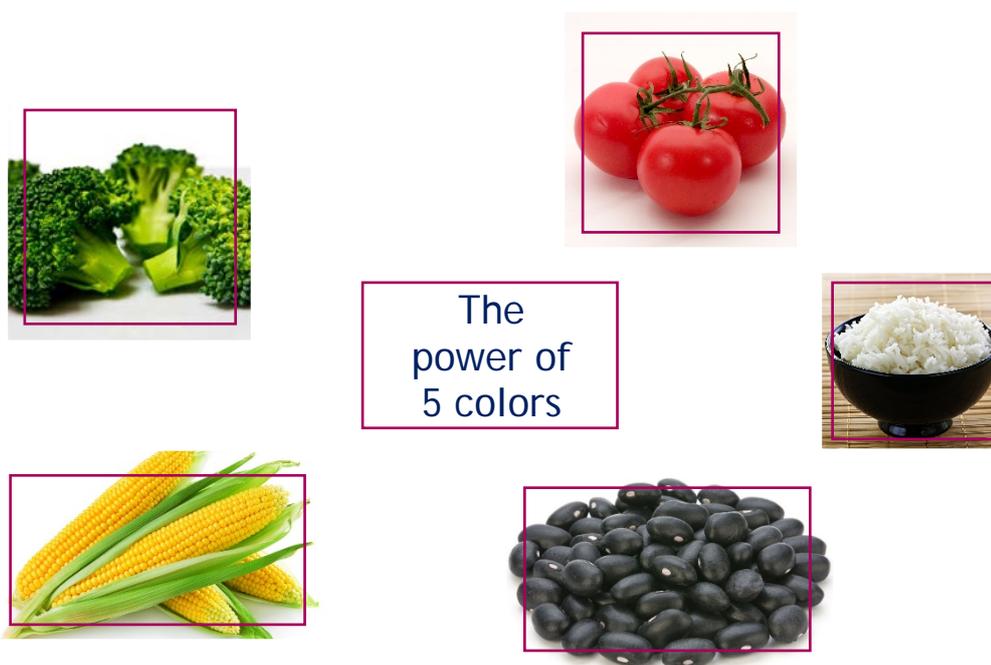


Figure 5: The power of five colours in Shoku-Iku Japanese eating conscious.

The key to a whole new way of eating is to adopt the power of five into daily meal. Figure 4 and 5 show how a variety of food with combining elements should be included in daily meal which ensures body with a healthiest mix of essential vitamins and minerals. In the power of five colours, here comes the examples of each different colour in different ingredient. Green and blue represents for vegetables such as broccoli, spinach, edamame beans; red/orange is

carrot and tomato; white is cabbage, fish, white rice; black/brown is shiitake mushroom, buckwheat, seaweed, black beans; yellow can be found in soy beans, pumpkin and corn. (Sano 2015, 8.)

People usually check burgers and sandwich packs for their calories count without thinking carefully about the breadth of the food groups they choose. In one Japanese meal, the variety of colour in food presents in many side dishes. Japanese bento box is a good example of different colour with healthy mix of essential elements for body. It usually contains white rice with black sesame seeds, a red umeboshi (fermented salt plum), a slice of yellow omelette and green beans with black sesame sauce. (Sano 2015, 7.)

Breakfast is the most important meal to get enough energy for the whole day. A traditional breakfast is usually prepared with similar dishes of lunch or dinner, but the serving size is lower, often without grease or fried food from boredom. Usually breakfast set includes rice, miso soup, grilled fish and some side dishes such as dried seaweed, fermented soybeans, salad. Even more lunch or dinner, but the serving size is always small because they think that the smaller the thing, the more valuable it is. By dividing the meal, delicate decoration, skilful to help people feel full nutrition in food, good for the stomach. The Japanese stick to the principle of eating light to prevent many cardiovascular diseases, reduce the possibility of stroke ... Most dishes are moderate, preferably retaining the natural flavour of fresh ingredients. Soy sauce is often used to sashimi, sushi is also much lighter than soy sauce of other countries. (Sano 2015, 9-10.)

### 3 Theory of Restaurant Customers' Eating Habits

In modern business world, which company understands customers' psychology better, that company wins. Understanding the psychology of customers will help companies to choose the most suitable characteristics of product or service in order to draw attention to their customers. There is no exception in service design. Only when the service designer having a thorough understanding about the targeted customers he is aiming to, he can create the best possible service. Therefore, the two authors decided to study deeper about restaurant customers' eating habits in order to understand the reason why and how customers making choices in selecting food. In another way of saying, this chapter is to readers and writers achieve general knowledge of factors that affects customers' choice of food. This chapter will present the major influences on food choice however, will focus on those that are amenable to change. In fact, the key driving to eating behavior is hunger. However, what really affects human choice in what to eat is determined by many different determinants in which physiological and nutritional needs are the main.

People from different geographical area, religion, physical health condition receive a different amounts and kinds of food. As we all know, the key driving to eating behavior is hunger. However, what really affects our choice in what to eat is determined by many different determinants in which physiological and nutritional needs are the main. Like in Figure 6, some other factors that influence people's food choice can be: Biological determinants like appetite, taste and hunger; economic determinants like income, availability and cost; physical determinants like education, skills, access and time; social determinants like family and culture; psychological determinants such as stress, mood; beliefs, knowledge or attitudes about food. (Bellise 2006.)

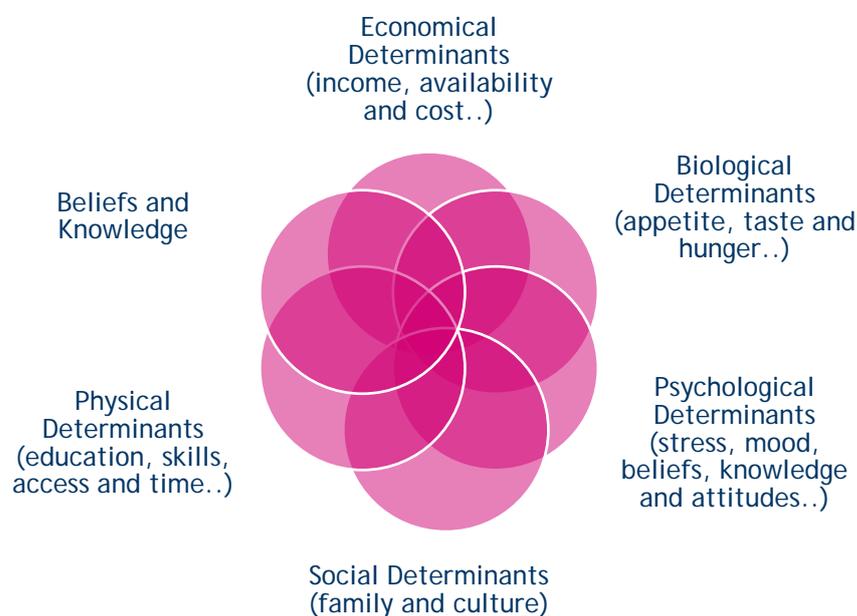


Figure 6: Determinants affecting one's diet.

Some other factors that influence people's food choice can be: Biological determinants like appetite, taste and hunger; economic determinants like income, availability and cost; physical determinants like education, skills, access and time; social determinants like family and culture; psychological determinants such as stress, mood; beliefs, knowledge or attitudes about food. In the limited length of this thesis, we will use qualitative research methods, in specific observation research method and deep interview method to study about the Finnish customers' eating behavior in general and in Japanese cuisine. From here, a conclusion can be made on how an ideal Japanese restaurant should be opened in Helsinki Metropolitan Area. (Bellisle 2006.)

### 3.1 Psychological and Biological Factors Affecting Customers' Food Choice

Population food choice can also vary according to the age and somewhere to the group of a certain location. Therefore, there are still many factors need to be considered in order to understand thoroughly the world population eating habits. However, in this short report, the authors choose only to mention the main figures which apply to all kinds of people no matter where they are, who they are. Before mentioning other factors, one main factor should be taken into account is the human physiological needs provide the basic determinants of food choice. The instinct needs of energy and nutrients will lead human to the feeling of hunger and satiety (satisfaction of appetite, state of no hunger). (Dovey 2010, 76.)

Human central nervous system will involve in controlling the balance of these two feelings due to the intake of food to human body. Three macro-nutrients are carbohydrates, proteins and fats in which fat has the least satiating power, carbohydrates have an averaged effect while protein makes human body feeling full and satisfied the most. This fact can help people to explain why products contain high sugar or meat are more popular in consumption than other kinds. Also, because of the satisfying feeling protein and carbohydrates bring to the eaters, some people are not aware of the appropriate amount of food they should take but just take as much as they can to maintain the good feeling. (Bellisle 2006.)



Figure 7: Example of workplace stresses cause changes in daily food choice.

Stress in Figure 7 is a common issue in modern life and can modify human's behavior such as smoking or eating. The impact of stress of food choice is various up to different type of stress and the person himself. Some people eat more, and some people eat less during their stress. In general, sweet food is usually the first choice for those who suffer depression because the high sugar makes them happier and satisfied. Work stress is one of the most popular stress adulthood experience. If the work stress happens frequently, it could lead to a change in eating habits that possibly cause overweight problem. (Bellisle 2006.)

Nowadays, it is shown that food influences human's mood and that mood is strongly influenced over our choice of food. The relationship between food - wanting to enjoy it is mainly the reason leads to weight gain issue. Women even feel guilty of not eating the food they love. Moreover, the self-restrict of not eating a certain kind of food makes the desire of eating that food even higher, leading to what are usually called food cravings. Women are more commonly experience food cravings than men. In conclusion, mood and stress can influence food choice behavior and possibly short- and long-term responses to dietary intervention. (Dovey 2010, 80.)

The second factor in biological determinants of food choice is palatability. Palatability is defined as the pleasure when someone experiences eating a particular food. Palatability depends on the sensory properties of food such as taste, smell, texture and appearance. High-fat and sweet foods have an undeniable sensory appeal. This explains why people keep buying candies, cakes and sweets even it is not healthy for them. There have been several studies about palatability. They clearly show that when palatability increases the intake of food increases. The last but not least factor is taste. Taste has been known as a major influence on eating behavior. It is described as a sum of all sensory stimulation produced during eating a food. Taste includes the taste of food itself and also smell, appearance and texture of food. There are five basic tastes: sweet, sour, bitter, salty and umami. Since birth, human being has already decided to like sweetness and dislike bitterness as our traits. (Bellisle 2006.)

### 3.2 Physical and Social Factors Affecting Customers' Food Choice

There is no need a study to understand that the cost of food is the primary reason for people's food choice. A person's income and socio-economic status affect his eating habits. Low-income groups have a higher tendency to consume unhealthy food by purchasing more carbohydrates and less vegetables. However, this status cannot apply to everyone. In tropical countries, vegetables and fruits are more popular and diverse. Therefore, low-income people usually choose vegetables and fruits to buy instead of meat. On the other hand, having a better income does not automatically equate to a better-quality diet because there is a wider range of foods the high-income person can purchase. This situation leads to an overconsumption. (Warde 2000, 46.)

The accessibility to food stores is also another important physical factor contributing to food choice. People have tendency to visit food supplies nearby in order to save time and energy. Therefore, the food intake is limited within a certain radius counting from home or workplace. Education might also a determinant for human food choice. However, this opinion might be just a tiny impact because the level of education doesn't decide the knowledge of someone about nutrition. And even when a person having understood about food science, it does not mean the person will choose only healthy food to eat. (Bellisle 2006.)

What people eat is decided partly by social and cultural factors. Studies show that food and nutrient intakes differ from social classes. For example, physical working class has tendency to take more protein and carbohydrates because it gives them the full feeling and energy, it is also cheaper than fruits, vegetable or meat. The cultural influences also affect to the habitual consumption of certain kinds of food and how to prepare it. The most popular example is getting rid of meat or milk from the daily diet. However, the cultural influences can be changed if the person move to a new country where the local culture of food is different from what he or she experienced before. (Dovey 2010, 53-54.)

Social influences in food intake means the impact of one or more than one person have on the eating habit of others, either direct or indirect. Studies show even when a person eats alone, his food choice is affected by social factors because it is a reflection of his interaction with society. For example, a student become vegetarian after receiving a lot of positive information from her classmates. The fact that her classmates are vegetarian urges her to be the same like them. Till the end, it is still a personal choice whether to follow the social trend or not, but if the social support toward a person is positive, that could be very beneficial to that person. (Dovey 2010, 55.)

#### 4 Service Design and Process

A thorough understanding about Japanese food culture and Finnish customers eating behaviour will be the conclusion for this thesis's theoretical part. The authors are moving to the last but most important part of this research is to apply service design study into practice. The outcome is expected to successfully design a Japanese restaurant which has all materials to satisfy customers in Helsinki Metropolitan area. When it comes to service design, there are many different definitions about it as well as different methods and tools used in each process. Readers would find several definitions of service design in the following part Theory of Service Design and Service Design Methods. In addition to service design explanations, the authors will discuss about the process of designing a service. There are many different styles to follow, however, in this thesis, the authors chose Four Steps model of service innovation process by Ojasalo et al. Therefore, the knowledge used in this thesis is trustworthy scientific and up-to-date.

#### 4.1 Theory of Service Design and Service Design Methods

According to Steven J Slater, writer of *Be Relevant: A Practical User's Guide to Service Design*, Service design is defined as a practice for organizing people, process, and technology for a successful service. Service Design will dramatically improve the productivity and quality of services. Service Design is the activity of planning and organizing people, infrastructure, communication and material components of a service to improve its quality and the interaction between service provider and customers. A successful service is described as a reliable and repeated service creates unique, individual, positive experiences for customers. (Slater 2017, 28-29,)

In some documents, readers could find writers combine the role of tools and methods. However, Slater intentionally separate the concept of tools and methods. Tools are concrete models while methods are particular procedures. Tools represent "what" service designers use, while methods describe "how" they create and work with certain tools. Tools (concrete models) can be journey maps, spreadsheets, storyboard templates. Methods (procedures) can be research methods, prototyping methods. Below are five basic service design tools, each of them has its own usage and own purpose. (Slater 2017, 31-35,)

Service Design Tools	Usage	Benefit - Purpose
Personas	Identify and refine targets by those you desire to influence-group based upon common factors, primarily who share like-mindedness	Understand target audience needs, motivations, goals, aspirations
Journey Maps	Determine messages, communication channels	How and what to communicate to desired target audience
Demand Models	Guide users along a desired path to a decision	Know and recognize how to influence a decision
Service Blueprint	Visualize the service system and service operation	For building, repairing, monitoring and improving
Touchpoints	Manage the communications operation planned with input from	Two-way communications- push desired messages, effectively use all-

	personas, journey maps, demand models, and service blueprint.	any communications channels, and solicit feedback
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Table 1: Five Basic Service Design Tools by Slater, S. 2017. *Be relevant: A practical guide to service design.*

Five tools from Table 1 are few popular methods used in not only service design but also other academic study such as: Research is usually one of the first activities companies involve in order to understand their customers' motivations and behavior. Research method enables companies to empathize and understand customers' practices and routines. It also helps companies to immerse themselves into an unfamiliar market or to look into a certain issue from different aspects. Another one is prototyping. This method is used to explore, evaluate, and communicate how people might behave in or experience a future service situation. Prototyping helps companies to quickly identify aspects of a new service concept to find solutions. (Slater 2017, 31 - 35.)

Like products, services also aim to satisfy customer needs and bring revenue to service providers. Services that meet the needs of customers will help increase revenue and make businesses grow. In contrast, poor service, not favored by customers, will lead to bad business results and affect the development and survival of the business. Therefore, considering and selecting elements of the service such as: providing what services, how to provide them, how the process works, what are the benefits for customers, benefits What is for businesses or for customers to receive services is a key factor for success. Just choosing the wrong one or a few factors can also cause businesses to spend money without bringing the desired effect. That's why businesses need to consider "designing services" before offering services to customers. In the world, research on Service Design is often classified as Service Engineering. (Stickdorn 2018, 24 - 30.)

To design a new service or to improve an existing service, businesses can refer to the following 4-step service innovation process: Map and Understand, Forecast and Ideate, Model and Evaluate, Conceptualize and Influence. You can find a summary of four steps from Figure 8 bellow. At the first stage, the enterprise surveys the entire situation and proposes to answer for these questions What, Who, Why. The service zoning will do, the service, the model profit. To get more initiatives for this step, businesses can refer to "How does brainstorming organization work to collect ideas for service improvement?". Step two Forecast and Ideate is based on the model and the target customer, the enterprise examines the requirements of the service: Features to be included, the personnel to use, time of activities. These requirements can be outlined on the basis of surveying customers' needs, wishes through interviews and observations. (Ojasalo 2015, 202)

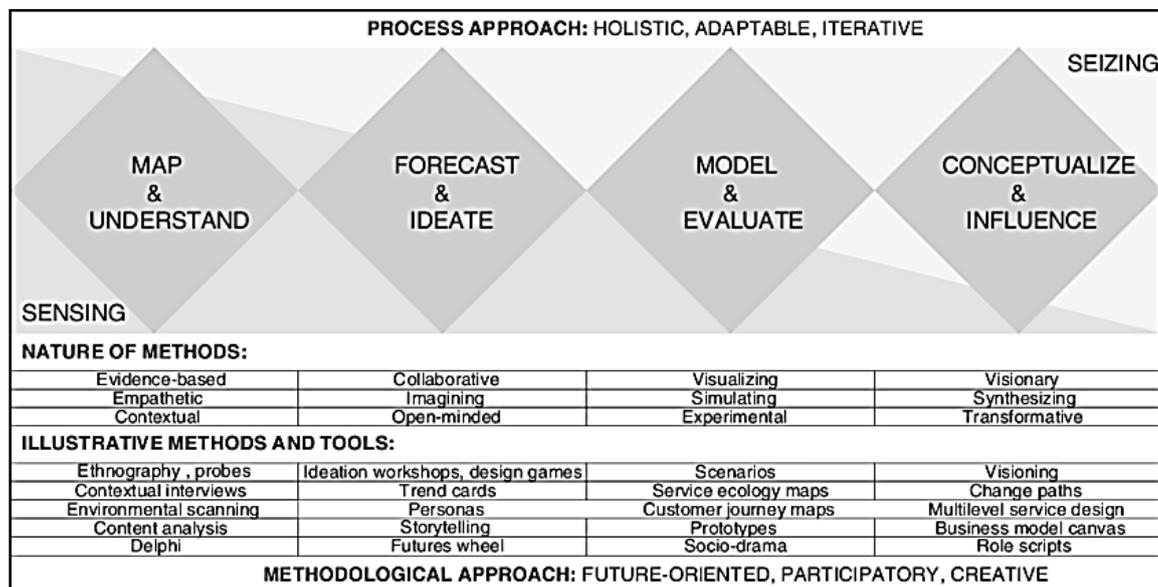


Figure 8: Four step model of service innovation process by Ojasalo et al. (2015, 202)

Next step Model & Evaluate is based on the requirements for the service outlined in the previous step, the business proceeds to propose service models that can meet the requirements. Each service model is understood as a set of service "parameters" (what activities, how long, who the personnel are, when to deploy...). Enterprises conduct comparisons and evaluations to eliminate bad models and complete them into the best models. Last step Conceptualize & Influence is about testing by deploying a demo service with a group of hypothetical customers. This test helps to detect the unreasonable points of service, receiving customer feedback, thereby helping businesses edit and optimize services. After several times of testing and editing, the service was able to be deployed. Enterprises store the parameters of the service model into records and workflows. The design process is complete. The above 4-step process helps build a business service that puts customers in the center and ongoing testing helps the service to be designed with a higher success. (Ojasalo et al. 2015, 202)

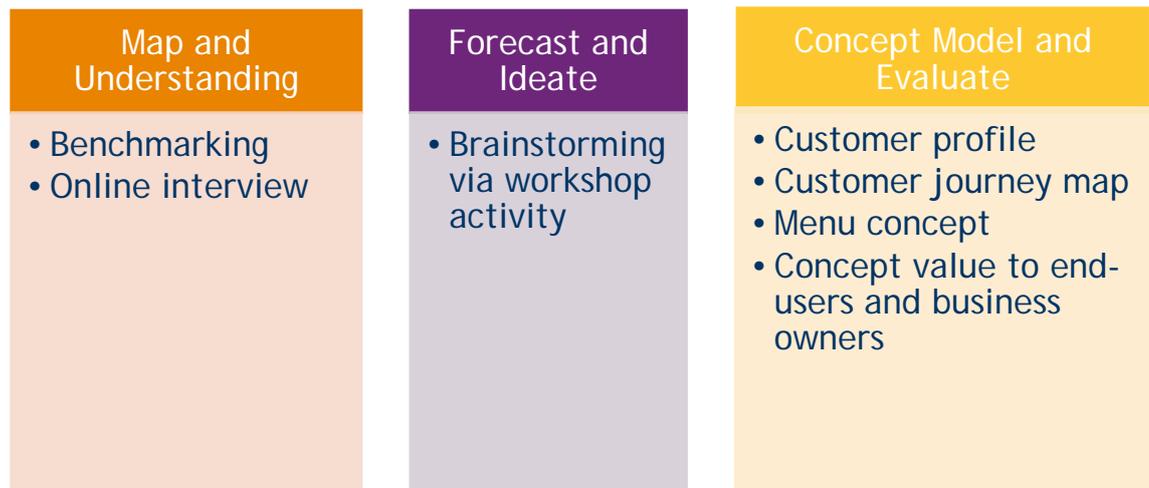


Figure 9: Service innovation process using in this thesis based on Ojasalo's research

Figure 9 illustrates service innovation process to research and develop service design for X Ravintola concept. At the first step Map and Understanding, online interview and benchmarking using observation method are chosen to initiate market research and to have a deeper understanding about customers' need. In the next step, Forecast and Ideate, the authors conducted a brainstorm to gather ideas and information for building restaurant concept. Following is Concept Model and Evaluate, third step consists of creating Customer Profile, Customer Journey Map and Menu Concept. Finally, Concept Evaluate represents X Ravintola's value to end-user and business owners, which can be explained as what restaurant value bring to customers and restaurant owners or stakeholders.

#### 4.2 Map and Understand

According to Ojasalo et al., phase 1 in service innovation process, Map and Understand is a method of foresight help to gain a holistic and systemic view on insights of different viewpoints. In addition, it is a process of monitoring and scanning the environment that are essential in sensing changes in the society, economy and technologies, and anticipating their future developments. The method of service design bring empathy to allow deep understanding of customers' and other stakeholders' perspectives. When it comes to foresight and service design methods that can be used in understanding customers' needs, service designer can use ethnography, contextual interviews, environment scanning, content analysis and Delphi method. (Ojasalo et al. 203.)

The methods used in this thesis are benchmarking by Environment Scanning and Content Analysis, online interview methods by Contextual interviews and Ethnography. These methods are in specific to study about Japanese restaurant potential customers, in this case are Finnish customers living in Helsinki Metropolitan Area. Customer insights can create the most empathic

effect when exploited into actions that are often knowledge based on human values. These are values associated with people, regardless of race or religion, belief. However, these basics are sometimes forgotten in everyday business activities. Via our deep study, we would like to archive the best knowledge about our customers and to answer questions: Who they are? What they want? Why they want it? And How do we provide it?

Knowing the service object will help businesses refine the parameters and features of the service better. And Why question is to clarify why customers will use this service, what benefit is it for them and why should businesses deploy this service. The last question How is the most difficult question: How to deploy the service: What activities do the services, when each activity takes place, where, how long, who is in charge, what to use, related to Which partners and those who serve. This How question can be answered through the service design process below.

#### 4.2.1 Online interview: Theory and Process

Interview term (Interview) has been widely used in life and in scientific research. According to understanding, interview is the interaction between the subject (the interviewer) and object (interviewee, respondent). However, simulator problems in anthropological research are different from interviews in good newspapers interviews between doctors and patients. It is not pure mere questions and answers, where the interview content needs to be standardized. Previously, interviews must comply with the research objectives, according to the object was recorded in the research program. Researchers need to be prepared thoroughly on skills and expertise, taking notes. It is also necessary to implement the system according to the pre-prepared program. (Fontana 2007, 19 - 28.)

In scientific research, based on the level of preparation as well as characteristics of the information obtained by which the interview method is divided into different types: online interviews, semi standard interviews (semi-structured), standard interviews (structures); Face-to-face interviews and telephone interview. So, we see, interview in scientific research has many different forms. In online interviews are the type of interviews that apply only in cases researchers have more or less identified preliminary research problems and information to be collected for the topic. Objectives of online interviews not to understand in a representative way, to generalize, but to understand deep, thorough understanding of a certain problem. So, in online interviews, people completely free interview in how to lead the interview as well in how to set up the sequence of questions, even how to put sentences ask to gather the desired information. (Fontana 2007, 19 - 28.)

Online interviews often apply to research on causes of an action or series of actions associated with schools in specific case. Thus, before conducting the interview, the determination of possible interview subject is extremely important. They must be the case typical, representative and ensure the information they provide completely served for research by researchers. More

precisely, they must be people who are very much involved in research objectives and guarantees Information obtained from these customers can be satisfied research questions that the researcher poses. Therefore, the body determines the criteria for case studies plays a very important role. Determining task, the case study criteria is not right from the beginning. Determining the research problem was able to visualize and design correctly but is the result of learning about the subject and after a process fill out the fact. (Fontana 2007, 19 - 28.)

The type of interview method used in this research is online interview. Interviewees received a survey link to a webpage where they can process their responses. Questions were given to sixty-nine interviewees from the age of 19 to 65, from low income to high income and different career backgrounds. In order to analyze information in a better and more systematic way, responses are divided into two sections, each section contains three customer groups. Results from the interview can be found in Appendix 1 and 2.

Interviewees are sorted to three groups respectively low-income, average income, high income. To help the audience to understand better about the results of this research, the authors will perform these outcomes by drawing graphs. Each pie graph is one group of interviewees. The graph presents percentage of for main determinants: economic, biological, psychological and social affect to that group of interviewees in their choice for food. From the graphs, readers can find a summary about what respondents decided.

#### 4.2.2 Online interview Results about Customers Eating Habits

After having an understanding about the determinants on human's food choice and Japanese food culture, it is now time to find out what affects to the eating habit as well as the favourites of potential customers living in Metropolitan Helsinki Area. An online interview named 'Customer Food Choice' is organized in November 2018 to figure out what really decides Finnish customers' choice of food. There are eighteen questions in the interview arranged due to four main aspects of eating habit including economic, biological, social and psychological (Figure 10). Questions were given to sixty-nine interviewees from the age of eighteen to sixty-five, from low income to high income. In order to analyse information in a better and more systematic way, interviewees were divided into two sections, : Age and Income; each section contains three groups. Section Age contains Group Age 18-28 (n=28), Group Age 29-45 (n=20), Group Age 46-65 (n=21). Section Income includes Group Low Income (n=28), Group Average Income (n=20), Group High Income (n=21).

	Interview Questions
Questions Group A (Economical Aspect)	1. What is your budget for food per month? In which, how much is for groceries shopping and for eating out?
	2. How many times per week do you eat at restaurants?  Are these restaurants nearby or far from your location?
	3. If you cook your own food, how much time do you usually spend?
Questions Group B (Social Aspect)	4. What is your favourite food? Explain why.
	5. Do you have any special diet?
	6. If yes, what is it?
	7. Do you have any religion?
	8. Is there any limitation in food consumption based on your religion?
	9. Have you ever followed any eating trends? Eg: low-carb, detox, eat-clean, vegan...
	10. Have you ever tried making your parents' food?
Questions Group C (Biological Aspect)	11. When you are hungry, what kind of food you would like to eat the most?
	12. Amongst 6 listed tastes, which taste do you prefer: sweet, sour, bitter, salty, spicy hot, umami?
	13. Do you prefer warm dish or cold dish? (Scale from 0 to 10)
	14. How does the food's appearance affect your decision of choice?
Questions Group D (Psychological Aspect)	15. Measure your stress level at work?

	16. When feeling stressed out, do you eat more or less? What would you eat to release your stress?
	17. Describe an ideal dinner which is most enjoyable for yourself?
	18. How many times per day do you eat snacks?

Figure 10: Interview Questions List

In the Group Low Income shown in Figure 11 (n=28), interviewees are mostly young and students or physical workers. Looking at the pie, you can easily see that the economic aspects take place fifty percent in their decision making. The reason is that they are not making limited amount of money. This reason affects to their choice of food when doing groceries shopping (approximately 200€ -350€/month): less vegetables, less fish & meat, more carbon hydrates such as potato, pasta, rice... The income situation also limits them from eating out (once/month) because they usually live in areas far away from city center.

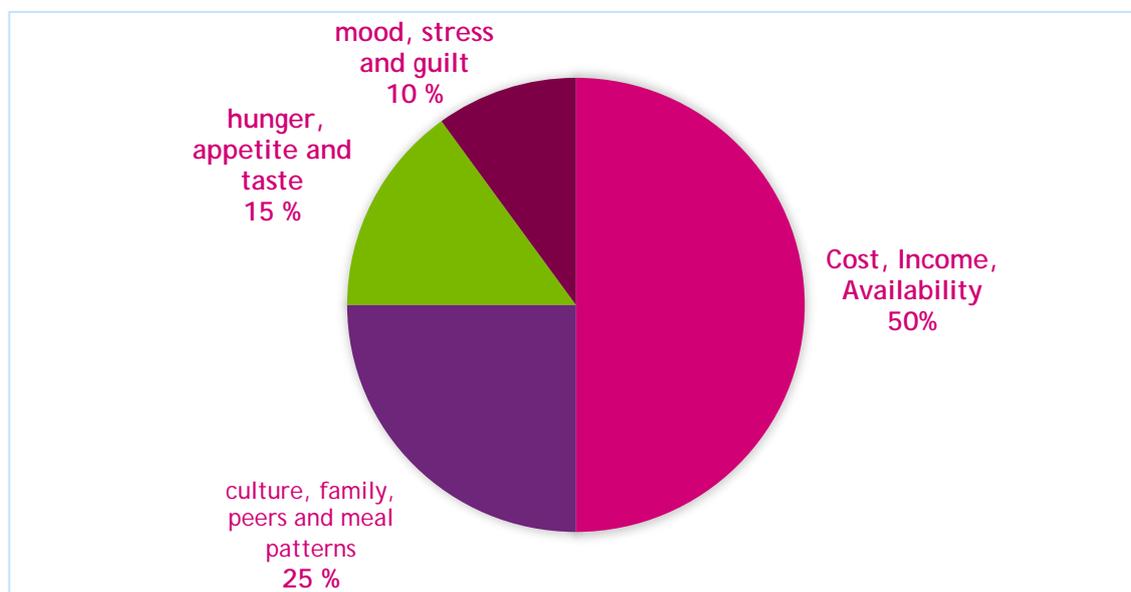


Figure 11: Determinants of Food Choice in Low-Income Customers (n= 28)

The availability of food choice therefore gets narrower. Another aspect that gets influential is the biological determinants. The fact is everyone likes to eat good food, but if their range of food choice is not so various, there will be a limitation in the taste, appearance of their food. Over eighty percent of interviewees in this group state that they don't care so much for food's appetite and appearance. As long as the food makes them feel full, they are satisfied.

In the group of middle-income in Figure 12, interviewees are mostly people who graduated from school, having a stable job. The range of age is wide from twenty-five to sixty-five years old, they can be married or unmarried. Therefore, this is the biggest group of interviewees, readers can find them easier than other group of customers. As seen from the pie graph, all four factors have an equal affection to this group's eating habit. They make an average amount of money that could help them to have comfortable food choices. From there, they start paying more attention to other figures which decide their eating style such as: eating out, diet trends, food taste and appearance.

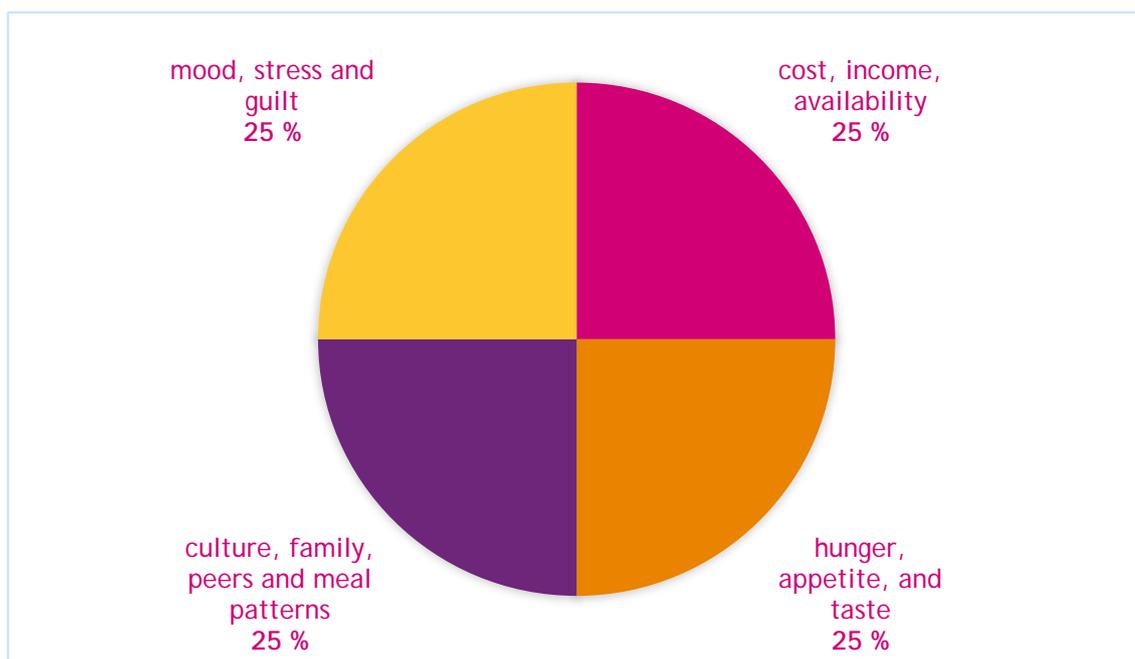


Figure 12: Determinants of Food Choice in Middle-Income Customers (n=20)

Since this group are people having a proper job, the stress at work is also taken into account and be more serious. This is the reason why the psychological determinants stand at twenty-five percent. Through the interview research, people in this group are willing to pay 400€ for groceries shopping and 100€ for eating out. The food taste and food appearance importance are measured at the rate 6/10. Middle-income group also care more about special diets and eating trends than low-income group.

There are not so many interviewees in this group of high-income people, but almost all of them having similar answers for all the questions. As seen in Figure 13, for this group of customers, the cost of food is not an issue to them, and the availability is an advantage because they usually live near city center or having cars to drive anywhere easily. Because of this reason, high-income people have a lot more choices of food than other groups. It leads to a fact that there are more determinants that affect their mindset of eating.

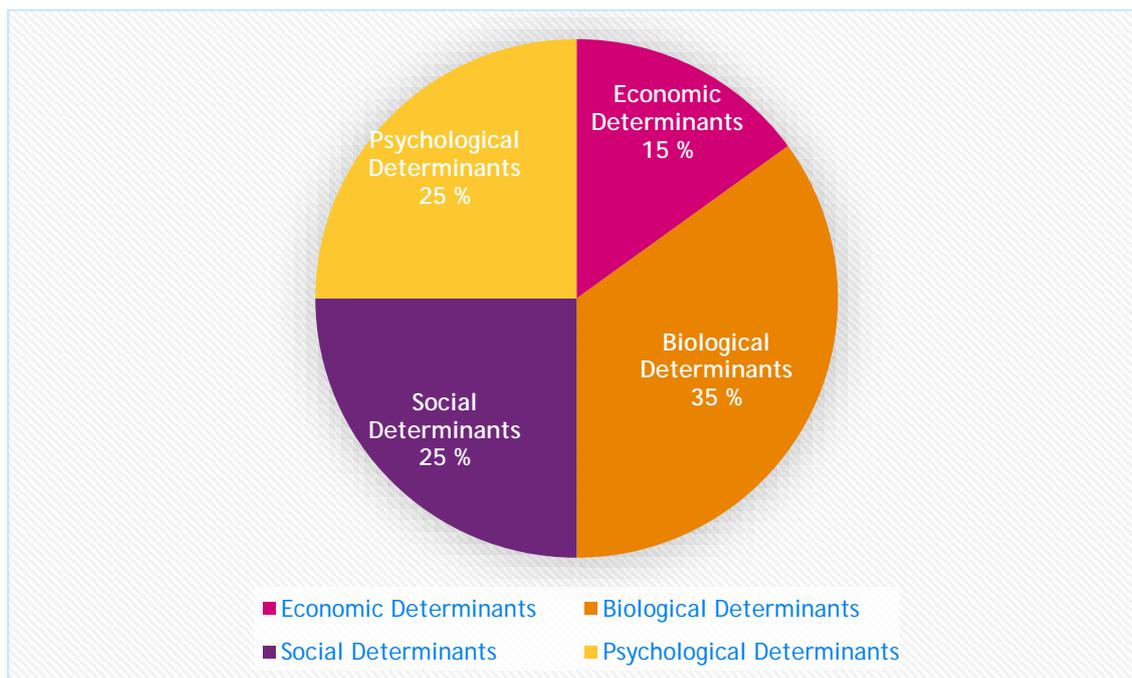


Figure 13: Determinants of Food Choice in High Income Customers (n=21)

The biological determinants in Figure 13 take a big part of this cake since the appetite, the taste and the food outlook are very important for high-income customers. They don't simply eat the food but enjoy it, their expectation therefore will also be higher. Just like middle-income people, people from this group also have the same affection from two determinants social and psychological.

Besides processing data due to income sector, the authors would like to analyze information in another aspect 'Aging' in order to achieve a thorough understand about the customers and their choice of food. Interviewees will be sorted into three groups. The first group which shown in Figure 14 is from age of eighteen to twenty-eight. These are group of young adults who are in good condition of health and still in the need of exploring the world.

The second group in Figure 15 is from age of twenty-nine to forty-five, these are in a good condition of health but spending more time and efforts to maintain it. Customers from this middle age group enjoy exploring world but at the same time setting certain limitations for it. Figure 16 represents the third group of customers aged forty-six to sixty-five. People in this third group spend considerable amount of time in order to maintain their well-beings. Therefore, the food they take into their body is very important to them.

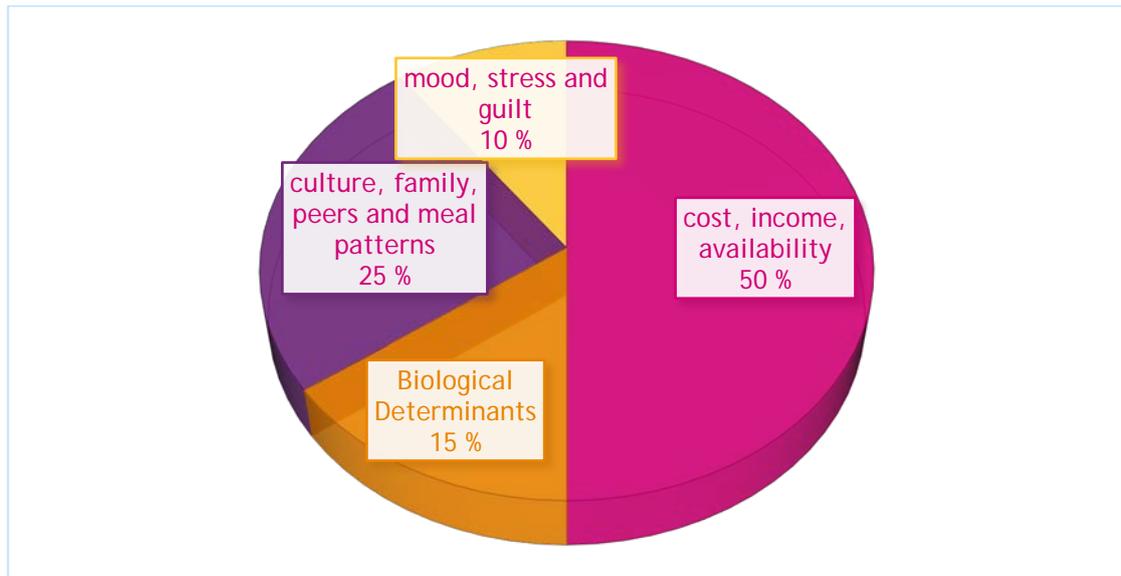


Figure 14: Determinants of Food Choice at The Age of Eighteen to Twenty-Eight (n=28)

In Figure 14, the characteristics of this young adult group is very similar to the group of low-income customers (Figure 11). The reason is because the age of eighteen to twenty-eight is still the age of going to upper school in Finland. Therefore, most of interviewees who are students are also considered as low-income customers. At these ages, the cost of food is still measured as the main reason for customers' food choice. However, as we discussed about it before, let's now take a look to other aspects.

Social determinants take a big part in four factors. It is because these are very young people, they have the need to experience and explore the world. They would like to travel to new places, receive new culture of food, religion, art... and food is a significant part of it. Young adults under twenty-eight care much about the taste of food, they would also like to try new tastes such as spicy taste and umami taste (which is not familiar in Finnish cuisine). Food appearance is also important to them, but they have a limitation in experiencing this factor because of the income control.

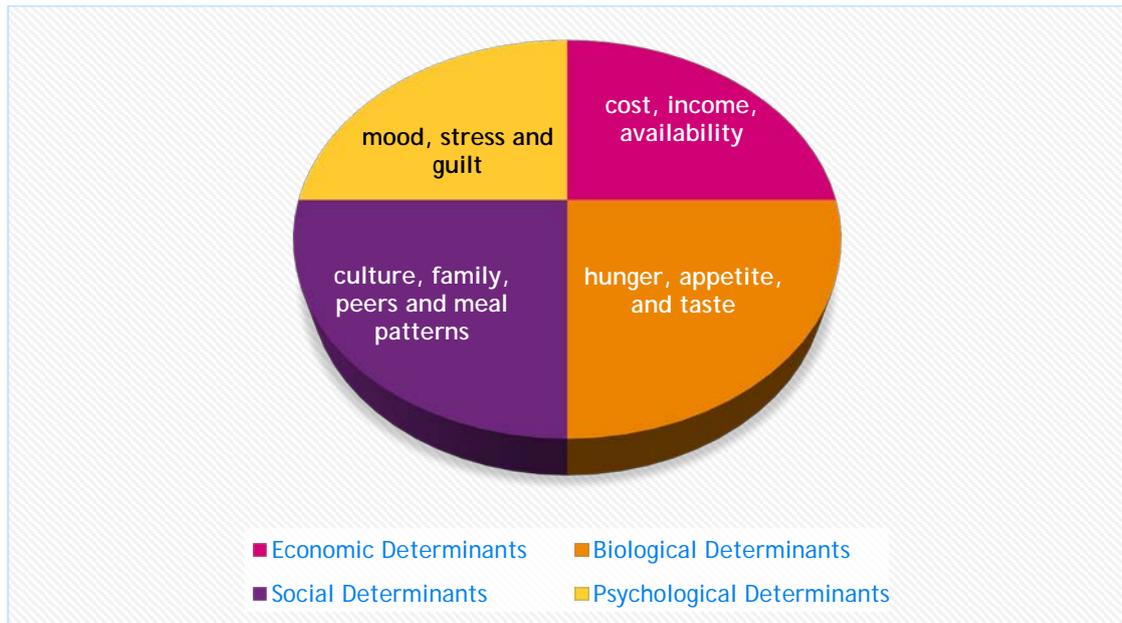


Figure 15: Determinants of Food Choice at The Age of Twenty-Nine to Forty-Five (n=20)

From Figure 15, readers can see that at the age of twenty-nine to forty-five, people have a better income, which explains why they invest more into a healthier life style such as sporting, food and social. People at this age are able to pay more money for their food, it means they will get to eat healthier food like vegetables. At the middle age, people have more open social life, they have friends, colleagues, and other acquaintance relationship.

This is when their mindset of food tends to change the most (in a positive way). They use knowledge and financial potential to support their own idea of eating. The interview research shows that those who follow special diets such as low-carb, vegan, vegetarian, eating-clean are mostly from the group. At this stage of life, people take care of their health by eating healthy food but still enjoy experiencing new kinds of food.

Figure 16 shows determinants of Food Choice of people from group Aged 46 to 65. When people get older, they don't need to receive a big amount of food to their body. They don't usually feel hungry that much anymore. What they care the most at this age is if the food they eat is healthy and good for their well-being. Biological determinants take such a big place in this group of customers. The interview results indicate that people at these ages don't spend so much money for food, they spend a very small amount of money for groceries shopping and tiny amount of money for eating out. People in this group especially care for the quality of food, ecological and organic food is their priority and genetically modified food is what they would like to avoid the most.

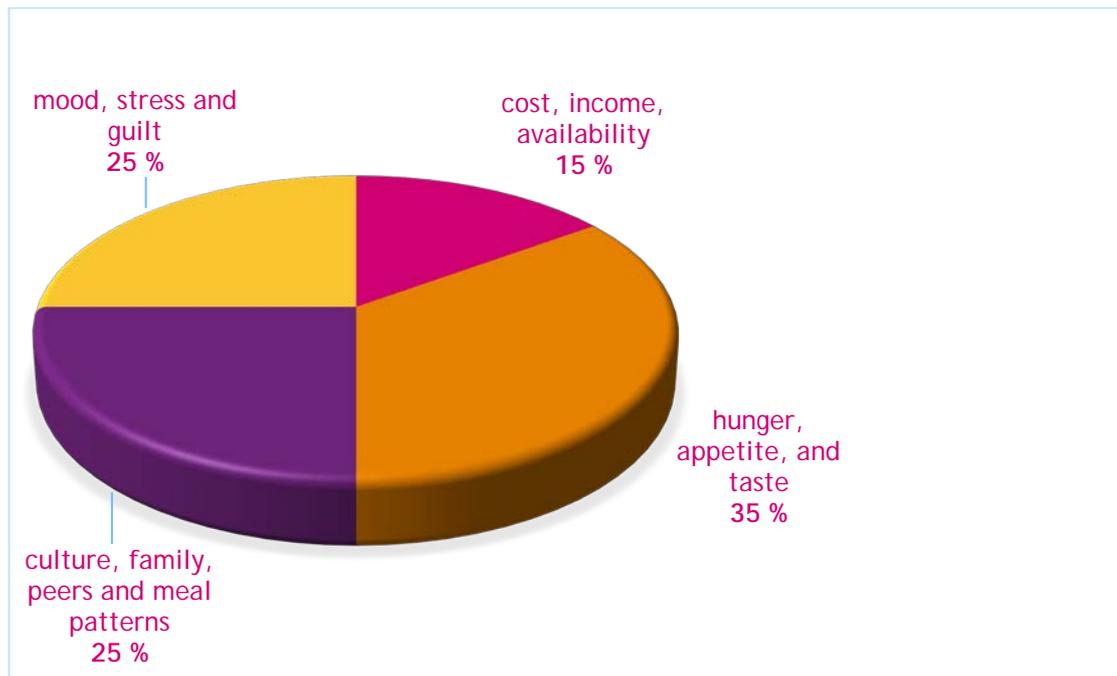


Figure 16: Determinants of Food Choice at The Age of Forty-Six to Sixty-Five (n=21)

Social determinants also affect to their food choice but in a different way. They don't want to experience new cuisine anymore but enjoy more traditional food from Finland or from their family. There are two types of people who suffer stress in life, it depends on being before or after retirement. However, being retired doesn't mean they can get away from stress. Loneliness is the main negative feeling that people at elder ages suffer, that could affect to their eating habit.

The world is changing day by day, today is different from today and tomorrow is far different from today. If living is an unstoppable wheel, what we need to do is to draw a nice appropriate road for it. Understanding about the human needs will help us to understand about their behaviors and wishes. From there, we have materials and criteria to improve life quality. Applying to the food industry, the result of this research is precious because it tells us what determinants decide the Finnish customers' food choice. Hence, interviewer can use the knowledge to serve further purposes. The two authors would like to use this useful information to design a new food service that meet potential customers' need.

By knowing customers' budget for one meal, the service designer can set an acceptable price that is not only profitable to owner but also to customers. Knowing customer's expectation for food taste and appearance, service designer can design a menu that is attractive and delicious. For other companies and organizations, having knowledge about customers eating habits could help them to improve their service or innovate their production. On top of all those suggestions, the authors think the biggest mission for those who work in the food industry is to educate their

customers: instructing them to eat more healthy food, leading them to a life style in which they can benefit themselves and also the planet.

#### 4.2.3 Benchmarking Using Observation Research Method

Benchmarking is an administrative technique to improve business operations. This technique is used to compare the performance between different organizations but works in similar areas or between departments within the same organization. Benchmarking is a continuous method used to evaluate and improve products, services and habits to achieve a leading position in the industry. This method is also defined as a method of finding the best practices in practice that helps businesses perform better in the industry. Unlike previous competitive analysis methods that focus on a particular industry and determine the industry's "benchmark", benchmarking can compare similar business methods without looking at the product. Different output or difficult to calculate output. (Niva 2011, 10- 11.)

Organizations that use successful benchmarking methods state that the method will benefit at least ten times the cost. Benchmarking can be used to help organizations determine which processes need to be completed - that is, we must set goals to achieve optimal levels. This method can also help to build goals - what is the gap between the current business process in your organization and the optimal operating practices compared to other organizations? It can also help when used in conjunction with a number of ways to improve operational situations such as business analysis and business process redesign. (Niva 2011, 19- 20.)

Observation is a method of perceived purpose, planning an event, phenomenon, process (or human gesture) in different natural circumstances to collect data and events specifically for the course of the event, that phenomenon. Observation is the basic way to perceive things. Observe using one of two cases: discovering research problems such as hypothesis. Observation gives the researcher specific, intuitive touches, but has great scientific significance, giving real values to science. The observation method provides information about the concept, attitude, value and self-narration behaviour of the object. Observation methods provide information about real behaviour that allows a better understanding of studied behaviour. People can directly observe real behaviours or can observe signs of behaviour. Sometimes it is only possible to observe indirectly signs of behaviour. (Daston 2011, 277- 285)

There are several types of observations, however, most three popular ones are: According to the sign of the relationship between the researcher and the research object, there can be different types of observations: direct, indirect, public, discreet, participant, non-participating. According to the signs of space and time, there are types of observations: continuous, intermittent, according to the topic of synthesis and subject matter. According to the purpose such as observe aspects, comprehensive, observation with layout, observe detection, testing...

Another type is to up to the purpose of information processing is observing description, analysing observations. (Daston 2011, 286 - 311)

One of the most important point of observation is to clearly identify the targeted object. Observations must be made in the natural conditions of the activity: the observer does not know that he is being observed, the observer should not interfere with the natural activity and change the behaviour of the object, observers must participate in the activities themselves together with the observed people to ensure the nature of the phenomenon, the research process assist. The second point to notice is to identify the purpose and tasks of the observation, from which the observation plan must be developed throughout the study process and the program of each observation session. The important thing is to determine the overall observation or selection, from which to record everything that the eye sees on the ear or something. Without programs and plans, the collected documents are difficult to trust, not to exclude random factors. (Daston 2011, 312 - 328.)

#### 4.2.4 Benchmarking Process and Results

After having some certain understanding about benchmarking and observation. The two authors decided to apply benchmarking technique by using observation method to benchmark a Japanese restaurant in Helsinki area. So far, the image of a designed Japanese restaurant will be stick to the conclusion made from Finnish Customers Eating Habits Interview, which means the targeted restaurant to be benchmarked has to meet essential criteria: economical determinant (good reasonable price), biological determinant (appearing, healthy and hygienic food), social determinant (trendy, cultural and religious suitable) and psychological determinant (food that has ability to comfort). Because of these reasons, a restaurant named EP Helsinki was chosen.



Figure 17: EP Restaurant's Information Board

In this thesis research, the authors consider using observation to determine the process and achievement goals for the restaurant concept. The observation list in this research is a poke bowl restaurant in Helsinki, Finland. The process begins by benchmarking EP restaurant located in Helsinki centre with similar concept to evaluate and create composition for X Ravintola - Japanese theme restaurant.

EP Restaurant is a Japanese Hawaiian style restaurant, located on second floor of Aikatalo, Mikonkatu 10 Helsinki. The main product EP restaurant serves is called Poke Bowl. As seen from Figure 17 with the restaurant's information board, EP follows basic concept and simple design with its signature Hawaiian Poke Bowl .



Figure 18: EP Restaurant's Menu

At lunchtime, customers get one big bowl in the beginning, then they get to choose the base (normally rice and salad), the main toppings (raw fish: salmon or tuna, octopus, shrimp, avocado...) and then dressings which can be seen in Figure 19. The price for lunch is 10.4 euros including the poke bowl, tea coffee and miso soup (Figure 18). For dinner, price will be fluctuating from 12 euros to 15 euros. Figure 19 also shows the restaurant's concept of eating fresh and healthy with variety of ingredients from vegetables to protein like chicken, salmon, tofu, squid.



Figure 19: EP Helsinki restaurant concept (Helsinki Times)

During the benchmarking process, authors use direct and participant observation method in order to observe and test restaurant service and food. Customer journey at EP Restaurant Helsinki is simple and fulfils the need and healthy eating trend in Helsinki Central Area. At lunchtime, customer is freely to custom their own bowl with a bed of rice or salad or both, then comes other veggies and sauce such as teriyaki, soy sauce, wasabi soy sauce, finalize with choosing two protein toppings from fish, squid, tofu or chicken. The pricing starts from ten

euros forty cents which is considered to be a reasonable price for a healthy lunch bowl. Observation method using in this research creates a deeper understanding with local food trends and Finnish eating behaviour.



Figure 20: EP Restaurant's concept and interior design

Figure 20 shows EP Helsinki restaurant salad stand concept and part of customer journey map. From the participation observation, researchers also conclude about restaurant basic and simple interior design. Located near Helsinki Central Railway station, the restaurant is surrounded by plenty of offices around with a big number of customers every lunch time. Fresh and healthy food with reasonable price brings a wide range of customer segment come to have lunch at EP Restaurant Helsinki, from students to office workers, especially people go to the gym near by.

	EP Restaurant Helsinki
Concept	Hawaiian salad bowl
Menu	Lunch: Salad buffet with different veggies and two-main toppings from 8 different proteins, coffee and plant milk  Late lunch and Dinner: Salad Poke Bowl with two protein toppings

Pricing	Lunch: 10,4 euros Late lunch: 12 euros Dinner: from 14 euros
Service	Buffet salad lunch A la carte Late lunch and Dinner
Food trend	Vegan, vegetarian Fresh and healthy
Interior design	Simple and basic restaurant design

Table 2: Benchmarking EP Helsinki Restaurant

Table 2 represents results from benchmarking process EP Helsinki Restaurant. Based on the information gathered from observation chosen restaurant, EP Restaurant mainly focuses on lunch sales with competitive pricing and variety of ingredients. Lunch options are served with abundant vegan and vegetarian ingredients with buffet salad. Besides, there is drink table served coffee and plant milk which is only available at lunch time. EP Restaurant's concept is about simple and basic design, together with easy choice and healthy food trend, is a well-known place for office workers around Helsinki central to spend lunch time with colleagues.

#### 4.2.5 Research Activities Conclusion

Due to four main factors of food choice including: economic, biology, society and psychology and information authors collected in the previous study. When it comes to general eating habits, Finnish customers prefer an economical meal. It means they pay a certain amount of money, not too cheap or too expensive, and expect to have a full meal to fulfill their personal needs. A full meal here means the meal should contain all basic nutrients such as: carbohydrates, fat, protein, vitamins, minerals, water... Since the weather in Finland is always cold, Finn people would like to take a bigger portion in order to keep them warm.

Finnish customers and Japanese customers also have similar opinion on how fresh and tasty food should be. For example, they both like fresh fish and vegetable. Finn eat a lot of salmon and other kinds of fish. They like to eat it fresh or smoked, sometimes they use fish to cook soup. Finn also eats a big amount of greens and fruits every day. Since junior high school, children were taught that half of their portion should be salads. One another thing about Finnish eating habit is that they love to have meal together with their friends and colleagues, because while working, they don't usually talk.

About psychological aspects, Finnish customers take care of their well-being and body very well. They try their best to eat only healthy food, say no to red meat and eat more vegetable. A large amount of Finn doesn't eat gluten and lactose. Many of them stopped eating those two because they have allergies, but there are still people who don't eat food contains gluten and lactose to avoid future health issues. These are very important information for us to decide what kind of food can be served at a Japanese restaurant.

#### 4.3 Forecast and Ideate

In the second step of the service design thinking process, designers are ready to start creating ideas because they are now more mature to understand users and their needs at the Understanding stage as well as having analyzed, synthesized observations at the Map stage. With such a strong foundation, service designers can begin to "think outside the box" to identify new solutions for defining the problem they have created and can start looking for alternative ways of looking at the problem. At this Forecast and Ideate step, team work is very important. Every team member has to participate to the process of ideation by using their imagination. The key is to behave in a collaborative, imagining and open-minded way.

There are hundreds of fantasy techniques such as brainstorm, brain write, worst possible idea, and scamper. Brainstorm and Worst Possible Idea are often used as a way to stimulate free thinking and expand the problem space. It is very important to recognize as many ideas or solutions as possible at the beginning of Ideation. Service designers should choose an imagination technique at the final stage in Imagination to help you research and test ideas, thereby finding the best way, either to solve the problem, or to provide the essential elements to avoid that problem. In this thesis, the two authors decided to use Brainstorm as a technique to develop ideas about the the restaurant's menu and service. The following parts is to give readers a clear understanding about brainstorm method, the process of using brainstorm in reality and outcomes.

##### 4.3.1 Brainstorm Technique in Service Design

In general, brainstorm is a method used to develop many creative solutions to a problem. This method works by stating ideas that focus on the problem, from which a lot of basic answers are drawn to it. Besides, in service design thinking, brainstorm is a creative process to find new solutions or ideas through the group's exchange activities. Every member is encouraged to think about it, he goes there and finds out as many ideas as possible, no matter how crazy or less feasible the idea is. The analysis, discussion, criticism or comment is only allowed to be done when this meeting is finished and transferred to the evaluation stage. (Curedale 2013, 16.)

Brainstorm method can be applied to many different fields such as service design, advertising, crisis management, process management and team building. Using brainstorm will help business managers to develop ideas for advertisements and to solve difficulties, to find new solutions,

impact analysis, and evaluate problems. Moreover, Brainstrom can also help to find ways to improve work efficiency and product handling. Using brainstorm method can help team members and managers identify objects, hazards, distributions, work schedules, resources, roles and responsibilities, tips and problems. In team working, brainstorm creates sharing and discussion of ideas while encouraging people in thinking. This method is often more efficient for the team because its base is based on creating as many ideas as possible from multiple perspectives and levels. The large number of participants will help the method to find solutions that are faster or more comprehensive thanks to many different perspectives by different levels and sequences of each person. (Curedale 2013, 18 - 21.)

#### 4.3.2 Ideation Workshop for Restaurant's Menu and Service Design: Process and Results

An Ideation workshop was organized at Laurea University - Leppävaara Campus (Figure 21). Besides two main attendants - two authors, there were four more guests. These guests are also students of Laurea University studying same major Hospitality Management. The fact that there are many members in one brainstorm group will help creating more interesting ideas. Especially, when the target of this brainstorming event is to come up with a new menu and service for the Japanese restaurant. Attendants should think about themselves as business runners but also potential customers in order to give the best ideas for the restaurants.

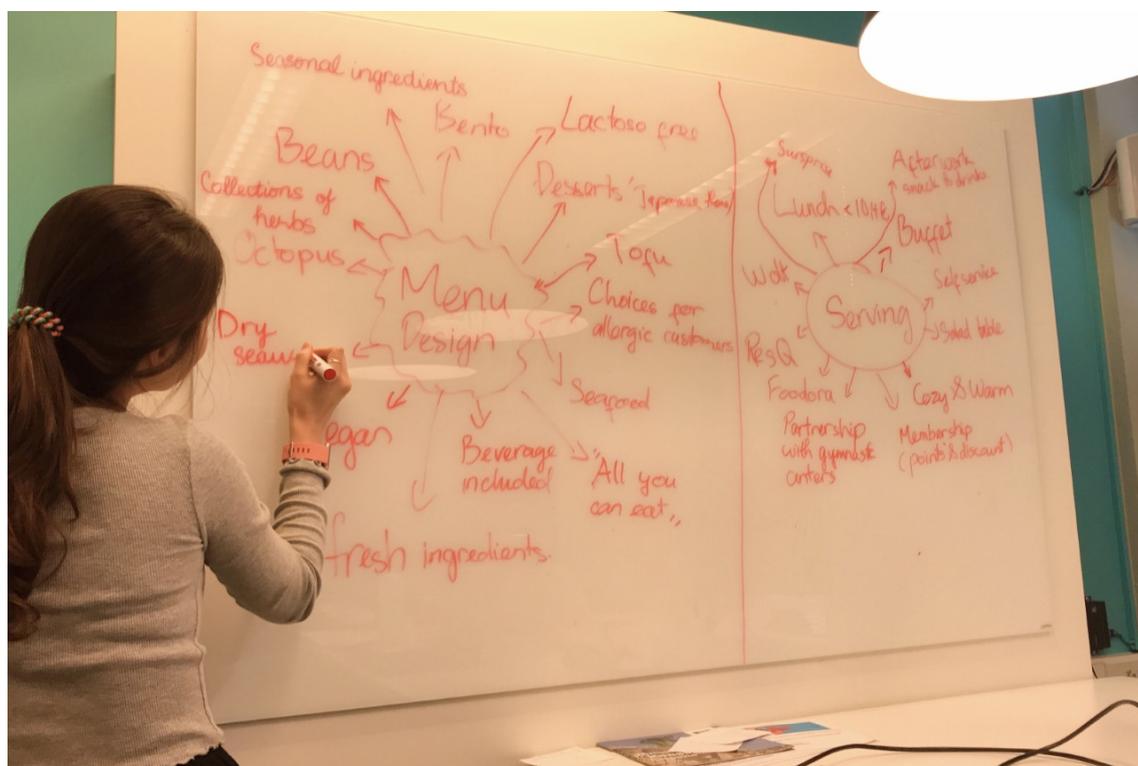


Figure 21: Team Ideation Workshop at Laurea Leppävaara campus

In the group, one person was chosen to be leader and another as secretary to record all ideas into the notebook. The whole group determines the main target 'Coming up with ideas for menu and service of the Japanese restaurant' and opinion of the brainstorm session. The team leader made sure every member fully understands the topic will be explored. Some common rules were created in order to have a successful workshop, such as: the group leader is responsible for controlling the meeting, everyone has the right and obligation to contribute ideas, ideas that are disruptive, and novel are encouraged. More rules are: developing your ideas based on other people's ideas is also encouraged, no member has the right to request or obstruct, evaluate, criticize or add comments, comments, or other members' answers. All team members need to determine that no answer is wrong. All answers, comments, phrases, except those that have been repeated will be collected and recorded (the way of writing can be summarized in one word or one sentence for each idea separately). Ideation Workshop's results about X Ravintola Menu and Serving Method are shown in Figure 22 and 23 below.

ATTENDANT	IDEAS
ATTENDANT 1	The menu should have choices for allergic customers
	There should be octopus and lobster
	There should be dessert
ATTENDANT 2	There should be vegan choice
	Coffee and tea should be included
	Vegetable gyoza
ATTENDANT 3	There should be many different kinds of sea-food
	Choices of beans
	Bento vegetarian
ATTENDANT 4	There should be cooked and also raw vegetables
	Lactose free matcha ice-cream
	Dry seaweed

ATTENDANT 5	Fish should always be fresh
	There should be fried chicken
	Customers can take as much as they want
ATTENDANT 6	There should be more than two kinds of sauce
	Matcha tea
	Miso soup with tofu and seaweed

Figure 22: Menu brainstorming

ATTENDANT	IDEAS
ATTENDANT 1	Should be a buffet restaurant
	The price for lunch shouldn't be higher than €10,40
	The interior design should be cozy and warm
ATTENDANT 2	Having partnership with some gyms nearby in order to provide healthy meals for customers
	Self-service at salad table
ATTENDANT 3	Having membership card to collect points and get discount
	Encouraging customers to take dirty plates and trays back
	Having partnership with Wolt, Foodora and ResQ
ATTENDANT 4	Snack + drink combo for after work hour ( 4:30 - 18:30)
	Customers get free dessert, warm tea or coffee

	There will be a surprise for customers every week ( in theme date)
<b>ATTENDANT 5</b>	Creating eat-clean week lunch when customers pay a certain amount of money and get lunch from the restaurant for 5 times/ week. All the food is made clear to be healthy and nutritious
	Discount for early lunch ( before 11 am)
	Customers get one kind of main topping free if they bring their own food container to get food.
<b>ATTENDANT 6</b>	Customers can bring dogs inside the restaurant
	Japanese music performance on Friday and Saturday night
	Special price for romantic couples

Figure 23: Serving method brainstorming

## 5 Concept Model and Evaluation

In hospitality industry, serving guests are different activities require different management principles and concepts. At a basic level, hospitality organizations offer guests courteous, professional food, drink and lodging service, and such those service quality and service value, are not defined by managers, travel bloggers, auditors or rating organizations. They are completely from customer experiences, which create hospitality companies always be customer-oriented. One unfortunate incident or bad experience fail to meet expectation may influence guest opinion and causing major disappoint. Management team has to ensure every moment has been managed and well-prepared to yield a satisfying and outstanding for the guest. (Ford et al. 2012, 4-5.)

Based on the requirements for the service outlined in the previous step Ideation, the service designers will propose service models that meet the requirements. After the ideation workshop through brainstormed technique, designers select the best ideas of all group members and form a full concept of all. This step might end up with multiple concepts to choose with. Designers conduct comparisons and evaluations to eliminate bad models and complete them into the best

models. However, the service creators should keep focus on the end user problem, feasibility and business potential while creating the concept. Each service model is understood as a set of service parameters.

At this step, the designers are able to answer these specific questions: what is the concept name and who are the customers? How does it work? What is the value for end-users? What is the value for business owner? Giving the service a name is one of the most important task. Ever since the designers cherished this idea about building a new service, it has always been in imagination and uncertain. However, when the service has a name, it will be easier to conceptualize. Through the name, team members can have a clearer image about the project they are working on. The next and most important question is 'How does it work?'. By answering this question, the service will appeal fragrantly. The last step is to give more information and explanation about the value of this new service, whether it has value for both customers and business owners.

#### 5.1 Concept Name 'X-Ravintola' & Customers Profile

After considering carefully, the two authors decided to name the concept 'X-Ravintola'. The reason not to give a specific name is because the authors do not want to enfeeble any business owners in using and developing the service concept. In order to proceed till this step, a research has been conducted by observation and online interview with people from different ages living in Helsinki Metropolitan Area. The questionnaires (Appendix 3) in online interview focus mainly in determinants of daily food choice, how different major factors determine human food choice. Market research's outcome will determine restaurant service design for suitable customer segment, by presenting in Customer Profile PERSONAS.

##### 5.1.1 X-Ravintola Concept

Japanese cuisine will be the concept for building customer profile for X-Ravintola to create a suitable service design for a potential business plan. Restaurant service are designed based on interaction between service provider, service designer for X-Ravintola, and customer's possible demand. Market research by observation and online interview using in this thesis is people studying and working in Helsinki Metropolitan Area from different ages and backgrounds. By using observation and online interview, market research results in vital information about people eating behavior and spending budget for every eat-out meal.

X-Ravintola concept is a buffet and a la carte restaurant which is built from market research with people living in Helsinki metropolitan area. The idea of building this concept is to create an innovative service design which developed a distinctive hospitality practices to become highly effective and profitable. Innovation in business begins with brainstorming and creative idea, then comes the implementation, which is the application of resources to bring the idea into practices by designing restaurant service. Innovation is integral to business in hospitality

field and determined how their companies approach to competitive environment. It has been explained by how innovative business strategy provides direction for the company's evolution. (Enz et al. 2016, 3.)

With X-Ravintola concept, the idea is to build a menu with healthy food trend as well as Japanese inspired local cuisine, create a unique experience for customer and introduce them about Japanese food culture and Conscious Eating habit for a healthy life. X-Ravintola will have buffet salad at lunch with specialties in Japanese taste but also suitable for Finnish customer. In addition, restaurant interior design is a vital element to demonstrate its spirit in Japanese theme.

#### 5.1.2 Customer Profiles PERSONAS

Product or service of a company should meet customer's needs and result in a product or service which is used frequently and recommended heartily. Using questionnaire on Appendix 2 and online interview research method, an interview was conducted in order to create a PERSONA, a fictional customer profile to represent a particular group based on their shared interest. Persona is usually developed from research insight which can be gathered from conducting research, interview, stakeholder maps, shadowing. (Schneider & Stickdorn 2016, 172.)

In this thesis, the authors choose to create Customer Profile PERSONAS to develop process which consists of collate research insights into common interest groupings. PERSONAS are based on results from market research in Helsinki Area. Survey interview respondent backgrounds varies from student, graduates, worker in finance, law, computer science, food industry, restaurant manager and aged from 18 to 65. The online interview results in sixty nine responses with specific answers for every respondent's eating behaviour and food budget. According to the survey responses, Customer Profile will be divided into two groups based on maturity and income. From Customer Profile, service design team can define and engage the different interest groups and understanding customer insight towards the wants and needs of real people. It is fictional profile yet the motivations and reactions are real from actual research insight. (Schneider & Stickdorn 2016,173.)

PERSONAS can provide a wide range of different perspectives, in this case, are people from different aged 18 to 28, 29 to 35 and 46 to 65. There is a similarity between group 29 to 35 and 46 to 65 since they somewhat have a good job with stable income. People from 29 years old likely care more about eating healthy and special diet. In the contrary, people from 18 to 28 are mostly students or recent graduates, who are part-time workers and earn a small amount of money.



### Aleksi Rantanen

Helsinki, Finland

Gender : **Male**

Age: 24

Status: **Single**

Education: **Bachelor degree**

Profession: **Student**

### Bio

- Event management student
- Interested in: games, sports, social activities, music
- Favorite food: Pasta, Asian food
- Passion in innovation and creative thinking
- Wanderlust

### Food culture

Does not have any special diet based on religion

Does not follow any food trend

Prefer cooking at home than eating out

Food budget: 300 euros/ month

Lunch at school or uni Cafe

Figure 24: Part of Customer profile aged 18 to 28

According to results from online interview in Appendix 1 with people studying and working in Finland, they all have interest or know about Asian cuisine like noodles, sushi, rice bowl. In figure 24, people from group 18 to 28 years old are usually spend more time going shopping at supermarket and cooking at home with average time from 30 minutes to 2 hours. Beside, they are not extremely follow any food trend but try to avoid some ingredients, for instance gluten free food. Their shopping budget varies from 80 euros to 200 euros per month, eating out budget around 100 euros per month. Stress at work is not a big matter and does not affect their food consumption.



### Anni Susanna

Helsinki, Finland

Gender : Female

Age: 34

Status: Married

Education: Master degree

Profession: Product Manager

### Bio

- Team manager in product development
- Interested in sports, hiking, update every day news
- Meeting business partner, team discussion leader
- Passion in creating innovative product and exclusive advertisement

### Food culture

Eating healthy and trying vegan 5 days per week

Low-carb food

Lunch with colleague at company or eat out

Food budget: 700 euros/ month

Eat out 3 -4 days/ week

Using food delivery service frequently

Figure 25: Part of Customer Profile aged 29 to 45

On the other hand, in Figure 25, people from 29 years old tends to eat out more and take more caution about healthy food which shows in figure 15 and appendix 1. The result indicates that 200 to 500 euros are spent for people from group aged 29 to 45 on groceries shopping and around 350 euros on eating out every month. This group suffer more stress at work and does not have time to cook a proper meal. Moreover, the cost also includes food delivery service fees when people in Helsinki don't feel like going out but still want a proper healthy meal. People in this group have limited time on groceries shopping and dine out except holidays or weekends.



### Samu Koskinen

Espoo, Finland

Gender : **Male**

Age: 59

Status: **Married**

Education: Bachelor

Profession: Professional chef

### Bio

- Chef experiences for 30 years
- Chef executive for a fine dining Finnish cuisine restaurant
- Favorite food: Finnish food
- Passion in trying out new recipes at home and work.

### Food culture

Eating high carb

Lunch and dinner (mostly) at restaurant

Food budget: 400 euros/ month

Eat out in the weekend

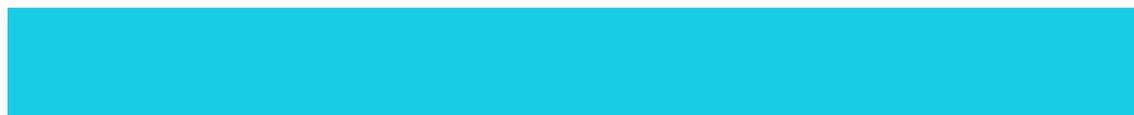


Figure 26: Part of Customer profile aged 46 to 65

Figure 26 shows the eating behaviour of people from 46 to 64 years old living in Helsinki Metropolitan Area. They tend to spend 300 to 500 euros on groceries shopping. Mostly voted Finnish food for their favorite cuisine, some enjoy Italian food like pasta. People from this group have different allergies depending on their eating behaviour. They usually spend one hour for cooking at home. In addition, this group consumes high carb food and enjoys social eating for a good meal.



### Oli Rintamaki

Vantaa, Finland

Gender : Male

Age: 19

Status: single

Education: Bachelor degree

Profession: student

### Bio

- Student in computer science
- Technologies and Sciences
- Interested in Sports, Martial arts, hiking
- Passion in designing Game and Mobile application

### Food culture

Easy cooking food and low price

Does not have any special diet

Food budget: around 250 euros/ month

Fast food when eating out

Spend around 1 hour

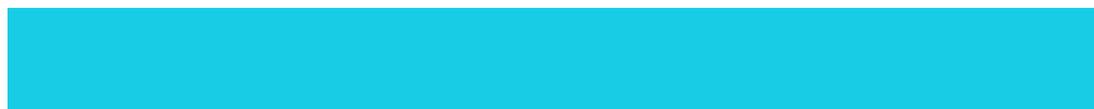
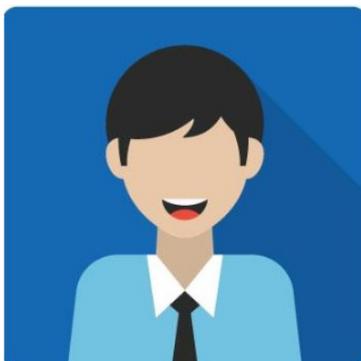


Figure 27: Part of Customer Profile group low income

When it comes to low-income group showed in Figure 27, the results are quite similar to customer segment aged 18 to 28. Most people from this group are students or graduates with a beginning salary level. Food budget on this group varies from 200 to 300 euros per month. They usually eat out only one to two times per week and instead cooking at home for saving money. Home cooking time usually between thirty minutes to two hours and food appearance is not an important factor. People from low-income group living in metropolitan area favour in Italian and Asian food, thus it is a pleasant food they can enjoy.



### Samuli Halonen

Vantaa, Finland

Gender : Male

Age: 27

Status: single

Education: Bachelor degree

Profession: Developer

### Bio

- Front-end developer
- Modern technologies and sciences
- Favorite food: Italian, Asian, Finnish
- Hobby: games, coding, watch streaming video

### Food culture

Fast and convenient

Does not have any special diet

Lunch out with colleague

Food budget: around 400 euros/ month

Eat out in the weekend

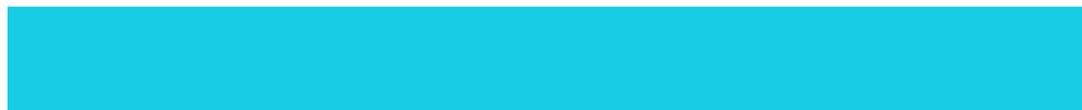


Figure 28: Part of Customer Profile group average income

Figure 28 shows customer profile of people from average-income group. They usually spend 350 to 500 euros for both groceries shopping and eat out. Results demonstrate average-income people have lunch and dinner at restaurant quite more often compares to low-income people, with four to seven days eating out. Some of them spend around thirty minutes or more on cooking at home. In addition, Italian and Asian are main choice for their favorite food. An enjoyable meal for average income group would be described as healthy food, good wine and nice company. This group has some specific diets such as low-carb, eat clean, vegan, vegetarian and flexitarian. Besides, people with average income generally take more serious in food appearance than low-income group.



### Johanna Parkkinen

Helsinki, Finland

Gender : Female

Age: 32

Status: single

Education: Master CFA level 3

Profession: investment banker

### Bio

- Investment banker
- High pressure working environment
- Dedicated and hard-working
- Interested in investment and banking system
- Hobby: reading, go to gym, music

### Food culture

High quality food

Vegetarian, low carb and eat clean trend

Food budget: around 800 euros/ month

Take serious in food appearance

Rarely cook at home

Frequently use food delivery service

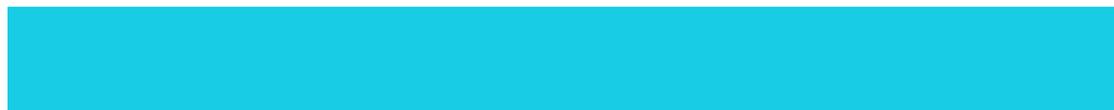


Figure 29: Part of Customer Profile group high income

Figure 29 shows customers' lifestyle and eating behaviour from high income group living in Helsinki Metropolitan Area. Because of heavy workload and stress level at work, people who earn high income have limited time for personal home cooking. Most of them have lunch together with colleagues and use food delivery service for both lunch and dinner if their schedule is tight. They eat out five to eight times per week and usually a frequent customer to food delivery service. Their food budget is from 500 to 900 euros per month. People with high income require high quality in food they consume and take serious in personal special diet such as differ allergy, low-carb, eat clean, vegan, vegetarian. Besides, food appearance is rated as highest important of all other customer groups.

#### 5.2 X's Ravintola Menu

Customer profiles (PERSONAS) in this thesis are divided into three big segments that share similarities in each group aged and group income. People's eating behaviour and demand of food choice differ through time and vary on different backgrounds. Based on PERSONAS built from

research information, target customers for Japanese Themed X Ravintola are segmented into group average and high income who have special diets and conscious eating behaviors. Therefore, X Ravintola's service design is carefully considered with every dish in menu and serving method.

The model of Buffet restaurant introduced into Finland in recent years but has attracted a lot of customers because of the convenience, comfort, variety and special menu customers can eat as much as they like with no extra charge. With these advantages, the Buffet model can be transformed from old people, young children to fastidious office staff. However, the buffet restaurant business, especially the restaurant design stage is not easy because so many details must be taken care of and managed.

People liken food to the soul of a restaurant, the menu is the face of that restaurant. When customers hold menus in their hands, they don't read them but just surf through. But those short seconds will leave a strong impression on your restaurant in the eyes of diners who have come to eat. It's been a long time of menus with a way of arranging food without science and non-supplement support each other. Listing too many dishes makes the menu of the restaurant become confusing and difficult to see. However, there are still many restaurant managers who think that making more choices is easier to attract customers.

When it comes to menu design, Japanese cuisine will be the main inspiration along with healthy and vegetarian food oriented. According to Takahashi, the author of Dashi and Umami- the heart of Japanese cuisine, a defining characteristic of this cuisine is to respect the individual taste of each ingredient, appreciating its natural qualities and a carefully decorating food appearance. (Takahashi 2009, 7). However, many of Japanese cuisine ingredients are hard to find in Finland since its weather condition is different. For that reason, design menu for X Ravintola follows the idea of choosing locally grown and seasonal food. In general, most of the dishes are largely gluten- and dairy-free with many vegan options.

	Salad Buffet	Japanese style lunch	Ingredient details
Price	10,4 euros	11 euros	
Food included	Salad buffet + 2 protein toppings	Salad buffet Extra topping: 3 euros Choosing from:	

		<p>Omellete rice: fried rice with chicken, fried egg, ketchup, peas with soup of the day ( shitake mushroom soup or egg tofu dashi soup) (vegan available)</p> <p>Udon/ Soba noodles soup: udon/ soba noodles, tofu/ chicken, fish cake, crab cake with edamame sidedish</p>	<p>A fusion Asian fried rice with Western omellet and ketchup</p> <p>Soba noodles are good resources of fiber and protein</p>
	Coffee and oatmilk	Coffee, oatmilk and genmai tea	

Table 3: Lunch menu



Figure 30: Salad buffet ingredients (Photos by Flickr.com)

Figure 30 and Table 3 illustrate lunch options which consist of buffet salad stand with rice and basic vegetable like salad, tomato, cucumber marinated with sauce, carrot, paprika, wakame cabbage, sliced oranges, marinated noodles, miso soup. On top of that, customer gets to choose two protein toppings which are: salmon, squid, prawn, chicken breast, steam marinated tofu,

stir-fried sesame tofu, avocado. Lunch includes coffee and oatmilk. In addition, customer can order a Japanese-style meal with full access to salad buffet bar. The options for Japanese lunch meals are mentioned in Table 3 and Figure 26.

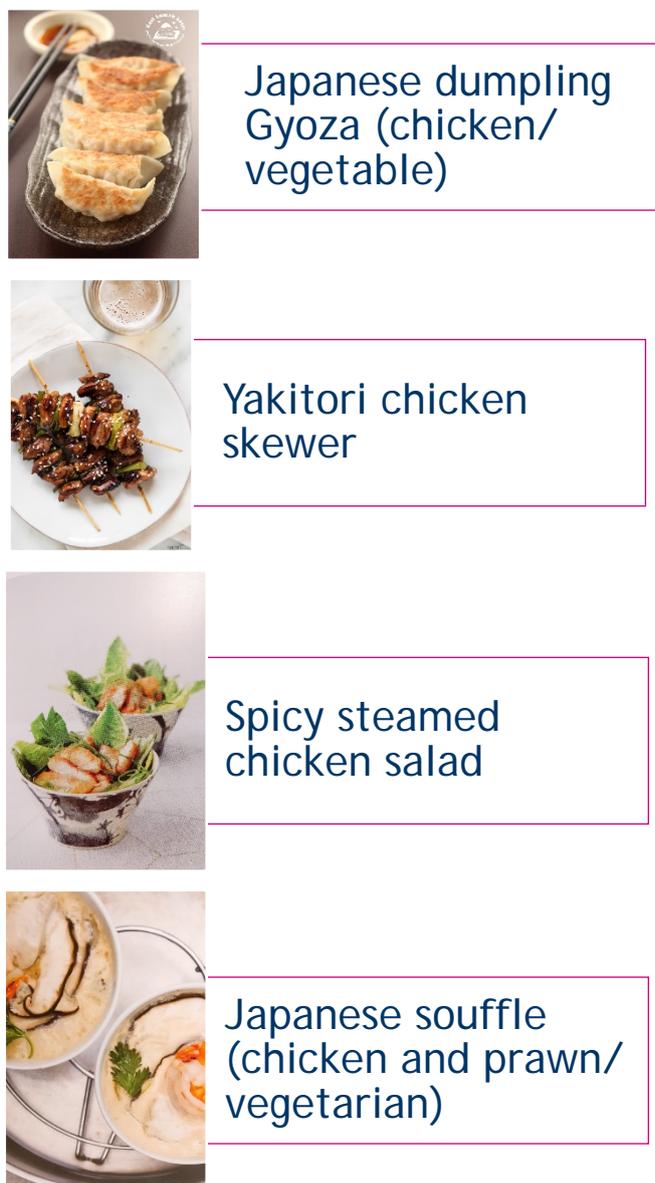


Figure 31: Example of Appertizer menu

Figure 31 illustrates an example of ongoing process of developing for X Ravintola Menu after lunch and dinner. In addition to lunch menu, a la carte menu is an expansion of lunch with more options and carefully chosen ingredients. Since Finnish market is sensitive with new food and

new cuisine culture so the menu will continuously be updated to adapt to customers' special needs and diets.

### 5.3 Customer Journey Map

Beside creating an excellent menu which includes good choices of food to attract customers and managing the quality of food, designing a serving service that is suitable to customers, making them satisfied and willing to come back is very important. As introduced, the type of restaurant the two authors is designing is a buffet restaurant, but the serving style is still unclear. Therefore, building a customer journey map is significant. Through this activity, service designers can have a reflection on the working process of both business managers and customers. However, before digging deeper to actual work, let's take a closer look to the definition and usage of customer journey map in service design.

Customer Journey Map (CJM) is a map showing the journey of customer experience on a brand over time; or it is the journey to connect customers with the brand. The map presents the points of contact during the customer interaction with the business. As task set for the business is to design a journey that customers want to join from the beginning and go to the end of the map. Building a journey map will help businesses understand the "touch-point" points and exactly what customers interact with. At the same time ensure consistency and seamless experience at all contact points and on all channels. Emotion is always a factor that has a great influence on the guest experience, it dominates the buyers throughout the journey and also takes the decision to buy. To truly bring experience to customers in each stage, businesses not only give customers what they "desire" but also to let them experience the brand at each stage. (Stickdorn 2018, 75 - 88.)

Customer journey map is a diagram that describes all the points that customers interact with the service, online or offline. Each touchpoint point (location with brand or outside brand interaction) affects customers and by analyzing customer behavior, emotions and motivation around each successive point. Service provider can begin to identify opportunities to establish a more positive relationship by providing customers with what they need at any stage in their journey. The goal of journey mapping is to better understand customers, how they interact with your brand and how each interaction affects your relationship. It is also a way to ensure the brand experience remains relevant to each customer on the contact points. (Stickdorn 2018, 75 - 88.)

Customer journey map can help business owner towards more conversions, greater customer loyalty and improved customer experience from beginning to end. But it is also very complicated to create a customer journey map and their results can be difficult to track and interpret from beginning to end. Many businesses are tempted to ignore it completely in order to increase conversions easily. However, the hesitation to use the journey map quickly

disappears when many companies are seeing results from drawing their customer journey maps. And, if a company is grappling with the question: "Why aren't customers completing (or repeating) buying goods?" - Then it is time to create a customer journey map. (Stickdorn 2018, 75 - 88.)

In the Customer Journey Map the two authors designed, a customer's experience will be divided into three steps. These all three steps are to describe the process of using restaurant service since walk-in moment until the last moment. The first step is called Getting Food. At this step, customer will settle down at the restaurant by choosing a seat, taking off coats, then go to the buffet table to get food. Every customer will get one deep plate to get their food. On the buffet table there will be many different kinds of salads, rice and soup. After fulfill the food plate, customer will move to step two 'Payment + Getting two main toppings + Dessert and Drinks'. At this step, customer will make the payment for his food at cashier, and then move to the next counter to choose the two main toppings (fish, seafood, or vegetables). Ending this step, customer can choose whether he wants dessert or not. The last step is a plus for those customers who wish to eat more or are still hungry. They can just go back to the buffet table to refill the food. However, adding more main toppings will cost some extra money.

# CUSTOMER JOURNEY MAP

ANNI SUSANNA

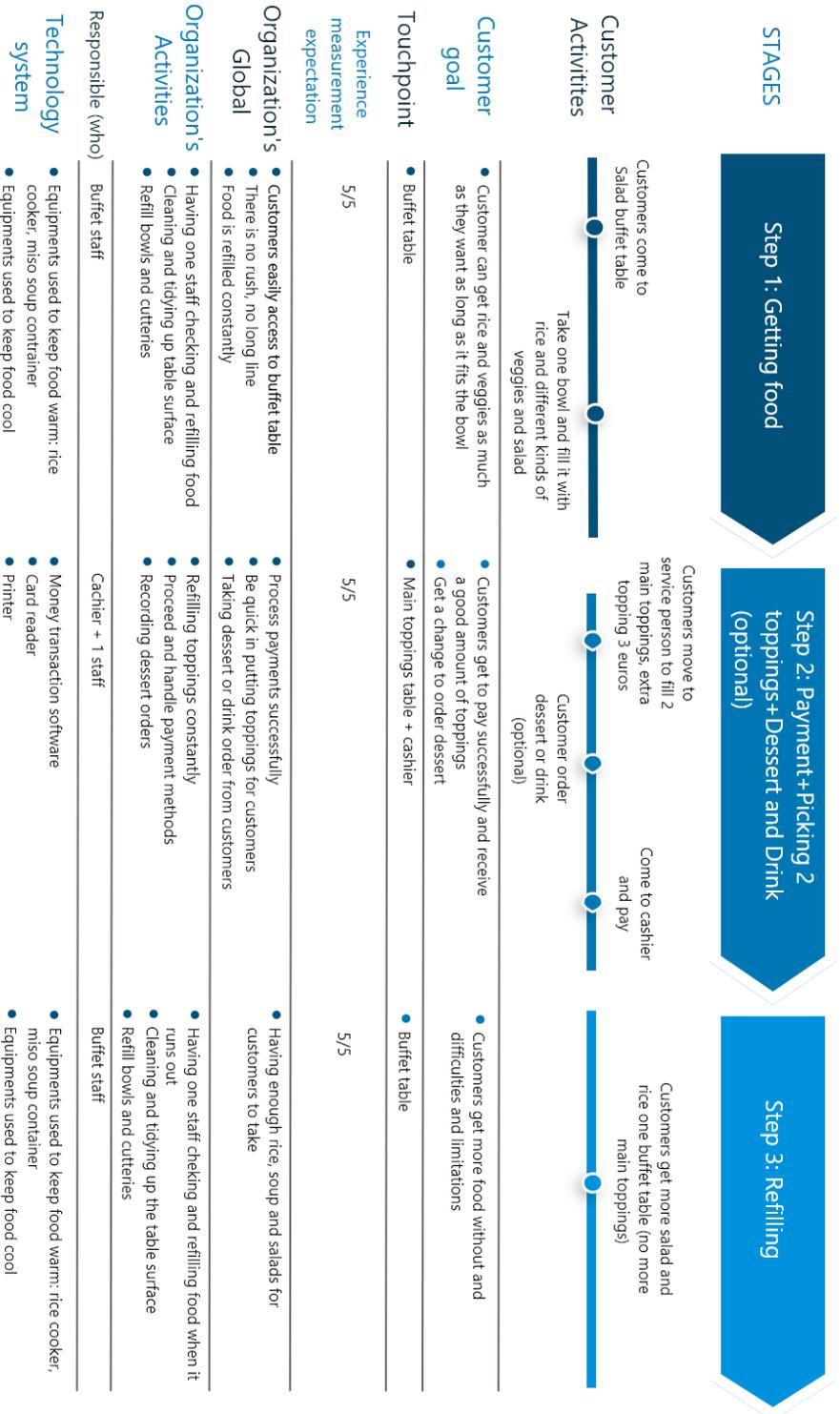


Figure 32: Customer Journey Map for X Ravintola

#### 5.4 Value to End-Users

Customer is the key to success of every business, especially in service industry. A restaurant can bring many values to its customers. It's a place where family and friends gathers together to celebrate special occasions; a conference room for business deals negotiated over lunch or colleague team lunch; a romantic hideaway for couples on first dates; and a hangout for regulars to grab a favorite. Below are four core values that the two authors consider to be the most valuable experiences for the customers. Not only by using the service of X Ravintola but also restaurants in general.

A restaurant can be good place to get away from household chores and focus on communication with family and friends. For instance, co-workers and business associates can escape workplace distractions and talk while they eat at a restaurant. When dining at home, family members might grab a quick meal as they hurry to their separate activities. Dining out gives a family the chance to prolong the dinner hour and spend more time together.

If customers don't enjoy cooking, the pressure is off at a restaurant. Even if they like to cook, it can be nice to take a break and let someone else deal with purchasing ingredients, finding recipes, cooking and cleaning up the kitchen. Dining out is convenient, particularly if people live near a variety of restaurants and are not able to cook because of time limit on daily life . While it may be less expensive to cook your own meals, dining out occasionally is a welcome treat. Having dinner at a restaurant might also inspire oneself with new recipe ideas they can try at home.

To be more competitive, many restaurants offer varieties and healthier food choices. Customers nowadays require large restaurant chains to show calorie amounts for their menu offerings. Restaurant menus vary, but some provide additional information that can help diners choose healthy options. For example, a menu may highlight meals that contain no trans fats or offer gluten-free dishes for patrons with special dietary needs.

Restaurants can introduce diners to different cultures through food, music and décor. They also give diners a chance to eat foods they might not fix for themselves because it is difficult or expensive to make. For families with diverse tastes, the variety of a restaurant menu might offer something for everyone. Some people like to order their usual favorites at a restaurant; others are more adventuresome and enjoy trying a variety of dishes.

#### 5.5 Value to Business Owners

To any business owner, the most important thing when running a restaurant or any other kinds of business is to make profit. Understanding this core value, the two authors have design a restaurant concept which matches to all the requirements of Helsinki Metropolitan market.

However, another important factor correspondent social responsibility is also taken into account. The reason why the designers are positive about this service is that the restaurant concept is very new. In the whole Helsinki area there are currently two restaurants serving similar food. By choosing a good location, the two designers believe that this concept will help owners making profits. Moreover, the competition is not intensive at the moment which is a plus too.

Another point is believed to bring great value to the business is that the product selling is very trendy to potential customers. Food's appearance is great because it meets the Five-color rule of plating from Japanese cuisine. Asian food is also a big hit nowadays. Michelin book 2018 has listed that Japan is the country earning the most stars in one year. That statistic could be enough to show the attraction of eastern culture to western world. Office workers are said the most updating kind of customers who always like trying new food. They will be the most important customers for the restaurant.

The third factor to ensure the success of X Ravintola is that the concept is very environment friendly, or saying another way it is very correspondent social responsible. Most of the food is organic vegetables and fish. The target of X Ravintola is not to put any red meat to the menu to reduce carbon footprint and social pressure. Meat, cheese and eggs have the highest carbon footprint. Besides, eating a lot of red and processed meat probably increases your risk of bowel (colorectal) cancer. Therefore, if the restaurant leads customers to eat vegetarian style, it can have a large impact on personal carbon footprint.

The last but not least for the guaranty of X Ravintola success is its competitable price. The two service designers are expecting price for lunch will be €10.40. This is also the price of lunch ticket that office workers use. Since the price of X Ravintola buffet lunch and lunch ticket are equivalent, customers can make decision easier and quicker. The fact has shown that, office workers in Helsinki are not willing to pay more than the value of a lunch ticket for a ordinary lunch meal. So the authors believe this strategy will lead restaurant owner to the right direction in business activities.

## 6 Conclusion

In conclusion, the mission of creating a Japanese themed restaurant by using service design methods has been accomplished. X-Ravintola appears to be a medium sized restaurant located in the city Helsinki which focuses on serving Japanese dishes. Japanese food has shown its advantage to be not only healthy but also environment friendly since its ingredients are vegetables. The targeted customers are decided to be average to high income office workers. These customers are those who make decision of food choice base on nutrition and social affection facts while Japanese food matches all their requirements. X-ravintola will focus on serving lunch and dinner with two different concepts: buffet for lunch and a la carte for dinner. In the lunch buffet, customers have several choices vegetables from the salad table when main toppings are different kinds of seafood is served by restaurant's staffs. The dinner is simply an a la carte styled service in which customers place orders from table with the support of waitress.

During research and development process, there have been quite many advantages and disadvantages that research team has to initiate and resolve. By using Ojasalo's Four Steps model of Service Innovation process, the authors have come to the end of the research process and gained valuable information about Finnish people living in Helsinki Metropolitan Area. As well as building service design for X Ravinlota, sustainability issues are taken into consideration by supporting local products and seasonal ingredients. Opening a Restaurant in Helsinki Metropolitan Area is a challenging yet value business for both customers and business owner. With a combination of Japanese influence on Finland and designed menu to meet customer's need, especially in eating healthy and vegetarian food, X Ravintola concept is expected to bring an unique Japanese eating experience and great value to its customer and stakeholders.

It is important to generalize a clear picture of the marketplace so that the business owners decide to develop the service. Besides, during the research, the service designers recognized that identify and segment customer are significant steps to build a primary basement for launching the promotion plan of business products in an effective and efficient way. There should be focused on sustainability issue which the business can involve in support local products/ingredients in any way possible. Apart from it, the research team recognised that during the process of doing the thesis, the connection with customers is gradually developing as well as the relationship with potential partners in the near future. Indeed, it is a chance for the students to corporate with other businesses in same area to boost sales value of them both.

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## Appendix 1: Interview Summary Of Finnish Customers' Food Choice Due to Maturity

Interview Questions	Group Age 18 - 28 (n = 28)	Group Age 29 - 45 (n= (20)	Group Age 46 -65 (n= 21)
<b>Questions Group A (Economic Aspect)</b>			
What is your budget for food per month? In detail, how much is for groceries shopping? How much is for eating out?	200 - 350 €	350 - 800 €	300- 500 €
How many times per week do you eat at restaurants? Are these restaurants nearby or far from your home? If you cook your own food, how much time do you usually spend?	1-2 times	4 - 7 times	2 times / month
<b>Questions Group B (Social Aspect)</b>			
What is your favorite food? Explain why. Do you have any special diet? If yes, what is it? Do you have any religion? Is there any limitation in food consumption based on your religion? Have you ever followed any eating trends? Eg: Low-carb, detox, eat-clean, vegan...	italian food, asian food mostly no mostly no no mostly no	italian, asian food Yes: low-carb, eat clean, vegan, vegetarian, flexitarian	Finnish food Yes Different kinds of allergy no no no
<b>Questions Group C (Biological Aspect)</b>			
When you are hungry, what kind of food you would like to eat the most Amongst 6 listed tastes, which taste do you prefer: sweet, sour, bitter, salty, spicy hot, umami) Do you prefer warm dish or cold dish?	instant food, high carb food sweet, salty warm dish	Instant food, high carb food salty, spicy hot something between warm and cold dish	Instant food, high carb food warm dish, but not too warm
<b>Questions Group D (Psychological Aspect)</b>			
How does the food's appearance affect your decision of choice? Measure your stress level at work When feeling stressed, do you eat more or less? What would you eat to release your stress? Describe an ideal dinner which is most enjoyable for yourself? How many times in a day do you have snacks?	doesn't really matter 5 out of 10 eat less	important from 6 to 10 eat more	1 hour from 1 to 5 eat less
	italian food, asian food	good healthy food, good wine and nice company	social eating
	1-3 times	1-3 times	1-3 times

## Appendix 2: Interview Summary Of Finnish Customers' Food Choice Due to Income

Interview Questions	Group Low Income (n = 28)	Group Average Income (n= 20)	Group High Income (n= 21)
<b>Questions Group A (Economic Aspect)</b>			
What is your budget for food per month? In detail, how much is for groceries shopping? How much is for eating out?	200 - 350 €	350 - 500 €	500 - 900 €
How many times per week do you eat at restaurants? Are these restaurants nearby or far from your home? If you cook your own food, how much time do you usually spend?	1-2 times	4 - 7 times	5-8 times
	30 - 120 minutes	less than 30 minutes	1 hour
<b>Questions Group B (Social Aspect)</b>			
What is your favorite food? Explain why.	italian food, asian food	Italian, asian food	High quality food
Do you have any special diet?	mostly no	Yes:	Yes
If yes, what is it?		low-carb, eat clean, vegan, vegetarian, flexitarian	allergy, low-carb, eat clean, vegan, vegetarian
Do you have any religion?	mostly no	mostly no	no
Is there any limitation in food consumption based on your religion?	no	no	no
Have you ever followed any eating trends? Eg: Low-carb, detox, eat-clean, vegan...	mostly no	yes	no
Have you ever tried making the food that your parents used to cook?	yes	yes	yes
<b>Questions Group C (Biological Aspect)</b>			
When you are hungry, what kind of food you would like to eat the most	instant food, high carb food	Instant food, high carb food	Instant food, high carb food
Amongst 6 listed tastes, which taste do you prefer: sweet, sour, bitter, salty, spicy hot, umami)	sweet, salty	salty, spicy hot	sweet, salty, umami, spicy hot
Do you prefer warm dish or cold dish?	warm dish	something between warm and cold dish	warm dish, but not too warm
How does the food's appearance affect your decision of choice?	doesn't really matter	important	very important
<b>Questions Group D (Psychological Aspect)</b>			
Measure your stress level at work	5 out of 10	from 6 to 10	from 5 - 10
When feeling stressed, do you eat more or less? What would you eat to release your stress?	eat less	eat more	eat less
Describe an ideal dinner which is most enjoyable for yourself?	italian food, asian food	good healthy food, good wine and nice company	social eating
How many times in a day do you have snacks?	1-3 times	1-3 times	1-3 times

### Appendix 3: Questionnaire Determinants of daily food choice

#### Interview: Determinants of Your Daily Food Choice

1. Your age
2. Your Occupation/ Profession
3. Your City

#### Biological

4. What will you choose to eat when you are hungry?
5. Amongst 5 basic tastes, which taste do you prefer? Sweet, salty, sour, bitter, umami\*
6. Scale from 1 to 5, how warm do you want your food to be: (1: cold - 5: hot)
7. Scale from 1 to 5, how does the food's appearance affect your decision?

#### Economic

8. What is your budget for food per month? In detail, how much is for grocery shopping? How much is for eating out?
9. How many times per week do you eat at restaurants? Are these restaurants nearby or far from your home?
10. If you cook your own food, how much time do you usually spend?

#### Social

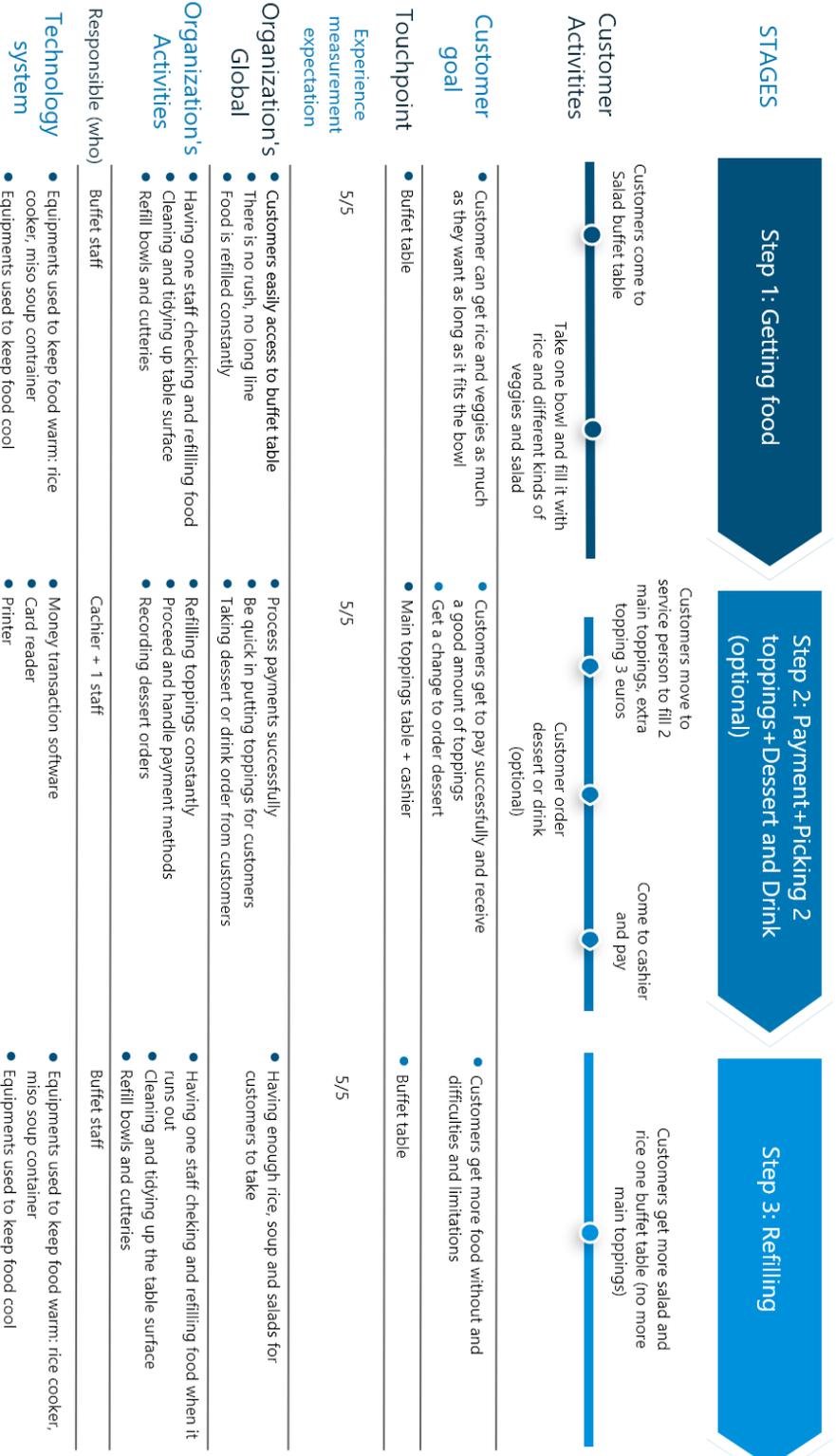
1. What is your most favorite food? Explain why.
2. Do you have any special diet? If yes, what is it?
3. Do you and your family have any religion? Is there any limitation in food consumption based on your religion?
4. Have you ever followed any of these eating trends? Low-carb, detox, eat-clean, vegan?
5. Have you ever try cooking the food that your parents used to cook?

#### Psychology

1. Measure your stress level at work 0-10 (0: no stress at all- 10: extremely stressful)
2. When feeling stressed, do you eat more or less? What would you eat to release your stress?
3. Describe an ideal dinner which is most enjoyable for yourself?
4. How many times in a day do you have snacks?

# CUSTOMER JOURNEY MAP

ANNI SUSANNA



Appendix 4: Customer Journey Map

## Appendix 5: Customer Profile aged 18 to 28

**Aleksi Rantanen**

Helsinki, Finland

Gender : Male

Age: 24

Status: Single

Education: Bachelor degree

Profession: Student

**Bio**

- Event management student
- Interested in: games, sports, social activities, music
- Favorite food: Pasta, Asian food
- Passion in innovation and creative thinking
- Wanderlust

**Food culture**

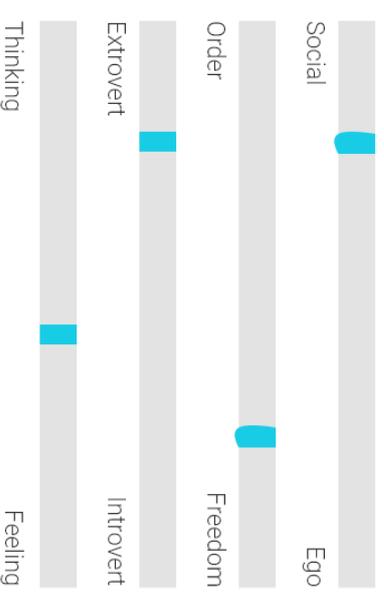
Does not have any special diet based on religion

Does not follow any food trend

Prefer cooking at home than eating out

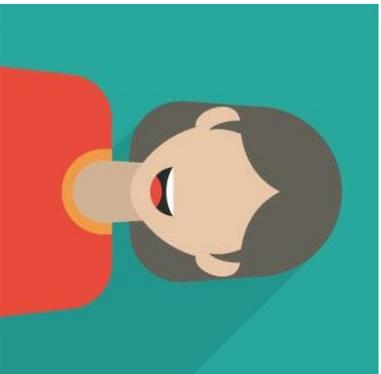
Food budget: 300 euros/ month

Lunch at school or uni Cafe

**Personality****Goals**

- Easy discovery of news and updates
- News and updates of Helsinki events
- Comment and share articles
- Successful event manager

## Appendix 6: Customer Profile aged 29 to 45

**Anni Susanna**

Helsinki, Finland

Gender : Female

Age: 34

Status: Married

Education: Master degree

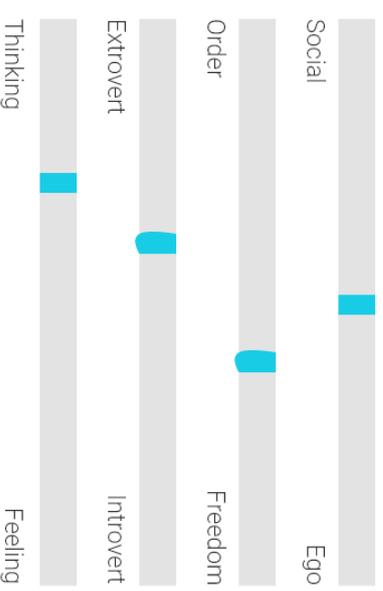
Profession: Product Manager

**Bio**

- Team manager in product development
- Interested in sports, hiking, update every day news
- Meeting business partner, team discussion leader
- Passion in creating innovative product and exclusive advertisement

**Food culture**

- Eating healthy and trying vegan 5 days per week
- Low-carb food
- Lunch with colleague at company or eat out
- Food budget: 700 euros/ month
- Eat out 3 -4 days/ week
- Using food delivery service frequently

**Personality****Goals**

- Easy discovery of news and updates
- News and updates about product development
- Comment and share business articles
- Successful brand manager

## Appendix 7: Customer profile aged 46 to 65

**Samu Koskinen**

Espoo, Finland

Gender : Male

Age: 59

Status: Married

Education: Bachelor

Profession: Professional chef

**Bio**

- Chef experiences for 30 years
- Chef executive for a fine dining Finnish cuisine restaurant
- Favorite food: Finnish food
- Passion in trying out new recipes at home and work.

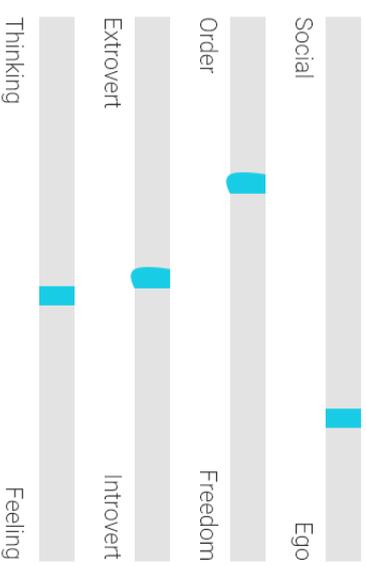
**Food culture**

Eating high carb

Lunch and dinner (mostly) at restaurant

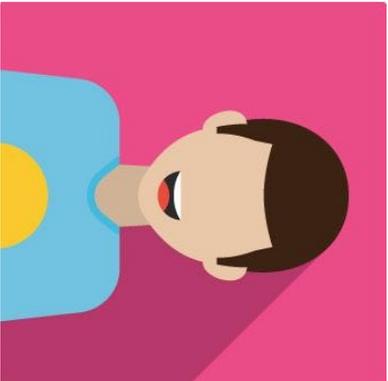
Food budget: 400 euros/ month

Eat out in the weekend

**Personality****Goals**

- News and updates about food trend and recipes
- Reduce stress and stay healthy

## Appendix 8: Customer Profile low-income group

**Olli Rintamaki**

Vantaa, Finland

Gender : Male

Age: 19

Status: single

Education: Bachelor degree

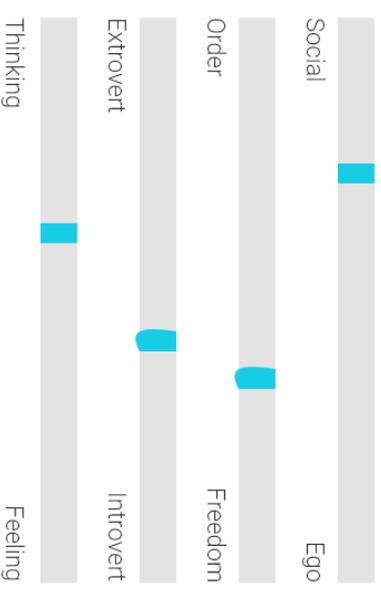
Profession: student

**Bio**

- Student in computer science
- Technologies and Sciences
- Interested in Sports, Martial arts, hiking
- Passion in designing Game and Mobile application

**Food culture**

- Easy cooking food and low price
- Does not have any special diet
- Food budget: around 250 euros/ month
- Fast food when eating out
- Spend around 1 hour

**Personality****Goals**

- News and updates about new technology invention
- Easy to access and catch up with lasted technology trends
- Build a successful mobile game

## Appendix 9: Customer Profile average-income group

**Samuli Halonen**

Vantaa, Finland

Gender : Male

Age: 27

Status: single

Education: Bachelor degree

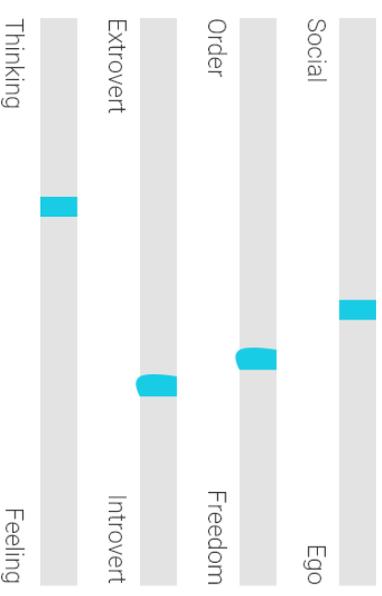
Profession: Developer

**Bio**

- Front-end developer
- Modern technologies and sciences
- Favorite food: Italian, Asian, Finnish
- Hobby: games, coding, watch streaming video

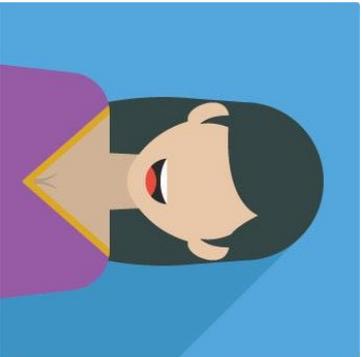
**Food culture**

- Fast and convenient
- Does not have any special diet
- Lunch out with colleague
- Food budget: around 400 euros/ month
- Eat out in the weekend

**Personality****Goals**

- News and updates about new technology invention
- Easy to access and catch up with lasted technology trends
- Broaden knowledge in UX/UI design

## Appendix 10: Customer Profile high-income group

**Johanna Parkkinen**

Helsinki, Finland

Gender : Female

Age: 32

Status: single

Education: Master CFA level 3

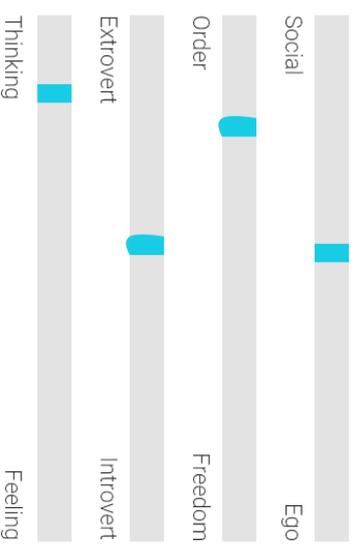
Profession: investment banker

**Bio**

- Investment banker
- High pressure working environment
- Dedicated and hard-working
- Interested in investment and banking system
- Hobby: reading, go to gym, music

**Food culture**

- High quality food
- Vegeterian, low carb and eat clean trend
- Food budget: around 800 euros/ month
- Take serious in food appearance
- Rarely cook at home
- Frequently use food delivery service

**Personality****Goals**

- News and updates about world banking situation and stock market
- Easy to access and catch up with lasted trend
- Handle stress level and stay healthy