



Business and Marketing Ideas for “Play Day” Kids Café in Kotka

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The main goal of this thesis is to develop a business idea of own company and turn it into a potential business. The basis of this work is authors own initiative, which arose after thorough investigation of the market and customer needs. The tools which help to develop the idea and bring it to an actual business plan are observation and interviewing the people who are interested in authors idea.

The goal is to open a Kids Café in Kotka, Finland which would have a children friendly environment. It will be implemented in both facilities' and catering aspects. Thus, the café will have a big playground and other entertainment facilities of this kind and themed dishes. This topic is based on framework theories such as entrepreneurship theory, business idea, marketing and Business Model Canva. Entrepreneurship as a subject gave a vision how to lead the company, business idea helped to understand the company as how it should be run. Marketing theory helped the author to write the right marketing plan, create a positive relationship between the customers and a company. Business model canvas showed the key elements of the company such as resources, partnerships, etc. During the writing qualitative methods were used. Required information was gathered by means of semi-structured interviews and non-participant observation which has helped to assess the appeal of the business idea and find out the needs of the public.

Additionally, SWOT analysis was used to show strengths, opportunities, threats and weaknesses compare to other companies. The results of the thesis helped the author to gain a deeper understanding of how to create a business project, develop it and make it more realistic. All the collected information helped the author to raise intelligence in the topic and develop thoughts about all the needed processes in market.

Keywords: business idea, kids café, marketing, entrepreneurship

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1 Introduction

As most of young students, the author has an interest in running her own business, in this case in hospitality industry. The main goal of this thesis to find out the prospects of the business idea and to develop an business idea and marketing plan after observation and interview with people who are interested in open a Kids café in Kotka city. In the future it can be used as a draft for a business plan and be presented to attract potential investors and other parties interested in the project. The business is based on the idea of creating Kids cafe with a big playroom area, Author would like the company to be called “PlayDay”, as it tells something about games and fun for kids, as well as it’s easy to pronounce and remember.

Kotka is known for its port, industry and maritime festivals. The population of Kotka is about 53 539 people and there are 6980 kids aged 1 to 14 according to the official statistics as of 2017. According to the official statistics of 2016, there are 3 539 foreigners and 1505 of them are Russians. (City Of Kotka 2016.) One fact has to be taken into consideration - this is the number of citizens of Kotka, thus there is a big amount of potential tourists with kids who may be attracted as well. A mother with two children will choose a cafe where her children will not be bored and she will be able to have a good rest with them. As a location, the author chose the Shopping Centre Pasaati. According to the author, it is a perfect place, where parents and children can easily get to. There are a lot of schools, kindergartens, as well as places of entertainment and activity in this area.

The thesis is supported with various theory topics to help author to understand more about entrepreneurship, business idea and the reasons for establishing new Kids café. It is about marketing, entrepreneurship and business model canvas and how it can be used to support the topic idea, how to maintain certain business and succeed. These topics will provided the authour with necessary information to help to achieve the final goal. In the thesis, qualitative research methods as observation and semi-structured interviews have been used to collect valuable data which provides the author with deeper understanding about whether this city needs such a cafe, and helps to generate a good business idea, to see what people are interested in. Regarding qualitative methods, there have been semi-structured interviews with towns residents, especially young families or other potential customers in Shopping Centre Pasaati, Kotka. The questionnaires were printed and handed over to the respondents. In addition, an observation method was used, where the author has checked the condition of the cafe and whether the place was suitable for kids in Shopping Centre Pasaati, where the cafe is supposed to be established. In addition, SWOT analysis was used to present advantages and drawbacks of the company, to make a comparison with other similar businesses as well as make the goal of the thesis more clear.

2 Theoretical Background

At the first stages of the project it is essential to study and understand the basis of entrepreneurship and effective marketing, attempting to create a marketing plan at the end. Further the information about business idea, business model canva, SWOT analysis , marketing and its types of advertising are represented.

2.1 Entrepreneurship

Many people believe that starting a business is a complicated process. They know they want to start a business, but they don't know the first steps to take. In this chapter, the author is going to explain what is entrepreneurship, find out how to get an idea for a business and how to implement it.

Entrepreneurship is often defined as an idea or a resolve to initiate, develop and manage a business venture solely for profits by taking on numerous risks in the business world. Every entrepreneur starts up with an idea, a vision, and then generally puts effort into the implementation of that idea. Until the time when he decides to go public, the idea is best understood in his head. One might have a great idea and strategic business plan, however, no one will provide support or purchase your products if they do not believe in the company's vision or the capabilities of the company's product. This is where the wonderful idea of 'pitching' comes in. From potential investors to family members willing to support, an entrepreneur constantly has to 'pitch' his ideas, all the time. Pitching can simply be defined as an art of presenting information in a catchy and concise manner that gives your audience valuable insight into your products. For an entrepreneur, pitching combines years of market experience, research analysis, and projections into short and quick messages designed to persuade anyone that you're sitting on a valuable wealth of information. (Ateljevic & Page 2009, 22.)

While entrepreneurship has been described as the ability and readiness to initiate and coordinate a business venture irrespective of the risks involved to drive profits, a roadmap needs to be laid out and followed completely to ensure survivability. For an entrepreneur to be successful, a lot of investment has to go into the building of his business venture. To build and run a successful business, there need to be investments; not just from entrepreneurship, but from his team members and other 'investors'. In order to get people to invest in business - be it time or money - entrepreneurship need to perfectly understand exactly what you need from them, ask them for it, and negotiate to arrive at an outcome. It is very important to understand what you want from each investor and ask for that specific investment while highlighting what they stand to gain from a partnership with you. (Ateljevic & Page 2009, 23-24.)

Advantages of entrepreneurship are new products and services created from business ventures producing cascading results by stimulating related businesses or sectors that need to support

the new venture, leading to a significant boost in economic development. New and improved products, services or technology from business ventures create new markets and wealth. Additionally, entrepreneurship leads to an increase in employment rates and higher earnings which all contribute to the national income in the form of higher tax revenues and spending power. To stay ahead of competition, business ventures constantly aim at developing unique and innovative services which results in a decrease in the dependence on obsolete methods and technologies as newer and better technologies are constantly innovated. Most business ventures initiate projects to give back to communities, so they invest time and money into community projects which results in the urbanization of communities. Disadvantage of entrepreneurship is the saturation of the market. No matter how unique an idea might be, the business market is flooded with similar offerings. So it is usually left to the entrepreneur to devise means of staying afloat. (Hougaard 2004, 25.)

2.2 Business Idea

Any beginner entrepreneur starts his journey from a business idea. This is the starting point in the new life as an entrepreneur and comes before laying out a business plan. If the initial idea was a good one and if the implementation of it has been successful, it will reflect accordingly at every stage of the company's growth. It is common for any person to be hit with an idea, but not many people become truly enkindled by it and aspire to make it a reality. Such innovative ideas and the spirit of entrepreneurship are closely intertwined in the realization of all successful projects. Any business requires a product to be sold to customers - whether it's a service or physical goods. These products are selected upon that initial business idea. Subsequently an entrepreneur must answer the following questions: What product / service is offered to the customers? What are its details and specifications? What is the value they bring to the customer? Are there any extra benefits of this product? (Meretniemi & Ylönen 2009, 24.)

2.3 Business Model Canvas (BMC)

Business Model Canvas is a strategic management template used to either develop or document already existing business models. It is a visual chart with columns that describe a company or product's unique value proposition, facilities, customers, and finances. It assists companies in aligning their activities by illustrating potential trade-offs. The business model canvas is a great tool that helps you understand a business model in a well-defined and well-structured manner. Usage of the Business model canvas will lead to insights about the customers you serve, what unique value propositions are offered, the avenues through which they are offered, and how your business generates income. The business model canvas can be used to understand your own business model or a competitor's business model. The business model canvas was created by Alexander Osterwalder, of Strategyzer based on his earlier work on business model ontology. (Osterwalder & Pigneur 2010, 15.)

The Business Model Canvas is a great way of mapping out ideas, allowing it to be properly understood, experimented and developed. Ideas are important in innovation. Without ideas, there will be very little or nothing to execute, generating new ideas is important for making any kind of improvement. Idea generation means coming up with concrete or visual ideas. This column is useful for noting down those ideas you have that can help develop your business. (Osterwalder & Pigneur 2010, 15.)

For a business to be deemed relevant, and for it to maintain its relevance, the business's needs to innovate cannot be overemphasized. To develop and implement the ideas to innovate, you need to work together with co-operators, sharing knowledge to aid the process of development of the best possible products. This is why this column is important in the business model canvas as you can note the best possible bodies your business can cooperate with in order to innovate. (Osterwalder & Pigneur 2010, 16-23.)

Product testing and test marketing, this column helps to identify the important activities that need practice before rollout, for example when a company specialized in consumer product wants to know how their product or new marketing campaign will perform, they do not only rely on surveys, they go directly to test markets. That is the best way to be informed on how the innovation work in real market conditions, without taking the bad risk of a national or global rollout. (Osterwalder & Pigneur 2010, 16-23.)

Co-operator for market, this column helps businesses to identify and visualize the bodies that can help them advance in the market relevant to their industry, this may include various forms of assistance to support activities that help your business to move forward and compete in the relevant markets. (Osterwalder & Pigneur 2010, 23.)

A customer is someone or another company that receives, consumes or shops from your available product or service and can choose between different goods and suppliers. The main goal of all commercial enterprises is to attract customers or clients and make them purchase what they have on sale. This column helps to identify and take note of your key customers. (Osterwalder & Pigneur 2010, 23.)

Problem, this column helps to help you identify the needs of your customers. Problems are an important part of what many businesses experience every day. Businesses must constantly devise new methods of meeting the needs of their customers, and this section helps those who have identified and are already solving problems, or discovering new problems to solve.

Solution, this is the value your business has to offer in response to your customer's needs, it is a set of products, services, and intellectual property, focused on a specific business problem the consumer has. Empathy is defined by entrepreneur Joey Pomerence as "the feeling that you understand and share another person's experiences and emotions; and the ability to share

someone else's feelings". This column in the business model canvas helps to identify and visualize these emotions. (Osterwalder & Pigneur 2010, 16-23.)

A mission statement defines what an organization is, why it exists, and its long term purpose. At the minimum, your mission statement should define who your primary customers are, identify the products and services you produce, and describe the geographical location in which you operate. This column helps to create a mission statement by writing down what the purpose of your business is. A market is a place where manufacturers, distributors or retailers sell, and consumers buy. Where the consumer transacts with the manufacturers and intermediaries. Businesses that operate in markets are usually in competition with other companies, this column helps to identify the market where your business operates. (Osterwalder & Pigneur 2010, 16-23.)

The advantage is the 'upper hand' a business has over its competitors in the same market. This can be derived from offering your clients better and greater value. Making adverts about your products or services with lower prices or higher quality that attracts the interest of consumers. What are your competitive advantages? Note them down using this column. A high concept pitch is a single sentence that effectively explains your company's vision. In short form, it should be able to explain your company's vision, where you plan to be in years to come. Getting involved in a bad business opportunity can be detrimental and discouraging. It's really difficult to find good business opportunities, and any successful CEO will tell you it took a while to get it right. The best tactic is to note down opportunities and understand what to look for and where to go to find successful opportunities. (Osterwalder & Pigneur 2010, 16-23.)

Revenue helps to note down business's revenue streams, how your business generates its income. Revenue Streams are the way by which your business converts your Value Proposition or solution to the customer's problem into financial gain. Cost is the amount that you have to pay or give up in order to get value in return. In business, the cost is most times a monetary valuation of effort, infrastructure, resources, time and utilities consumed, risks incurred, and opportunity forgone in production and delivery of a good or service. A pivot usually takes place when a business makes an important change to its operations after determining (most times through market research) that its product is not up to par with the intended market. (Osterwalder & Pigneur 2010, 19-23.)

2.4 Marketing

Marketing is the process of delivering, communicating, and creating different ideas for a company so that it can improve awareness for customers, society, and clients. Marketing helps a business in its growth and development. Several companies provide more focus on their marketing activities to promote their brands so that the brand can easily gain the attention of more customers. Organizations use different channels of marketing because it is the best way to attract a larger number of people. Several new companies can increase their customers by taking help from marketing because people can become aware of the new products of a company. This part of thesis has discussed detailed information about marketing and its importance in a business. Marketing can increase the success and profitability of every company; therefore, every company must involve in the process of marketing. (Baker 2016, 25-45.)

Baker (2016) stated that marketing is the skill of presentation of how a company can present its products in front of the customers. Marketing helps a company to explain how best are the products and why the customers should buy the products. Marketing of a company can be an advertisement, press release, Facebook page, etc. The future of every company is dependent upon marketing because it helps to increase sales with time. Marketing provides a psychological understanding of the needs and demands of customers. When customers watch the advertisements for a product, they can easily realize that the products can fulfill their needs or not.

According to the study conducted by Atwal and Williams (2017), marketing is the best way of conversation between two individuals who do not know each other. When there is good communication between people, they can easily identify the needs of each other and fulfill their requirements. Similarly, marketing helps to convey the message of a company to the customers and also realize their needs so that customers can easily evaluate the benefits of a product. Marketing forward the message of a company to the customers and stated the benefits of the products that how the customers can easily take the benefits and fulfill their needs by using the products.

Marketing creates a positive relationship between the customers and a company and also help the customers to identify the benefits of the products. Several companies can easily win customers by using their marketing efforts. Marketing interaction reveals that a company provides more benefits to the customers and charges only the amount of money for it. Best marketers are the great teachers who provide their expertise to others with the imagination that they provide help to the customers. Marketing helps to create trust between the company and customers because people purchase the products of a company without having prior knowledge about it. (Kotler & Armstrong 2012, 28-29.)

In a survey (Balmer 2017, 175-202), it was found that marketing has a positive impact on a brand. Marketing helps to create the best and effective communication with the customers. Marketing also supports strong brand building. Best companies share all of the details of the products to the customers. Great brands show a positive experience to the customers. People like differentiated products so that marketing helps all of the individuals to become aware of the new products, and they can easily use the products to fulfill their needs and demands. A company must provide complete knowledge about the product to the customers.

According to (Horton 2019, 35-40), marketing helps to create a relationship between a company and a customer. Marketing is the best way to attract a large number of customers, and it is the best component of business management. Marketing helps a company to sell the products to other businesses and customers directly. Marketing can fulfill the needs of the customers and also provide the best platform in which a company can easily provide marketing of its products. Marketing helps to bring a product into a market so that several people can become aware of the product and also refer to the others .

Marketing is important for every company because it helps to increase awareness. A company can increase the number of customers by offering the best quality products at the lowest cost. There are several potential customers of the company who do not have awareness about the products. Therefore the marketing helps to increase the knowledge of the customers about the products and also make them loyal to the company. Marketing is the best way to develop trust between the company and its customers. The main purpose of every company is to deliver the best products to the customers at the lowest possible prices so that people of all income levels can easily purchase the products. (Kotler & Armstrong 2010, 29.)

When a company increases the awareness of its products by using different channels of marketing, it can easily increase the sales of its products because marketing has a direct connection with sales. Marketing is the best source of income for a company. Marketing also creates diverse employments in a country. The most important functions of marketing are selling, transport, financing, buying, and warehousing, etc. In all of the functions of marketing, a company performs different activities. If a company becomes successful, the marketing will be beneficial, but the unsuccessful companies can also involve in beneficial marketing by providing more focus on its products. Marketing helps to improve the demand for a product and also provides a competitive position for the company. Marketing works as a tool to improve communication between the customers and a firm. (Hudák & Madlenak 2017, 342-347.)

Marketing helps a company to exchange and transfer the goods from one place to the other. Marketing also helps a company to increase the standard of living of people. Marketing is the best source for a company for its revenue and also offers several opportunities for a company to increase its sales. A company needs to invest the amount of money on marketing activities

so that it can easily improve the awareness of the products and also provide the products to a large number of customers. Every company needs to provide more importance to the marketing of its products. An organization can invest a large amount of money in the marketing of a product. Marketing is the source of new ideas. The taste and preferences of people have changed with time; therefore, a company must produce the products according to the needs and demands of customers. (Vinerean 2017, 28-31.)

According to the study conducted by Lindsey and Baker (2016), marketing is the best way for a company to engage its customers. The conversation has increased with the help of marketing, and a company can easily share the awareness of the products to a large number of customers. The involvement of customers is necessary for every company because when more customers involved in an organization, they can easily purchase the products. A company needs to increase the knowledge of customers and tell them what they do not know. Marketing helps to improve the reputation of a company because more customers can purchase the products and share their positive experiences with others. Customers use social media channels to identify the new products of a company, so when they find out a new product, they will use it and also refer the products to others.

Marketing is very important for customers because it provides an education to them why the product is important for them. When customers purchase a product, they must have a clear understanding of it. Marketing is the best way to deliver the message of the company to the target audience. Social media marketing is less expensive for a company, but it is most useful to attract a larger number of customers. A company must provide more attention to every client because it can become a loyal customer of the company. Engagement of customers is crucial in every business; therefore, marketing is the best tool for an organization to easily increase the engagement of customers. (Petrescu & Krishen 2017, 45-46.)

According to Armstrong and Kotler (2018), marketing is beneficial for a company because it helps a business to achieve its goals easily. More customers of a company are the main source of growth. Marketing efforts help a company to expand its business and attract a larger number of customers. A company can create marketing activities for new and existing customers because several existing customers also require attractive marketing so that they can purchase the product again. Marketing helps to increase the number of shares of a company by increasing its sales. The marketing mix is a underpinning model for businesses. The convention of marketing mix in promotional business plan has been distinct as the "set of marketing tools that the firm uses to follow its marketing purposes in the target market". Therefore the marketing mix mentions to four broad levels of marketing decision, namely product, price, place, and elevation. The modern marketing mix, or the 4 Ps, which has become the dominant framework for marketing management choices.

2.4.1 Social Media Marketing

A company can use different social media channels for the marketing of its products because social media channels are the best source of marketing. Organizations use Facebook, Twitter, LinkedIn, and Instagram because these are the best channels for marketing, and they also incur a lower amount of cost to the company. A company can face a lower amount of cost of marketing when it uses social media channels, and it also gains the attention of several customers. Millions of customers in the whole world used social media channels for communication. When they analyze the products of a company, they will use the products and also refer to the other. A company can easily increase the awareness of its products to a large number of customers by using the minimum cost. (Horton 2019, 40-45.)

Godey and Singh (2016) suggested that companies used diverse social media channels to acquire new customers. There are several social media channels a company can select any best channel for the marketing of its products. Social media helps to get a higher return on investment, and a company can engage with its customers in a better way. According to research, the return on investment from social media channels is high because these channels help to increase the exposure of a company. The marketers also reveal higher loyalty with their clients to gain the attention of more customers. Social media channels create a positive relationship between customers and a company. The channels help to improve the loyalty of customers, and it is the responsibility of every company to make loyal customers increase its business.

The trend of social media channels has increased due to which every company must use these channels for the marketing of their products. Facebook has 1.5 billion active users monthly in the whole world. When a multinational company uses Facebook for the marketing of its products, it can easily gain the attention of more customers and offer the best products to the customers at the lowest prices. In each social media channel, the number of active users has increased; therefore, a company can easily provide the advertisement of its products to the social media channels. These are the cheap sources of marketing because they only require a small amount of money from a company, and the firm can increase the awareness of its products to a large number of customers. Social media presence is necessary for every company to become competitive in the market. (Alves & Fernandes 2016, 1029-1038.)

2.4.2 Marketig Plan

A marketing plan is a marketing strategy for a company to promote its products and services in a country. Marketing plan involves marketing and advertising efforts, which help the company in its growth. It describes the current marketing position of a company and focuses on the target market that a company wants to achieve to become competitive in the market. A marketing plan helps to identify the needs of a customer with the help of market research

and provides a plan to the company how it can easily satisfy the customers and fulfill their needs and expectations. The marketing plans also increase the profitability of a company because it has increased the number of customers so that an organization can easily enhance the number of shares in the market. The marketing plan of a company includes different objectives that are crucial to be achieved. It also illustrates different methods of how a company can easily apply the marketing resources to fulfill the objectives of marketing. (Lidstone and MacLennan 2017, 25-29.)

A marketing plan includes several elements, such as a complete analysis of business marketing and goals of advertising. It helps to describe the current marketing position of a business. It describes a timeline when all of the tasks of a company will be achieved. A marketing plan has discussed the target market of a business and the needs of customers. When a company delivers the products according to the needs of customers, it helps to increase loyalty and also gain the attention of new customers. A marketing plan provides complete guidance to a company that how it can offer the best and attractive services to the customers. The marketing plan of every company is different because it is dependent upon the type of company. It describes the complete marketing strategy of a company and focuses on different channels such as social media marketing, Search Engine Optimization, Television and Newspaper marketing, Content marketing, etc. (Baker 2017, 32-42.)

The marketing plan of a company includes several things, such as simple goals of marketing, high-level metrics, description of the brand, the milestones of a company, plans, and goals. A marketing plan is necessary for every organization to acquire new customers and it also improves the retention of customers because when a company delivers the best products, the customers will shift their focus towards the company. A marketing plan is like a road map for a company that helps to introduce and deliver the products to potential customers. It helps to increase the success rate of a company. The plan assists a company in how it can effectively create marketing of its products to increase the awareness of customers. Different companies use diverse marketing strategies for the promotion of their products such as they can use social media channels to promote their brands. Social media is the best marketing plan for every company, and it is a cost-effective method to increase the knowledge of customers. Millions of customers in the whole world use social media channels. Multinational companies can use Facebook, Twitter, Instagram and LinkedIn for the marketing of their products. (Gilligan and Lowe 2018, 78-90.)

It is concluded that marketing is best for every company because it helps to increase the awareness of customers related to the products. Marketing helps a company to become competitive in the market because it can attract more customers. When a company produces a new product, the customers are unaware of the product. Companies can increase the awareness of their products with the help of marketing and sell the products to a larger number of

customers. A company can also use social media channels for the marketing of its products because it is the best way of marketing and also take the lower cost to the company. Facebook, Twitter, LinkedIn, and Instagram are the best social media channels for every organization. Millions of customers in the whole world use social media channels so that when they analyze the new products, they use the products and also refer to the others.

3 Research Development

In the thesis, qualitative methods of research including SWOT analyse are executed to collect valuable and reliable data to create and evaluate author's business idea. The questionnaire and research was conducted by author. Research methods, their grounds, process of their implementation as well as the results will be provided in this chapter.

The main purpose of this research is to determine the facilities and services offered by Cafes in Shopping Centre Paasati in Kotka, are these cafes suitable for families with small children, as well as to collect the opinion of respondents and understand whether a kids cafe in the city is needed. In other words, this study aims to identify and define the current status of cafes as it exists. Thus, this study has descriptive characteristics. More specifically, what are the classes of café in the city. Where are cafe in located? What are the facilities and services offered by cafe? This study aims to answer the above questions and to further extend the understanding of marketing practices towards children in kids cafe in Kotka.

In qualitative research, numerical data or numbers are not required. Usually, it uses language, words, images, and observations. Even though qualitative data is common in comparison to quantitative data, there are a few techniques used to obtain this type of data. These techniques include: Qualitative analysis provides quality data that gives a detailed insight. This is very useful when exploring why and how things take place. (Saunders, Lewis & Thornhill 2016, 190.)

But there are drawbacks to qualitative research, which are: if the participants in the research feel they will not benefit from the research, they may supply the researcher with false or inaccurate information. They may decide to tell the researcher what he or she wishes to hear. What this means is that qualitative researchers have to first build a relationship with the participants, recognizing the importance of this phase of the research process. (Saunders, Lewis & Thornhill 2016, 168-169.)

There are specific difficulties associated with qualitative research even though issues bothering on ethics cuts across almost all the different types of research. One issue is that the researcher may know about confidential information. Don't try to harm your research respondents. (Saunders, Lewis & Thornhill 2016, 207.)

Generally, it is difficult for researchers carrying out a qualitative study to separate themselves from their work. The nature of their work makes them get involved with people. Thus, it is important to develop habits that could help you think your role in the work, and the research may be affected by this. Here are the techniques for gathering qualitative data, look at the Table 1 below.

Focus groups	Here, many respondents discuss the subject matter
Interviews	It could be unstructured, semi-structured or structured
Small-scale written questionnaires or 'Post-cards'	Used to ask participants three to four focused questions, which allows them space to answer the questions in their own words
Secondary data	This includes written accounts and diaries of past events and company reports
Observations	This may be under 'laboratory conditions' or on site. Here, participants are told to role-play a situation to see how they'd react

Table 1: The techniques for gathering qualitative data (Lewis & Thornhill 2016).

3.1 Observation and Interview theory

According to James Spradley, the observation process consists of 3 stages starting with descriptive observation. In this stage, researchers conduct a broad scope observation to have a general understanding of the setting. From this stage, they move to focused observation. Here, the researchers start to focus on specific activities that interest them the most. Then, they move to selected observation. Here, the researchers investigate the relationship between the elements they have chosen as those that interest them the most. Once theoretical saturation is reached, the observation comes to an end. This saturation stage is reached when further observations add nothing or little to the researcher's understanding. This process could last for days or months and sometimes even years. (Liu & Maitlis 2010, 610-612.)

Observation is a qualitative research method that includes the participant's observation and also covers ethnography and the research study carried out in the field. It is a way of gathering data by watching events, people, or taking note of physical features in their natural environment. Observations can be covert (subjects have no idea they are being observed) or overt

(the subjects know). Deciding when and how data will be obtained is an important step in planning qualitative observational research works. Field note is one of the major tools employed in ethnographic studies. Some observers may decide to get an empty notebook and record everything that happens, while others may utilize audio and/or videotapes. Some observers start with a list of the behavior categories to be recorded. This is great for an already-defined research question. Nevertheless, these categories should be easily modifiable and flexible for the duration of the study. Taking notes helps to maintain the validity of the data interpretation and collection processes, if possible, checks the data with members of context, considers the evidence, and to evaluates the subjects' and researcher's effects on both outlying and patterned data. Participant observation is the researcher participates in the context or culture being observed. This needs the researcher to become a part of the culture being observed for this to be successful. Direct observation is the researcher tries as much as possible to not be obtrusive in order not to bias the observations. Here, technology can be very useful (i.e. video or audio recording). Indirect observation is the results of a process, behavior or interaction are observed (for instance, taking a measurement of the amount of plate waste by students in a school canteen so as to determine if a new food would be like by them). (Lewis & Thornhill 2016, 354-364.)

Qualitative data is more common than the quantitative when the author talked about the interviews. In order to receive in depth information, open-ended questions are used in such interviews. In case quantitative information is the goal - polls and surveys are the more effective methods assuming the control group has been large enough. In order for the interview information to be useful, it requires good understanding of the required information and thorough consideration of the questions to be presented to the interviewees. The key pressure point of the question needs to be on finding out why that particular person holds that particular view. In order to do so, it demands a clear arrangement, sequence and logic of the interview questions. The most generally known interview form is the semi-structured interview. While this interview form has a structure to some extent, it provides enough space for diving deeper into certain topics as they come up during the interview. There is much more freedom in semi-structured interviews, than there is in the structured ones where an interviewer has a strict agenda of questions to follow. (Lewis & Thornhill 2016, 388-399.)

3.2 Observation process and results

The data collection method used by the author of this thesis is non-participant observation. This involves simply observing activities but not participating in the activities. The benefit of this method is that data can be collected when and where an activity or event is happening. It does not depend on the willingness of people to volunteer information. This method allows one to directly observe what people are doing instead of depending on what they say they are doing.

Shopping Centre Pasaati is located in the city centre of Kotka, this place is chosen for a Kids café business idea. It's easy to come and spend time at Pasaati with the entire family. Author used non-participant observation method between three cafes located in Shopping Centre Pasaati: Aschan Coffee & Deli, Espresso House, Kahvila Presso. The author personally visited chosen cafes and did two observations, the first observation was at 11:00am-12:00pm, 02/011/2019, while, the second observation was at 4:45pm-5:45pm, 02/11/2019. To found out if cafes is suitable for kids and families, to check what problems they may face while visiting, the author made an observation list (Appendix 1) and put himself in the place of a visitor with children.

Aschan Coffee & Deli

At Aschan Coffee & Deli, the coffee is always served fresh and is lovingly prepared using freshly-roasted and -ground coffee beans. Fine coffee aromas are created from the best, carefully selected Arabica coffee beans, which are chosen to perfectly suit Aschan's dark roasted coffees. (Aschan Coffee & Deli 2019.)

According the experience of author, Aschan Coffee & Deli couldn't be differ with special family friendly atmosphere. By the entrance the author was just greeted by the stuff, no more recommendations according the better locations or rules of the cafe were gained. The disadvantage for the cafe was the fact that the Aschan Coffee & Deli doesn't have any playground. Café doesn't offer separate menu for children. Instead of children's menu, the parents can order the half of the portion from an ordinary menu for their child. At the café, visitors can enjoy home taste food. It offers variety of snacks. Variety of vegetables in meals is a very positive aspect, as children are often very picky in their choices. And eating enough amount of vegetables is very important attitude toward healthiness of children. Also, having a piece of bread is important for the child. The childcare facility room looks very tiny. There are all required tools for parents to care their children, such as well shaped sink for washing a baby, pot and a foldable baby changing station. Also there is small space for few strollers outside of café.

Espresso House

Espresso House is the largest coffee house chain in the Nordics. Founded in Lund, Sweden in 1996, it now has over 400 locations throughout Sweden, Norway, Finland, Germany and Denmark. Café use only the highest quality ingredients, and coffee is always made from freshly ground beans. (Espresso House 2019.)

The author didn't feel any special attitude toward family with children while entering cafe, but the overall service in the cafe was friendly. The café doesn't have any interactive environment tools for children. Design is nice and modern but is mostly found attractive by adults. Different beverages are offered in the café such as various lemonades, milk and juices. Children can enjoy organic juices. Inside the café there is not much space, lots of tables and sofas with no space for strollers. There is a no play room and no childcare facility room. Toilets are dirty and a dirty toilet can completely change a customer opinion.

Kahvila Presso

Presso ensures that there is time every day for a special personal moment. The café wants to cherish the close and cosy cafe culture. The coffee is good and certainly fresh. The buns, sandwiches and snacks are delicious, baked on site and always fresh - our oven stays hot all day. (Raflaamo, Presso 2019.)

The author participated in the cafe at the lunch time. There wasn't any notification of family friendly atmosphere. Also, the café doesn't have any interactive tools for children. But there is a great café buffet table setting includes a rich and delicious selection of pizzas, meatballs, wings, cheeseburgers, pies, tortillas, ratatouille, hot dogs, sauces, mayonnaise and more. That means, family can choose any amount of food. No childcare facility room. In the Figure 1 problems that the author encountered while visiting cafes are presented.

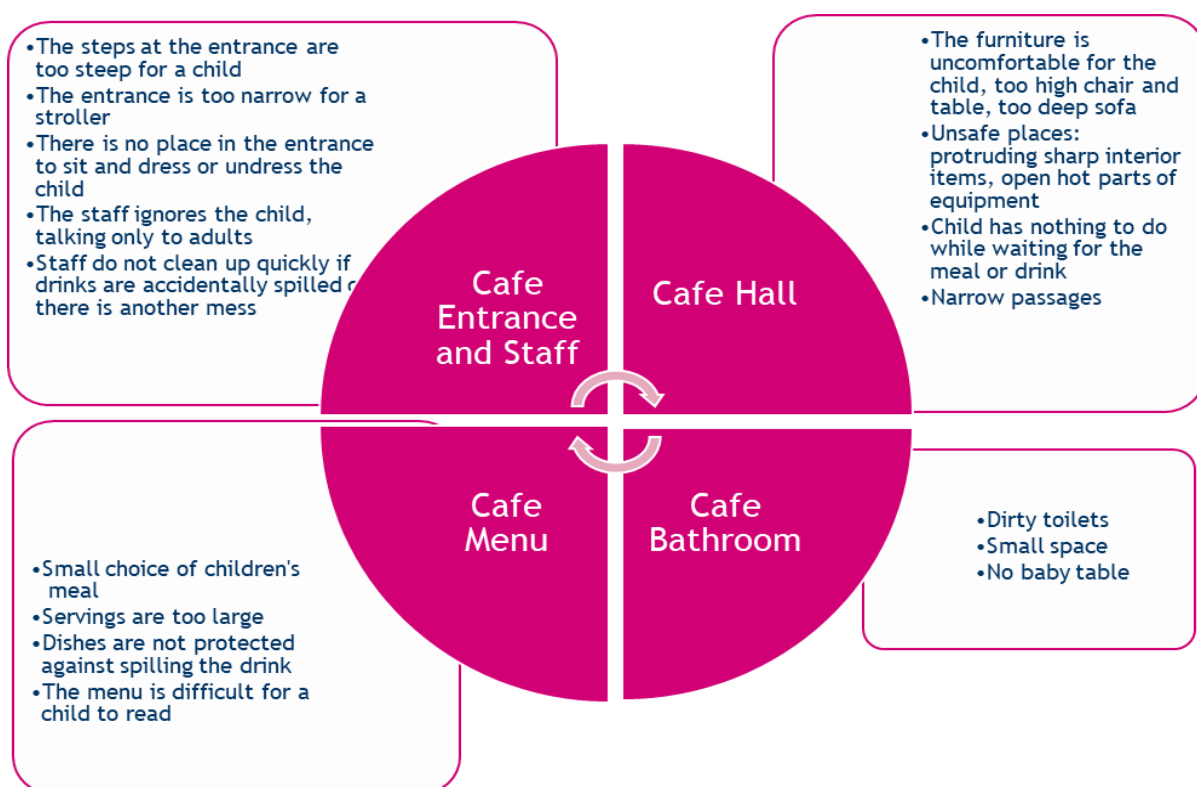


Figure 1: Problems that the author encountered while visiting cafes.

Based on the observations all the locations are suitable for adults mostly. The most common negative aspect from all the locations is the lack of interactive environment. Children get bored when adults talk to each other while waiting for a dish. There should be entertainment for children provided, even if it is not possible to make a playroom in the cafe. There should be coloring pages and other entertainment at the table, such as puzzles, board games, mazes, cars, toy cartoon characters. Also, the absence of family friendly atmosphere in every location was noticed by the author. All cafes offer sufficient nutrition quality for children. At all places the presence of the fresh vegetable options was also noticed. However, list of the special children's beverage list was missed from the destinations. Presence of fun food in children's portions wasn't found by the author. Each of the cafes author found easily accessible but not for parents with strollers, steps and entrance too narrow and steep, not enough space. The hall of the cafes should be spacious enough to be convenient to pass to the table without disturbing other guests. Also, the bathrooms are not specialized for a children's table.

3.3 Interview process and results

Author choose semi-structured interview as a data collection method. Author know all the respondents personally and they been invited by the personal call. People chosen for the interview are studied with the author in college during the year 2009-2013. The interviews were conducted in group. Confidentiality of the information that respondents gave was provided, and they were notified about this fact initially. Information about the name, gender, age, native language and details that may somehow indicate a speaker will be omitted. As well as the interview findings will be summarized and resented generally, without relating it to any interviewee.

The interview was scheduled with five families consisted from 10 adults and 8 kids for Saturday 02/11/2019. For the interview, author has chosen a Shopping Centre Pasaati where planned to be location for a Kids cafe. It's a great opportunity to walk around and show the location. Respondents been asked 6 questions (Appendix 1) prepared in advance by the author and printed. Since English was the only common language of the interviewer and the interviewees, the questions asked and replies given were in that language. Interview took place in a friendly and relaxed atmosphere, duration of the interviews varied between 1 to 1,5 hours. The data from all the interviewees was pooled together according to the questions.

Interviewed parents estimated the problems that troubled them during their visit of a cafe in city of Kotka, they fantasized about the perfect Kids cafe, remembered the most pleasant visits with their child, children's favorite dishes and favorite entertainment during the stay in café. The author present interview questions for the future potential costumers in an Appendix 2 and part with interview questions with answers present below.

First and one of the most important questions was about a an idea of new kids cafe in city of Kotka. Basing the parent' replies, it became clear that all the children wanted a cafe in Kotka, as well as that would be a children's place, the expediency of cafe opening is obvious. The list of services that will be provided to the visitors in the future cafe was announced to the families. All respondents, who wanted the opening of the cafe, liked these types of services, but there was only an addition. They offered the children's playroom should work not only in the first part of the day, but it should also work until the closure of the cafe, because sometimes parents go shopping after their work, and would like to leave the child with someone. Families prefer to have different birthday programs and events for a kids. Therefore, families want the children's cafe to work.

In the questions about when was the last visit to the cafe with a child and what weekday was it, by the result many parents visited the cafe on weekdays and weekends. There is a young families in cuty of Kotka, especially a young mothers who would like to met other young parents during the week. Café it's a great place to socialize.

A visit to a cafe can be caused by different reasons. Answering the question about in what situation was the cafe visited with a child, as the results of the interview showed, the families were looking for a suitable cafe when the child was hungry, or they visited the cafe along with other children's entertainment or specially came to a favorite café.

The convenience of the furniture is the next most important factor. Answering the question about the difficulties in the café while visiting with a child, parents note, that there is no kids high chair in a cafe or restaurant often. At the same time, many visitors come with children of 4-6 years old, who do not need a high chair, but an adult chair may be too high for them.

An important problem for the guests with children is the condition of the toilet. Parents see the highest importance to the requirements that would be shared by many other guests of a cafe or a restaurant, but they do not have any non-specific children's demands. They value the cleanliness of the toilet and sufficient space in it. The way the interior is designed, largely determines the level of comfort in the cafe. As parents point out, the interior of a kid-friendly cafe should meet the following requirements: be safe, noiseless, clean, have comfortable furniture, a convenient toilet and a convenient entry for a stroller. Comfortable tables, chairs for children with adjustable height (as a perfect option), feeding chair for toddlers. Comfortable bathroom, adapted for both baby (changing table) and older children: not too high toilet and a sink, or specially made for children. Bright place, clean and beautiful interior. Doorways and ramps suitable for easy movement with a stroller.

According to the participants of the interview, there should be a separate children's menu in a kids cafe. The menu would present clearly and colorfully a variety of healthy children's meals with interesting titles. It is important that the place would have tableware of suitable

sizes for children. Some pointed out that it would be nice to have anti-bacterial wipes on the table. In addition to food, one needs to think about special utensils for the child. It should be the right size, perfectly clean, and as, an option, shatterproof.

Healthy food, healthy food menu, more fruit and vegetable dishes. Colorful menu, children's menu with pictures. Interesting titles of dishes, menu theming and interesting attractive titles of dishes. Varied food and quality menu with a wide choice of dishes for the whole family. Visibility of food, if you go for the sake of the child, then, perhaps, an independent choice of dishes (when the child can serve himself or say that he wants to put in his plate). The menu should be made so that it is easy for the child to make a choice of dishes, but the most convenient option for the child is an open display of dishes. Choice of meal should be available to a child who cannot read.

In the question about what should be in the ideal café the interview showed that the child has nothing to do while waiting for meals, parents consider the one of the main problems when visiting a café. To solve it, in an ideal kid cafe there should be a zone for games and drawing, some cartoons should be demonstrated, kids entertainer should work few times a week, children's activities should be held. The most popular entertainment of a child at the table is drawing. However, puzzles, board games and mazes are also interesting for many children. The play area is a reliable way to keep the child occupied while waiting for meals and it is a memorable experience for the child. It will be great, if the child gets a nice gift upon leaving the cafe.

Finishing the interview, the author ask what gift option would they child like the most after visiting the café, a toy car, a doll, a mini constructor, a book, sticker, a cartoon character or a balloon. Children and adults were given answers that would make it easier for the author to learn preferences. It is important to leave a gift to the child, so he might remember the visit to the cafe. The most interesting gifts for most children (balloon and stickers) are also the most inexpensive. But a toy as a gift (a car, a cartoon character, a book, a mini-constructor) will not only leave a memory, but also keep the child at the table while waiting for a dish. Also author got acquainted with children's interests, what kind of cartoons they like, what they are interested in to develop three thematic birthday packages with famous characters and if they wish, parents will be able to choose the one they like the most. The three cartoons, kids mention is PeppaPig, Frozen and boys mention Pirates.

The result of the interview showed that families are interested in the kids cafe and will be happy to visit such a place. They presented their ideas and shared their opinions and the author will take into account all the wishes.

3.4 SWOT analysis for the Kids café

SWOT analysis helps with understanding the opportunities, threats, weaknesses, and strengths of a company in comparison to competitors. Typically, the table is created as is shown in Table 2. This is done so that analysts can quickly see an overview of the position of the company. It helps with the knowledge of a business in comparison with other businesses. This allows a company to make changes so that it can attract people and make more money. A company can utilize SWOT analysis for a comprehensive business-strategy session that targets a particular segment. (SWOT analysis, 2018.)

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS

Table 2: SWOT analysis.

SWOT analysis is a simple analytic framework that can be used to assess what a company can and cannot do. Mostly for a company or business, it can also be utilized in an industry, a place, or for a product. Also, it can be affected by both external and internal factors. When environmental data is used to evaluate the position of a company, a SWOT analysis is used to figure out what a company needs and the obstacles the company must overcome in order to achieve its aims. The analysis also tells where the company is today and where it will be in the future. It is very important for the organization to know its good and bad points and be realistic about it. SWOT analysis should be simple and precise and should not be complex, as too much analysis will make the process too subjective. (SWOT analysis, 2018.)

SWOT analysis works to create a clear picture of the business while it assesses internal and external factors affecting this business, as shown in Table 3 below.

<p>STRENGTHS</p> <ul style="list-style-type: none"> • new business • interesting and attractive concept • special events and entertainment • powerful brand behind idea • location • weather 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • new business • staff unfamiliar with each other • advertising costs • lack of experience • high costs of equipment
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • develop relationships with local schools and kindergardens • new brand • increase demand for kids to be active 	<p>THREATS</p> <ul style="list-style-type: none"> • future competitors • time of year • poor quality of personnel

Table 3: SWOT analysis of the “Plat Day” Kids café.

The business model has a number of strong aspects as well as weaknesses as shown in the table above. During the first stages of its existence the cafe will experience a number of its weaknesses. However it will improve and get to the advantages side, especially after receiving enough attention from people around Kotka city area. Franchises are the easiest way and often the safest conduit to start a café, Kids cafe will not have the backing of one of these established entities. The Kids cafe has a minimal budget and is competing against larger and more established for market share. Another weakness can be with a new staff as new staffs don't know each other, difficult to work together but problem can be staff can be introduced days before Kids Café grand opening.

Based on its good size, the fact that it is not a franchise, the children's cafe in the center of Kotka is a unique café concept unlike any other. Consider strengths from both an internal perspective, and from the point of view of customers and people in market. The weather in Finland is not always sunny, and the winter is long, so the Kids cafe will be an perfect place to spend time.

The center of Kotka demographics support the need for a unique kids cafe. Additional opportunities to target the active and recently retired target market and parents and children of

The author planning a Kids cafe in the center of Kotka. The above Figure 2 demonstrates the location for Kids cafe. Shopping Centre Pasaati has many visitors all day long, there are also big rooms for rent, there is a big parking, which is a very important aspect for big families, and parents can go shopping while the child spends great time in café. (Kotka Marine City 2017.)

Kids Cafe offers visitors not just food and relax, but to plunge into the atmosphere of a real holiday. A high level of service and delicious dishes with a original, childish design and gladdening music will undoubtedly attract many visitors. In Play Day, unlike other cafes, children are always welcome, because they are the main visitors.

Interior

The right choice of the kids cafe interior is essential. Kids love bright colors and beautiful pictures, so the cafes design should be developed with this feature in mind. In many establishments, walls are painted in rich colors, while images may be fairly diverse. For example, thematic graffiti, as well as fabulous and animated characters, are very attractive. At the stage of design development, special attention should be paid to safety, because the most visitors are kids, and they should not be at risk. The best option to find emerging artists who need a place to practice and portfolio. Beforehand, it is necessary to conduct a thorough selection of candidates so that it does not work out very badly. A simple scheme of work: just pay for consumables, and they draw. To implement his idea, the author uses the help of a designer, as there are a lot of safety details in the interior of the children's cafe.

The use of slippery flooring should be avoided, as a kid may fall and bump while playing. When selecting furniture, it is necessary to pay attention that it has no sharp corners. It is better to buy round-shaped tables and use soft sofas, ottomans or bean bags instead of chairs. The café itself will also be equipped with a play area. In order to ensure that kids enjoy their time there, it is essential to provide a large stock of toys, marker boards, pencils, felt-tip pens and coloring books. The kids cafe will have a convenient time schedule, built in such a way that already from 10 in the morning to 19 in the evening, visitors can have a tasty meal and have a good time. The author believes that it is the best time for mothers in maternity leave, as well as for parents who want to bring their children to eat after kindergarten, school and other extra activities.

The place must have a good air extraction and conditioning, so that the cafe does not stagnate unpleasant smells. The place will be divided into hall, kitchen, game room, room for parties, toilet room, breastfeeding room, and utility room. Thus, the separation of premises will allow parents to relax in a calm atmosphere while their children play in the next room.

Dining Room

The first zone will be the dining area, where parents and children can have a snack and drink their favorite drinks, enjoy the bright and interesting interior. Soft sofas and ottomans will be used. There will also be a bar with 6 seats close to the wall with a transparent window in the game room. Owing to this bar, parents will be able to sit enjoying coffee or other non-alcoholic drink and watch their children playing in the next room. It is very convenient if parents do not want to take part in games, then they do not need to be active in the game and stand at the wall, watching their baby. Also at the bar there will be a mini library with books, magazines and board games, so that adults can also have a good time and not be bored waiting for the child. Additionally, high children's chairs will be given, and at the entrance to the cafe there will be large parking for prams and a dressing room.

Play Room

The second and one of the most important zones will be a playroom, which will be the stick of the children's cafe. The same thing which is interesting to a five-year-old child will never attract a ten-year-old. Therefore, the author wants to combine two different types of game module for age variety in the same zone. For visitors from one year to three years, the game module will be soft. Everything is made of printed soft material. Houses, and a variety of meccano with great details, and soft puzzles. Figure 3 demonstrate soft game module example.



Figure 3: Soft game module for small kids.

For older kids, the game module will consist of multi-level labyrinths with many obstacles, slides, ladders, ropes, etc. Bright slides made of extra-durable carbon fiber, especially delight children, because you can slide into them in a special dry pool with thousands of colored

balls. By the way, in a dry pool, in addition to pleasure, children also receive a full body massage. See the game modul for older kids on Figure 4 below . Thus, Play Day cafe should become a small entertainment center for a child.



Figure 4: Game modul for older kids.

Event Room and Menu

The third zone is including organization of events, where is also master classes will happend. Also, the cafe will arrange birthdays in this room, clowns and professional animators show experiments, sing, dance, play and draw with and congratulate the child. Its much more interesting for the child.

For the kids café, exquisite dishes are of no use. The way they are served does require good thinking. Even the usual oatmeal, served in unusual dishes, in the form of funny faces or animals, will please even the most capricious kids. On the Figure 5 we can see example of children's dishes.

This photo is used to explain how usual food become more interesting and attractive for a child, so even if the dish turns to be a simple fruit salad with chocolate syrup, it will become a delicious treat for the kid. The menu should contain hot and cold dishes, confectionery, as well as non-alcoholic hot and cold drinks. Menu consists of various salads, hot dishes, cakes,

pastries, soft hot and cold drinks, pizzas and milkshakes. A separate small menu may be provided for parents. For them, the menu may be limited to tea, coffee and small snacks.



Figure 5: Childrens Dishes Example.

Based on the information provided in introduction part about different cultures in Kotka, author plans to do the menu in three languages, English, Finnish and Russian. Every visitor should feel comfortable. The children's menu will be so fabulous, printed on a large sheet, the reverse side will be colorful, the kid can draw while waiting for the order.

Employees and customers

The main criteria on which author should rely in the selection of staff - waiters and animators is love to children. Also pay attention to the light character, attentiveness, optimism, pleasant appearance, cheerfulness, patience and ability to go out of any situation with a smile on your face, which is not always possible to expect from the staff in ordinary cafes. All these qualities will help your employees to find a common language with their parents and with little guests.

Another interesting idea of the respondent interviews, to offer waiters a different form fairy-tale heroes. This approach will appeal not only to children, but also adults. Yes, and workers themselves will be interested in changing uniforms.

5 Business Model Canvas for the Kids café Play Day

In the present fast-paced competitive business environment, it is important for businesses to ensure their Business model adds value to the final customer. The business model canvas illustrates how a business creates and delivers value to the consumers. On Table 4 the author presented that this model is made up of nine elements, including key partners, key activities, key resources, value propositions, customer relationships, channels, customer segments, cost structure and revenue streams. (Osterwalder & Pigneur 2010, 22-45.)

The Business Model Canvas

Designed for: _____ Designed by: _____ Date: _____ Version: _____

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
	Key Resources		Channels	
Cost Structure		Revenue Streams		

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Table 4: Business Model Canva (Business Model Generation 2010).

Key partners

As for any business having a close relationship with the stakeholders is important for Kids café Play Day. Especially since it is in the food industry, this importance becomes critical as the most of the supplies that the café will need are perishable. Key suppliers for Play Day include the food ingredients, furniture and workers. For ingredient suppliers, author can use the Valio, Fazer, Paulig, Vaasan Oy, Lännen Tehtaat Oy companies. And also, since the ingredients like vegetables and meat prices fluctuated very often, a purchase agreement or contract with the suppliers can provide stability to the purchasing process. Furniture and fittings will be procured from Ikea, Sotka, Jysk and other local suppliers. In order to save management time and acquire good talent into the company, the cafe will partner with a recruitment agency like Stuff Point, VMP, Wippii Work Oy to acquire the most valuable resource, employees. The café will have to select and partner up with a bank or banks like Nordea, Aktia, S-Pankki, Osuuspankki Oy to initiate the transactions and to gain funds if needed. Here the decision has

to be taken after a thorough examination of the facilities of the bank and the cost. Since most of the transactions are done through credit/debit cards or through digital transactions, the ability to comply with these requirements of the café has to be checked with the bank.

Key activities

Porter (1985, 11-17.) explained in his book “Competitive Advantage: Creating and Sustaining Superior Performance”, the main five primary activities that will add value to the business. They are the inbound logistics, production, outbound logistics, marketing and sales and services. Primary activities of café “Play Day” include procurement of supplies, production of meals, serving the customers, marketing and sales. It is critical for the food industry to maintain high-quality levels. Being a Kids cafe, Play Day has to pay extra attention to its procurement process. This is because acquiring quality ingredients will determine the quality of the final product. Therefore frequent quality checks required to ensure proper incoming inspection. Production at Play Day involves preparation of food items. This can be the main value-adding activity of the process. This process completely depends on the business strategy of the company. Since Playday is focusing on the Kids, it can be identified that the company’s strategy is Focus. The most suitable strategy for Kids cafe is focused differentiation. Thereby the firm will be providing different food items to the different customer segments (children of different age groups). This will make the Play Day stand out from the other Kids friendly cafes in the area. The next main activity is serving the customers. Here the employees play a significant role to attract and retain the customers. The servers should be well trained and adequate freedom should be allowed to take decisions to satisfy the customers within the company policy. The last primary activity that is important for Play Day is sales and marketing. There are plenty of other cafes and restaurants in the area. Therefore to reach the customer, Play Day needs to be visible to the customer through advertising. Banners and boards in near schools in the area can help to reach the kids and also the parents.

Key resources

As mentioned before the most valuable resource for Play Day are the employees. Since the cafe is located in an urban area, the rent should be significant. The store becomes a resource that has a significant value. Food ingredients also a main resource for the company. If the company is storing some ingredients, it should be certain that they are stored in the right environment to avoid the ingredient going spoiled. Also, if the cafe has special recipes, the company can copyright them to secure them from imitating by the competitors. Other resources of the Kids café include the kitchen equipment, cleaning equipment, furniture etc.

Value propositions

Value proposition refers to the perception of the customers about the Play Day. It can be identified as the final result of all operations in the café. Positive customer perception can attract new sales and retain customers. The main perception that Play Day needs to conceive in the consumers' mind differs according to the customer segment. For parents, kids cafe must be a safe place to take their kids to enjoy while they are able to have a relaxing experience. For the kids, Play Day should provide a wide variety of opportunities to play and also a special food that excites them.

Customer relationships

Keeping good customer relationships is very important due to the niche market that the café is focused on. This “personal touch” to the customer and treating each customer in a unique way to make them feel special, will be the competitive advantage of the Play Day against the competitors. It is true that the kids will have a significant influence on the purchases in Kids café. Therefore, the servers should be able to build a relationship with the kids to make them happy. One way to do this by dressing the servers with famous cartoon characters or superheroes. Kids will love this and make want to come back soon. Employees might like this idea too. So, in the recruiting process, it should be kept in mind to make sure that the candidates get along with kids easily. Also, it should be ensured that the café has taken every precaution to ensure the safety of the kids like making sure the furniture in the public area does not have any sharp edges. This will encourage the parents to take the kids to the restaurant. Frequent customers or returning customers can be rewarded through special offers. This will strengthen the relationship and the increase the business. Also through introducing group offers the mothers will be encouraged to come in groups. This can maybe after picking up kids from the school to relax in the café which will multiply the café's revenues.

Channels

Firstly awareness of the channels has to be increased through advertising in close by schools or preschools. This way not only the kids will be informed but also the parents who come to pick the kids also will get to know about the café. At present social media marketing can be used to do targeted marketing. Therefore Play Day can use social media platforms like Facebook or Instagram to capture the market in the area. When the brand name gets established in the social media the customers themselves will do the advertising for the company through sharing posts and mentioning the name of the Kids cafe in the platform. Parents are most of the time busy. Therefore, if the Play Day can introduce an online platform that the parents can book the place while checking the availability in the cafe in advance and get the service immediately once they arrive, it will attract modern-day parents.

Customer segments

Play Day has mainly two customer segments, kids and parents. Therefore the Kids café should be designed in a way to add value to the mentioned customer groups. The proposed Play area for the kids will attract not only kids but also the parents. After a long day with the kids, the parents can come to the Play Day so they can relax while the kids having a good time in the play area. Therefore, the food items should be designed to suit the kids and also the parents. Sub segments can be identified with the different age groups of the kids. Different menus can be prepared to cater to the preferences of the different age groups.

Cost structure

Since Play Day is proposed to locate in a prime location the rent cost will be significant. This will be the main fixed cost to the company. Other costs like utilities, salaries and wages are considered as the Fixed costs because they do not increase or decrease with the fluctuations in the production. The variable cost of Play Day includes the cost of ingredients used in making the food and the labour used for making them. Kids cafe can prepare a master budget to control costs and to track whether the company is in the right direction.

Revenue streams

The main revenue stream for Play Day is the sale of food in the café for the kids and the parents. Also, the wall space inside the café can be used to rent out for the other companies to advertise which will generate additional income for the company. The dining room can be used to host the birthdays and other functions with the kids. Then its will generate more income pathways other than just renting the space for the functions. These functions will boost sales through cross-selling. Another method that Play Day can use to increase revenue is to introduce a membership or subscription service. Not only this will generate an additional revenue stream, but it will also increase customer loyalty.

6 Marketing Plan for the Kids café Play Day

As the author has mentioned before, there is a big amount of Russian families living in Kotka city and there is a big amount of tourists from Russia visiting the region since it is located close to the Russian - Finnish border. Tourism in this area may be an outstanding source of potential customers. In general, tourism may be defined as the processes, activities and outcomes arising from the interactions between tourists, tourism suppliers, host governments, host communities, and surrounding environments that take part in the attracting and hosting of visitors. (Goeldner & Ritchie 2006, 4.)

Russian travellers come both from the cities nearby the border, such as Vyborg, Svetogorsk and Saint Petersburg, and from further away areas. Tourists visit Kotka mostly for shopping reasons, whereas biggest amount of them come during the weekend. However, a fair amount of visitors, especially those from the areas close to the border, come as well during the week. As a change of activity and break from shopping, tourists and their kids prefer to take a rest and relax in nearby cafes or bakeries, and Kids Café would become a great option for that. The location will be in the core center, this fact will give more benefits in attracting potential customers.

6.1 Attracting Russian Customers

According to Clow and Baack (2010, 205.) when the product's benefits are presented within an emotional framework, the advertisement is normally more effective. Thus, to attract customers within such approach the author decided to print posters in Russian newspapers as well as to create a Kids Café community in Vkontakte social network. The posters themselves will have basic information in Russian about Play Day, an attracting tagline and inscription about discounts. Colourful photos of kids' dishes and play area will be included as well. In this way, the purpose is to catch the viewers' attention with a visually appealing photo, this would make them come closer to see the contents of the offer. This is one of the most useful ways to catch the attention, use the maximum space to present what the company has and is able to offer, use taglines to relay the information and include the contact details.

Two main newspapers, which are popular among Russian tourists, are believed to become an intermediate between the city infrastructure, including the café in question, and tourists. These newspapers are "Spektr" (originally Спектр) and "Finnish Trade Route" (originally Финляндский торговый путь). Both of them are released in Russian language and are available for purchase in every popular place in Kotka, Hamina, Vyborg and right at the border control. These magazines and newspaper publish general news about Kotka and Hamina region and a lot of advertisements from different companies, shops and enterprises.

Author approached advertising managers of both newspapers (Finnish trade route and Spektr), and enquired the minimal price per minimum size of advertising banner place. In the Table 5 the author represents all prices.

Newspaper	Minimal price per minimum size
Spektr	140 e/month
Finnish Trade Route	175 e/month

Table 5: Represents all prices in the Russian print sources.

Vkontakte

Vkontakte or VK is a Russian social network which was established in 2006. Although, it is a Russian created resource, millions of foreign users have joined the community over past years. There is a big amount of people using VKontakte everyday for connecting with friends and relatives, discuss certain topics within groups and clubs as well as for searching any information. Creating a Play Day kids café group on VK resource will open a new door for linking customers with cafe services.

Creating a group in VK is a free tool to connect clients and the company. So far, marketing through VK service has been very successful and is believed to become such for families seeking a place where infrastructure would be kids oriented and kids friendly. A lot of people build their decision of visiting any place based on searched information, accustomed source and in their native language. The VK community group will include basic information about Kids café, such as opening hours, location, contact information, some description about the cafe and interior and photographs of the products. One of the most important would be a feedback form, especially during the first stages of opening. This would help to gather opinions and suggestions for future development.

6.2 Attracting Finnish Customers

While observing the market segment, it is impossible to avoid the evident group, which is Finnish customers. This is the biggest segment among all customers of Kids café. In order to attract people's attention, the author used the same strategy as was used for Russian customers: mass media advertising - newspapers. In this way, banners in local newspapers should work very well, newspapers are available to everyone and everywhere no matter their age. There are plenty of local newspapers in the Kotka region. The most popular ones are Kymen Sanomat and Ankkuri . All of them are released weekly and are spread among Kotka's residents being delivered to their homes. Additionally, they are available for sale in popular places, such as shops, restaurants etc.

Author approached advertising managers of both newspapers (Kymen Sanomat and Ankkuri), and enquired the minimal price per minimum size of advertising banner place. In the Table 6 the author represents all prices in the Finnish print courses.

Newspaper	Minimal price per minimym size
Kymen Sanomat	99 e/month
Ankkuri	45 e/month

Table 6: Represents all prices in the Finnish print sources.

There are several advertising channels which the author decided to use to gain the attention of future customers not only in Kotka, but also available for the rest of the country and world. Social media is the best way for every company to reach its customers and it also includes a lower amount of cost. The tourism industry and locals in Kotka can take help from different social media channels such as Facebook, Instagram, and other sources. Internet sources are an easy way of marketing, and the tourism industry needs to invest only a little amount of cost. The author chose the most known socialmedia advertising Channels for Play Day kids café.

Trip Advisor

It is the best restaurant website and travel company in the United States that provides detailed information about restaurants, hotels, and accommodation. Trip advisor is the best social travel website that has 315 million inactive and active reviewers. It also has 730 million reviews of restaurants and hotels so that it helps to gain the attention of people from the whole world. (Stimmler-Hall 2016.) By taking help from Trip Advisor, author will provide information about Kids Café , people in Finland and the rest of the world can easily find feedback and photos about Play Day. The industry needs to invest the amount of money on Trip Advisor so that it can also become competitive in Kotka and enhance the industry.

Facebook

It is the best advertising channel that can help the tourism industry to attract a larger number of tourists. All of the tourists from the whole world use Facebook to connect and they also find out the best places in the world where they can spend their holidays and make memorable days. Facebook advertising includes a minimum amount of advertising costs. The tourism industry can take help from Facebook advertising, and it can promote the industry to the millions of tourists and locals so that the people will shift their focus towards Kotka. Facebook advertising works better for the tourism industry because it helps to share the information with millions of people. The tourism industry in Kotka can also share pictures of best and attractive locations, which help to attract more tourists from Russia and the whole world.

Also, Facebook helps to gain the attention of new tourists because when the tourists visit Kotka, they will share their positive experiences on Facebook with the others so that the new customers can also take an interest in visiting Kids Café in Kotka. People find out the best and attractive destinations, and by using the Facebook advertisement, the tourism industry in Kotka can provide awareness to the people related to all of the best and attractive places. The Facebook advertisements are cheap as compared to the other social media channels and 50% of the users of Facebook stated that Facebook pages are beneficial for every company because it helps to create new customers. Author planning to create group and page Play Day

kids café in Facebook to create new members and also share the picture of beautiful locations to gain the attention of new customers. (Tourismtiger 2019, 24-35.)

Instagram and Official webpage

Instagram is the best source for the industry to engage and reach diverse costumers. Out of the top 100 famous tourism companies, more than 80 companies use Instagram for the promotion because it is the best way of marketing. (Leap 2019, 1-4.) Kids Cafe in Kotka can also use the underlying channel and get a competitive positive in Finland. The industry needs to provide some information and pictures related to the Kids Café to change the thinking pattern of people.

Another great idea is to create official webpage to get the attention of more new and existing customers. The official webpage of Play Day kids café in Kotka helps to guide the customers so that they can easily enhance their awareness related to the place. By using the official webpage, cafe will also provide complete awareness to the people related to the location and also share the pictures, menu, opening hours and activities and the rest services provided by Kids Café. The industry can also create millions of registered users of the webpage that helps the industry to create attractive marketing.

Word of mouth (WOM)

It is the top social media marketing channel in which the awareness of the attractive places increased with the help of the recommendations of one person. The locals and tourists who visit Kotka share their positive experiences with the others so that the new customers also show their positivity towards the place. The world is hyper-connected in which the recommendation of one person has greater importance. The people can get new opportunities by finding out the word of mouth marketing or word of mouth advertising. Kids cafe in Kotka needs to provide a positive experience to the people so that they will share their experiences with the others and also gain the attention of more people. Word of mouth is the best and free of cost marketing, and it helps the industry to easily attract millions of customers to visit the place. It is also advisable to visit the nearby kindergartens and schools. It is possible to cooperate with various agencies that arrange holidays for kids on the terms of sharing percentage of revenue. (Warren 2019, 5-9.)

7 Conclusion

In conclusion the author would like to summarize all aspects that were discussed and described in the thesis. The aim of this thesis project was to develop authors potential business idea and marketing plan for upcoming Kids café Play Day in Kotka city, via qualitative

methods as non-participant observation and semi-structured interviews to gather all of the needed information.

The author has made observations of cafes which are located in the same place as planned cafe planned project according to author's business idea to discover if they are child-friendly enough and suitable for the family customers. The interview was accomplished with families living in Kotka area. The interview was conducted in a nice and relaxing atmosphere in a group where questions were designed and prepared beforehand, thus semi-structured method was implemented and helped the author to visualise the aspects company should focus on. The theory background of entrepreneurship, business idea, business model canvas and marketing were all revised. All the information was found in the printed media, such as literature, and the internet, and helped author to understand the main factors of successful business, marketing and especially in the research of future potential customers, families with kids from Kotka area. SWOT analysis helped the author to understand the advantages and drawbacks of the Play Day company, which could be developed, and improve the situation of the potential business idea. After further breakdown of the SWOT analysis, the author can conclude that there is no direct competition in Kotka that could challenge the given business idea. This gives higher motivation and increases chances of success.

Business model canvas helped the author to collect all of the needed factors while creating a business, and what aspects should be developed and which must be invented. This thesis has helped the author to understand how to create a marketing plan, develop author's business idea according to qualitative methods results found after collecting the data in Kotka city. The author has validated this business idea and is hoping that the research provided here will guide her towards successful practical implementation of it.

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Appendix 1: Observation list of the café's environment in Kotka city

OBSERVATION LIST OF THE CAFÉ'S ENVIRONMENT IN KOTKA CITY

CAFÉ NAME	ASCHAN COFFEE & DELI	ESPRESSO HOUSE	KAHVILA PRESSO
CHILDCARE FACILITIES			
FAMILY FRIENDLY ATMOSPHERE			
MENUS WITH THE FUN KIDS DISHES			
INTERACTIVE ENVIRONMENT			
HEALTHY MEALS			
PLACE FOR STROLLER			

Appendix 2: Interview questions for the future potential customers

INTERVIEW QUESTIONS FOR THE FUTURE POTENTIAL CUSTOMERS

Dear participant, thank you for taking part in the interview. I am a student at Laurea University of Applied Sciences and I am conducting a research within my bachelor's thesis. The purpose of this study is to improve and develop the business idea based on your answers and recommendations. Your replies will provide a deeper understanding of the study in question.

The participation is absolutely voluntary. You may stop the interview at any time. You also may decline to answer any questions completely or partially as well as exclude any information given before. The author guarantees full anonymity of respondents and assures that the answers to the interview questions will not reveal any personally identifying info.

1.	WHAT DO YOU THINK ABOUT A NEW KID'S CAFE IN CITY OF KOTKA?
2.	DO YOU REMEMBER YOUR LAST VISIT TO THE CAFE WITH YOUR CHILD? DID YOU DO IT ON A WEEKDAY OR A WEEKEND?
3.	IN WHAT SITUATION DID YOU VISIT A CAFE WITH A CHILD?
4.	WHAT ARE THE DIFFICULTIES IN THE CAFE YOU ENCOUNTERED WHEN VISITING A CAFE WITH A CHILD IN CITY OF KOTKA?
5.	LET'S DREAM A LITTLE. WHAT SHOULD BE IN THE IDEAL CAFE THAT YOU WOULD LOVE TO VISIT WITH A CHILD?
6.	WHAT GIFT OPTION WOULD YOUR CHILD LIKE THE MOST AFTER VISITING THE CAFE? <ul style="list-style-type: none"> a) A TOY CAR b) A DOLL c) A MINI CONSTRUCTOR d) A BOOK e) STICKER f) A CARTOON CHARACTER g) A BALLOON
	THANK YOU! 😊