



# Business plan to establish a fusion café bar in Helsinki

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## **Business plan to establish a fusion café bar in Helsinki**

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The authors write their own thoughts and business plan based on their personal experiences and researches, which they would like to implement in real action in future. The main goal of the thesis is to create a business plan to establish a fusion café bar in Helsinki, Finland. The fusion café will serve breakfast, bakeries, light snacks as well as alcoholic and non-alcoholic beverages.

The thesis is based on the theories such as history and trend of café bar in Finland which helps the authors to understand the potential result of opening a café bar in future. Entrepreneurship gave an idea about how to open a business, important qualities an entrepreneur requires as well as the entrepreneurship opportunities in Finland. Legal issues helped to know about the methods and sources of documentation of the company profile along with the necessary instructions about Finnish labor law and regulations. The business plan in the theory part taught about the importance of creating a business plan for any company and how it is prepared in relation with business canvas model and SWOT analysis. The business canvas model demonstrated the key factors of company while SWOT analysis helped to understand the strength, weakness, opportunities and threats in compare to other companies.

In the research and development part of thesis, both qualitative and quantitative methods were used in order to acquire necessary information about the interest of potential customers, managing and operating strategies. A structured interview with the restaurant manager of Nordic Kitchen was taken. The interview helped the authors to get more ideas while planning and opening a new business. Similarly, survey was conducted among several people in order to get an idea about their interest and habits on visiting café and bar, most common media to reach them and what new things they are looking for.

The outcome of the thesis helped the author to get a deep understanding about how to create an effective and reliable business plan with the help of business model canvas and SWOT analysis. Interview and survey gave a broad idea about how to be an entrepreneur and what the potential customers are looking for.

Keywords: fusion café bar, business plan, business model canvas

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## 1 Introduction

The goal of this thesis is to gain the idea about how to create a business plan to establish a fusion café bar in future in Helsinki area. Later, it can be used as a tool for a business plan that can be presented to potential investors and stakeholders. The idea of the business is to establish a fusion café bar that serves breakfast to alcoholic beverages.

The main reason to choose Helsinki area for this business is that Helsinki is the capital of Finland and it has the highest density of population. Apart from this, Helsinki has two other major cities as its neighbor i.e. Espoo and Vantaa which makes total population of more than 1.1 million (City of Helsinki 2018). Being the capital city, Helsinki receives higher number of tourists every year for several reasons. Helsinki is widely popular as the education hub where students all around the world are available. Beside this, Helsinki has also huge number of immigrants. This explains that the food business in Helsinki can be a right choice to pick.

This thesis has various theoretical background that explains the reason to choose the idea to establish a fusion café bar in Helsinki area. First, it is about the history and trends of café and bars in Finland which mostly explains about the drinking culture of Finns. Second topic is entrepreneurship that gives general idea about what is entrepreneurship and what are the key factors to run a business successfully. Next topic is legal issues which explains about the company type and all the necessary legal procedures that everyone must follow while opening any business firm. And the last theory topic is business plan which includes the subtopics like key elements of business plans, its benefits and most importantly the business model canvas and how it supports the idea of thesis. All these theory topics will help the authors to achieve the goal to create a business plan to establish a fusion café bar in Helsinki.

In this thesis, the authors will use both qualitative and quantitative methods that will help the authors to understand their target market and create an effective business plan. Under qualitative method, authors will take a structured interview with the restaurant manager of Nordic kitchen in Helsinki- Vantaa airport. And under quantitative method, the authors will conduct a survey via internet to collect as many results as possible about their preferences on café and bar. The Research and development helped the authors to sketch the business model canvas and do the SWOT analysis of the potential business plan.

## 2 Theoretical background

This chapter will discuss about all the theories that supports the authors while researching and developing the whole idea of thesis. The various contents of theoretical background will

help the authors to clarify their business idea. This part begins with the general introduction of café and bars, the history of café and bar in Finland and the trend of fusion café bars.

Another important theory topic of this thesis is Entrepreneurship. This topic explains about the several aspects while becoming the Entrepreneur as well as the entrepreneurship opportunity in Finland. Along with this, other crucial topics like legal issues and business plan are also discussed. All these theory topics are very crucial for the authors not only to develop the thesis but also, they are important to create the management strategy for future business.

## 2.1 Café and bars

This part of thesis deals with the brief explanation of the term café and bar as well as the history of café and bar culture in Finland. Beside these, the current and future trend of Fusion café and bar in Finland mainly Helsinki will be discussed. The authors have explained this chapter in three different headings.

Café is the place which generally serves light snacks like sandwich, pasta, bakeries etc and soft nonalcoholic beverages like water, juice, tea, coffee, cold drinks etc. The term “café” originally comes from the French word “coffee”. In early days, café used to be the place where people get gathered, read newspapers or magazines, play board games and enjoy the sip of tea or coffee. This used to be the place where people meet and exchange information. Though because of modern technologies, reading newspapers and magazines have been old fashioned, people still have the culture of meeting friends in café and bars where they exchange information, enjoy the snacks or drinks, play indoor games and celebrate. (Jaatinen 2006,13.)

A bar is the place where wide selection of liquors, cocktails, beers and wine are served. Some bars may also serve light foods like pizza and wings. Finns are one of the huge consumers of coffee and beverages. Café and bars are common here. According to statistics, it is found that a Finn drinks five cup of coffee every day in average which is 10 kg per year/person. Finns love to go and spend time in café and bars and enjoy. (Elintarviketeollisuusliitto 2011.)

### 2.1.1 History of Café and Bar culture in Finland

The café culture in Finland is not so old though Finns are coming consuming coffee from long time. The culture of going to café and enjoying coffee or snacks has been common just from 19<sup>th</sup> century. The first coffee arrived in Finland in early 17<sup>th</sup> century but the first coffee shop in Finland was opened in 1778. Today there are some very popular café in Finland which has a glorious history and unique features. (Jaatinen 2006,13.)

One of the oldest and popular cafés in Finland is Ekberg which was established in 1850 by Fredrik Edvard Ekberg. It is in Bulevardi, Helsinki. It was opened as a bakery shop which later started to sell coffee and pastries. Now it is officially called Café Ekberg. Café Ekberg serves breakfast and lunch everyday also has catering service that takes care of arrangement of various private and corporate events. One of the most popular products of Ekberg is Napoleon cakes. (Café Ekberg 2014.)

Fazer is another popular and oldest café in Finland which was opened by Karl Fazer in 1891 in Helsinki. It was a French-Russian theme confectionary which is later converted itself into a Finnish style café and deli. Today Fazer is the combination of 120 years old traditional and modern style café. Beside café, Fazer has its own sweets and chocolate factory that produces various types of chocolates as well as bakery items. They are known as Fazer. Fazer is the most popular sweet brand in Finland. Everyday hundreds of people visit both the café and factory. (Fazer 2014.)

Some other most popular café brands in Finland are Robert's coffee, Espresso House, Starbucks etc. All these cafés serve their unique coffee brands together with light snacks. All these cafes in Helsinki areas seems moderately busy and crowded throughout the opening hours which defines the livelihood of café culture in Finland.

There is a phrase "drink like Finns." Finns has a special relation with alcohol. But Drinking alcohol daily is rare in Finland. Finns mostly drink alcohol in weekends. In weekends or in holidays, when they start to drink, they do not stop until they fall down. This habit of consuming alcohol is same from decades. The way in which Finns consume alcohol is a shock for people from other cultures. (The special relationship of Finns with alcohol 2019.)

In early days, when the alcohol used to be cheap and was available elsewhere, people used to get drunk most of the time. This result in negative impact in country's economy. Later, Finnish government took the control over the sales of alcohol and issued a new law. According to the new law, supermarkets and other food stores are allowed to sell alcoholic products of up to 5.5% till 9 pm everyday while wines, liquors and spirits are sold in Alko stores which are open between 9 am till 8 pm in weekdays and 9 am till 6 pm on Saturdays. Beside these times, alcohol is only available in pubs and bars. Because of this law, Finns choose to go to pubs and bars and enjoy their weekends. (The special relationship of Finns with alcohol 2019.)

That is why the bars in Helsinki area are much busier in weekend and holiday nights than other days. Drinking to get drunk is the most common feature of Finnish drinking culture. In holidays and weekends, Finns love to go to bar and enjoy alcohol. As the capital of country, Helsinki has the highest number of populations. This is the reason it has huge number of bars. All the bars seem to be doing good business. Some of the main reasons behind it are the



growing population, Finnis love for alcohol, purchasing power, wider availability of alcohol and growing culture of going bars. (Osterberg & Makela 2006.)

### 2.1.2 Fusion Café Bar overview

Fusion café bar is the concept of bringing the flavor of café and bar in a same place and serving customers with wide range of snacks, beverages and salads. The beverages can be both alcoholic and non-alcoholic. Fusion café bar has normally long opening hours since it serves from coffee to alcoholic beverages. In a fusion café bar, one can enjoy his or her beautiful morning with delicious breakfast and wild evening with trippy drinks. Fusion café bar can be of some certain theme as well. For example, Hard Rock café in Helsinki is a rock music theme café. (Behmen 2020.)

After a long stressful day, people might need some place to relax and refresh themselves for this fusion café bar can be the best place to hang out with friends where they have wide options to choose with snacks and drinks. Beside snacks and drinks, fusion café bar may also offer various recreational indoor activities like board games, billiards, live game shows, space for meetings, conferences, parties etc. (Behmen 2020.)

### 2.1.3 Current trends of Fusion café bar in Helsinki

This part explains about the growing trend of dining in Fusion café bar in Helsinki area. Restaurant now are not only about food rather it has been about extra features, activities and themes that can keep the customers engaged for long time and make them feel like visiting again and again. (Kallio - A vibrant Helsinki District 2020.)

Looking upon the mixed taste, lifestyle and the love for coffee and beverages among most of the people, these days the number of fusion café bar in Helsinki areas are increasing every day. Helsinki has mixed population from all around the world who are living here for various reasons. One of the most common things they all look for is a suitable place to gather with their loving ones and could enjoy the moment. (Kallio - A vibrant Helsinki District 2020.)

Some of the most popular café bar in Helsinki are Hard Rock café, Café Bar No 9, O'learys, Fly Fusion café etc. They serve coffee to lunch to bar menu. Beside food and beverages, the ambience and interiors of these café bars are very charming and attractive. It looks like they are built with a concept of keeping the visitors busy watching and praising those arts and decors. (Kallio - A vibrant Helsinki District 2020.)

## 2.2 Entrepreneurship

According to Peter F. Ducker, Entrepreneurship is not a magic, neither a mystery nor it has anything to do with genes, rather it is a business of discipline. Entrepreneurship is an art of

designing, developing and executing any type of business idea with whatever resources available. And the one who performs this art is an Entrepreneur. Entrepreneurship is a ground of challenges and opportunities. One who accept the challenges, face the obstacles and gets victory over them becomes a successful Entrepreneur while the failure becomes the source of learning and improving. (Kurtako 2015.)

Success and failure are the outcomes of plans, places and products. Right business plans for right target place with supply of right product on demand makes a person has comparatively high chances of being a successful Entrepreneur. Beside this, for some entrepreneurship can be a passion while for some it can be a choice of legacy. In both of the cases one very important thing that everyone must do is a proper research before stepping in. This technique helps a lot to overcome the possible and potential challenges. Entrepreneurship has a huge impact on economy of any place so, one must be responsible toward it. Entrepreneurship can be of several types and natures regardless of scale from small to large to global. Bigger the size of business, bigger the impact in economy so, higher the Entrepreneurial competence to handle it is required. (Kurtako 2015.)

Although, entrepreneurship is not a new term, it has been a passion for many in last few decades. Recognizing the increasing passion of Entrepreneurship, many Universities and Institutions around the world began to include several entrepreneurship programs in their list of faculties. This has helped the rapidly growing business world to produce enough numbers of scholar entrepreneurs all around. This is considered as one of the biggest evolutions in the world of Entrepreneurship. (Kurtako 2015)

### 2.2.1 Becoming an Entrepreneur

It might not be so easy just to dream to be an Entrepreneur, but it might be hard to be an entrepreneur in real situation. The authors might have a lot of inspirations around us but sometimes they are not just enough to be entrepreneur. Entrepreneurs are someone who not only continues their family business or does the same business as someone is already doing in market but who creates new start up business ideas, prepare themselves for risks and enjoy the rewards. Such entrepreneurs are the key assets for the business world as their innovation and experiments often brings change and trends. In food business, Donald and brothers came up with a fast food service idea which is now the world's largest fast food chain company. (Enterprise Agency 2018.)

To be an Entrepreneur is not only about earning money rather it is also about sharing responsibility towards society, environment and mankind. They are the one who directly help government on various ways. Entrepreneurs are one who create opportunities of several things like employment, products and revenues. They create employment, employment raises the people's purchasing capacity and life standards and finally be able to pay taxes. This is

how entrepreneurs play a vital role in economic cycle. So, they are obliged to be responsible under any circumstances. That is why an entrepreneur must do some research on what kind of business they want to do and what are the factors they might be affected with. They must have SWOT analysis before they start any business. (Hill 2016, 50-55.)

Entrepreneurs are the one who can play a major role in bringing change in society. They can end the traditional method of doing business. Innovative entrepreneurs encourage their customers to consume their products using internets and mobile phones. In ground level, they can help government in making the payment cashless using the apps like mobile pay. This even makes costumers easy buying the products. Beside these, entrepreneurs are bounded with the conditions of corporate social responsibilities (CSR), where they contribute their local society in various ways like donating funds in social causes, doing sponsorship in local fest and festivals etc. (Hill 2016, 50-55.)

Concrete & sustainable business plan as well as the financial stability are the key factors to start any business. In many situations only the business plan or only the financial strength alone might not be enough to achieve the target to open any business firm. Both of these factors must come together. Some can have brilliant business ideas but are unable to execute it because of enough finance and some are financially strong but do not have a clear vision of investing them. So, it is always important that one has both a sustainable business plan and strong financial condition. (Hayes 2020.)

A sustainable business plans is an ultimate outcome of Corporate Social Responsibility (CSR) that includes various factors like managing stakeholders and building trust, transparent accountability, managing environment, raising social awareness etc. A sustainable business plan always comes with the solutions for every type of potential future problems and challenges. Once such sustainable plan is ready, one needs a sustainable source of finance to execute it. That is called investment. It is almost impossible to start and run a business without finance. The necessity of finance starts from the first phase of action i.e. from renting or buying a place to hiring the professionals & labors, from setting up tools and technologies for the business to marketing the product. Finance is most important. (Hill 2001, 30-38.)

Many people often see the problems but very few people have ability to solve the problems. People are scared of problems so in many situations they decide either to shut their business or to sell them. But a real entrepreneur always comes up with better solution to make his or her business exist. Problem solving skill is one of the key competences that every entrepreneur must have. Running away from problem is to create more problem for your employees or fellow partners. Entrepreneurs with problem solving skills are always trusted and this adds the value to the company. (Hill 2016, 50-55)

There might come loads of problems on the way while performing any business. For this, it is very important that the leader or leaders of the enterprise has ability to solve them. Creative approach, such approach is mostly about handling the situation in best possible creative way by creating a positive energy. For example, appreciating or thanking the one who comes with the problems. And the other one Rational approach is a logical way of dealing with the problems. In such approach, one observes, analyze and evaluates problem and then only gives his or her opinions about solving the issues. (Hill 2016, 50-55)

To be a successful entrepreneur, one must have the quality of passion and patience. Passion for doing the business and patience for sustaining the business. Many times, people get into the business just because they do not have any other options or to continue the legacy of family business. In such cases, one might not come across the passion and fails to grow the business as his or her parents had done. Many entrepreneurs fail because they do not have patience to wait long for the good result. They need immediate fruit. And if they do not get much profit in early phase they quit. This is also a quality of risk taking. Successful entrepreneurs never hesitate to face the risks. They always welcome it and deal with them in best possible ways. (Hill 2016, 50-55.)

To run a business is not an easy job. One has to deal with both internal and external factors that affects the business. Internal factors can be kept under control, but external factors are not as easy. Here external factors can be government policies, new competitors, economic crisis etc. So, an Entrepreneur must be ready to face all these potential situations and must have ability to adopt accordingly. (Hayes 2020.)

### 2.2.2 Entrepreneurship Opportunity in Finland

Finland is a country situated in Northern Europe with the total population of 5.52 million (2019, Eurostat) and Helsinki as its capital. Finland is widely known as the home of Santa Claus, Moomin, Information technology and quality education. To experience all these factors of Finland, every year millions of people visit Finland. This flow of visitors somehow has created an opportunity of Entrepreneurship in Finland, mostly in capital and other major places of attraction. (Enterprise Agency 2018.)

Finland has a very flexible and open business policies for all kind of entrepreneurs. From Immigrant students to permanent residents to EU or Non-EU citizens, everyone is provided with equal right to invest in Finland. Finnish government and other associate's bodies like financial institutions, social security services, entrepreneurial agencies etc. are very much supportive in building a career as entrepreneur in Finland. There are numbers of entrepreneurship societies who frequently provides counselling and correct guidance to interested entrepreneurs to establish their startup companies. These agencies help the

interested entrepreneurs to know about the government policies, to find the ways to raise funds and to reach the target markets. (Enterprise Agency 2018.)

These days, being an entrepreneur is the one of the most popular way of being employed in Finland. Entrepreneurship is also the best way to practice one's passion and profession independently. But for this one must have known how skill to link his or her business idea into real action. Beside this one requires an entrepreneurial skill to run the business smoothly. Upon having all these competence, one can seek for financial aid. In Finland there are many agencies who are there to help such emerging entrepreneurs by providing them the best guidance. Such agencies provide necessary assistance in startup business plans and getting a startup grant. A start up grant is a kind if allowance that can be granted to someone who is a fulltime entrepreneur at the start up. Such grants help the entrepreneurs to sustain during the time of business picking up the speed. However, there are some conditions for granting support. (Enterprise Agency 2018.)

One must contact their local Employment and Economic Development Office (TE Office) with their business plan as well as profitability and funding calculations beforehand in order to build an opportunity to get the startup grants. The business advisors of the Finnish Enterprise Agencies are there to assist with such documentations. Some TE Offices even offer free of charge development services for those who have received a startup grants in order to raise their sales. It is always a smart idea to take advices from TE Office experts. You may receive a startup grant if the applicant has obtained adequate readiness for the intended business and if the nature of business is full time and keeps the potential to meet all the conditions for profitable operations. (Enterprise Agency 2018.)

In Finland, one has number of options regarding owning a business enterprise. One can either start with his or her own business idea, buy an existing enterprise or just buy a part of business operations. Whatever options you choose, the best part of owning a business in Finland is that there is always a financial and social security. But, together with the opportunities, there comes responsibilities too. Being an entrepreneur in Finland, one must be liable to pay all the applicable taxes to Finnish government. Loyal and promising taxpayer are highly appreciated and given more value. An entrepreneur needs to get all the permits and licenses required to open a business in Finland. More information about taxations and licenses are discussed under the heading 'Company type'. (Enterprise Agency 2018.)

### 2.3 Legal Issue

Anyone who have a will and patience and the resources to backup can open their business. Nonetheless there are few criteria apart from capital and business idea, every entrepreneur must have the legal aspect that binds everyone under the roof of Federal law. In Finland it is highly recommended to consult with the legal expert before starting the ventures. The most

common types of business in Finland are Private Entrepreneur, Limited liability company, General Partnership, limited partnership, Public limited company or corporation and Cooperative Association. (Types of companies in Finland and their legal forms 2018.)

The key concept behind to list all the types of company is that the author just wants to demonstrate that there are numerous alternatives to start. However, knowing it's a startup proposal for café and bar, the proprietor or investor should be the one who should agree what kind of enterprise they want. There are few possibilities which are suitable for the newbies like the authors which they can pursue as the same goals. The categories of business which the authors think is appropriate for them in this initial phase will be discussed in the details below in the title "company type". Furthermore, in this chapter the author will provide the important information for needed to get the license for food and alcohol and the brief information on the rules and regulation on the taxation in Finland. The legal issues and taxation can be the most difficult and tricky part for which the TE-service office can come handy to help and figure out. (Types of companies in Finland and their legal forms 2018.)

### 2.3.1 Company Type

As the authors have already mentioned that there are 6 types of company that are currently operating in Finland. Out of those options' private entrepreneur and cooperative limited are the best options that a new entrepreneur can start with. Private entrepreneur is the easiest and simplest way to start a business in Finland. It is not necessary to have a minimum capital and the company can be register in only one-person name and can be done online with a charge of just 75 euro. The whole operation of the business will be exclusively depending on only one person and the profit or the loss will also be in his/her shoulder. The person who is registering the business not necessarily should be the citizen of Finland, but his/her place of residence must be located within the European Economic Area (EEA). (Types of companies in Finland and their legal forms 2018.)

However, none of the author are a permanent residence of Finland nor the resident of EEA, and since it is a joint venture, the authors planned to go for a cooperate limited. Cooperative limited is company is somehow like limited liability company, but the cooperative company need minimum three members to register out of which one of the general members should be the residence of Finland or EEA. It's not necessary to determine the share capital in advance. The members having same ideology and goal are the perfect for this business. Further if needed and interested, the members can be added, and the share capital can be distributed among them. In this type of company, the risk of capital burden won't fall to and person and the responsibility can be divided among the members. So, the authors think if the members have same ideology and goals then it is wise to start corporate limited rather than private entrepreneurs. (Types of companies in Finland and their legal forms 2018.)

Cooperative company, which is known as *Osuuskunta* in Finnish, it is necessary to form a legal document which defines the relationships among the shareholders and the also the guidelines of the company. The document is described as Memorandum of Association (MOA). The documents should include the name of the company, the place it's going to operate, the capital each member have invested, the term of investment and mode of investment. The first board of meeting should be held, and it should be referred in the notification file and how long the meeting was held. The notifications can be submitted to registered office through online with a considerable charge which can be done through ytj.fi. (Types of business / Company form 2020.)

None of the author is a Permanent residence of Finland or a residence of EEA. However, the planned is to include one member who qualified in that matter who believes in the authors idea. It is very careful to choose a partner while doing a business because everything will be depending on mutual trust, respect and understanding. Two of the members can act as a general partner, whom one will have to be the resident in Finland or register in EEA and the third can be act as a silent partner. Then they can discuss how they would like to fund for the business, where most of the case its can be done through personal savings, help from family and friends and the bank loan. (Types of business / Company form 2020.)

### 2.3.2 Taxation

Tax are the instinctive compensation charged by the government from individual or companies, whether it is on local, regional or national level which are used in the public and nation welfare. All the government activities are covered by the tax they collect throughout the year. The tax amount or percentage can be different from country to country, but the system is almost same. The amount can be received through the certain percentage from an individual salary, wealth gains from financing growth, dividends obtained as bonus revenue, payments made in stocks and services and property assets and so on. Therefore, for any legal monetary transaction, if a certain amount is earned throughout the year, it will be liable to pay tax to the government. However, the income tax is different from the cooperate tax. The certain percentage of an individual income is income tax whereas in cooperate tax, the company is liable to pay the certain percentage from the profit it makes. (Kagan 2019.)

It is important to keep up with the tax system of the reside country. And especially when launching a new company, learning and calculating all the tax system can be a really tiresome job. In the context of Finland, the ministry of finance prepares the laws that controls the taxation. It is very necessary to keep in mind that every entrepreneur is liable to pay tax from the very first day of the business setup. For that, the tax Administration office (Vero) will request all the necessary information. Secondly every entrepreneur is liable to pay tax no matter how much they earn. The amount may be different according to the earning, but

every earning is liable for tax. (The tax obligations for limited liability companies and cooperatives 2019.)

It is vital to report every earning activity to tax authority. According to the natures and types of tax, they are separated generally into 3 categories. Firstly, income tax, which is deductible from every salary earned within the cooperation. If the proprietor or companion draws the salary from the company, it will be liable to pay tax varying from the income they earned. Higher the income, higher the tax charge will be. Secondly, the advance tax, which the company will pay to the tax authority in advance, estimating the annual profit. The corporation tax is fixed at 20% and it is calculated by the annual taxable income minus tax-deductible income and expenses. It is generally estimated by the profit or earnings made in the previous period, which will be sent to the tax authority. Lately, the capital income tax, which is based on the amount withdrawn from the profit of the company for personal use. The charges can vary from 30% or 34% depending upon the sum of amount withdrawn. (The tax obligations for limited liability companies and cooperatives 2019.)

In most of trade, Value Added Tax (VAT) should be paid, which rate can be different depending on the type of the business. The restaurant sector is liable to pay 14% of VAT. It doesn't mean the company has to pay an extra percentage after they have already paid tax. The VAT is normally charged to the customers, which later the company will deliver to the tax administration. It is compulsory for every company which is required to pay VAT to enter the register. After that, the company can deduct its VAT from the goods already purchased to the sales to be made in the future. If the company makes a turnover of less than 10,000€ in an accounting period (12 months), then it won't be needed to pay VAT. But if it is more than that amount, then it is obligatory to pay VAT, not only in that exceed amount but in total turnover. Finally, it is very important to inform the tax office if there will be any changes in the income or losses of the company. Since the tax authorities have full rights to check the accounting of the company whenever necessary, it is wise to keep them in the right track. If the company's turnover is more than estimated, the company will be legally responsible to pay extra tax, and if it is less than estimated, the portion advanced can be refunded. (The tax obligations for limited liability companies and cooperatives 2019.)

### 2.3.3 License

In Finland, the trade is open and free. One can do the trade business without having the permit and registration from the authority until it comes under the legal system, but it is necessary to notify them. Nevertheless, there are some fields where the permit is required from various authorities to run the business, which concerns the consumer, community, and environment safety. For this intent, it is necessary to be competent and professionally qualified. It is also important to keep in mind whether any other special license other than



the business license are required or not. For example, for the restaurant business, the license to serve food and beverages are required. It is also necessary to have hygiene certificates and announcements should be made to health supervisor, the rescue service, building control department and so on. (Guide: Becoming an Entrepreneur in Finland 2018, 34.)

Choosing a place can be a tricky but it will be the most important decision. The author will have two selections, either rent a place which is already been used as a café or rent some new place which later can be changed to make it suitable to run the business. It is necessary to check the technical equipment's to serve, cook and store the food. The premise should be easily accessible for both staffs and customers. The safety of the people working there and for the place should be taken into consideration. No one like to be disturbed by anything, either that can be the form the crowd or from the music system. So, the premises should be sound proofed. The easy and regular flow of water, sewage and air conditioning that is suitable for café and restaurant should be met. (Opening a restaurant or café 2020.)

It is very essential to get all the require criteria for the food premises before turning it for the use of café or restaurant. The permit can be applied through building control department. The submission should be signed by the owner of the building not the tenant. In the case of need of changes in the building it is necessary to have a planned layout. (City of Helsinki 2012.)

The functionality of the grounds must be especially being considered when designing the food premises. The premises should be in protected building in the local that is planned in detailed. It should be accessible to all prepared for all kind of hazards like fire and having emergency exit. It is necessary to have the proper waste and cleaning management, toilet facilities hallway and cloakroom, social facilities. It is not mandatory to have a smoking room, but the air conditioning should be good. The design of the café and bars are mostly depending on the lightning, so is good to consider that. The water and sewage equipment have to be properly functional. As the author have already mentioned it is very important to do the premises sound proofing. A café and bar will need the storage and freezer to keep the stuff fresh. Finally, since the business will also be alcoholic drinks it is necessary to have 1 toilet for each gender irrespective of the capacity of the premises. However, If the capacity is higher than 25, then is ought to have 1 toilet for disable as well. (City of Helsinki 2012.)

#### 2.3.4 License for food and alcohol

In this topic the author will briefly describe who are eligible and how to apply for the food and beverage licensing. To be able serve food and alcohol, a firm is required to have permit. Apart from that anyone who is handling and serving them should have the hygiene passport and Alko pass certificate. The food industry is somewhat a risky business if the one doesn't know about the reaction some people might get if they have some allergies. It is very

important to have a knowledge on how the certain food should be dealt, stored and for how long one can keep them. Finnish Food authority looks over to ensure that the suppliers follow the simple rules of safe food stuffing, the value and conformation of foodstuffs are complaint with legalization and the consumers are provided the necessary, truthful and enough information. It is to make sure the safety of everyone eat out. The objective is active, capable, reliable and dedicated during the chain food trade. (Finnish Food Authority 2020.)

Likewise, storing food properly is also very necessary in the restaurant business to minimize the food waste and ensure best possible food maintenance. It is always important to use first in first out rules (FIFO) so that there won't be any potential of serving spoiled food to the customer. There should be enough vitrines to keep the food cool and fresh and the storage should include fridge and freezer to keep the food fresh according to its nature. Food shouldn't be left in the floor or should use something below to keep it above the floor. If the products like milk are open, then the date should be written so the person handling later will know if it is safe to open or not. There should be enough cleaning chemical and should use according to its kind, for example the glass cleaner can't be used to wipe the tables, but the all-purpose chemical can be used for all glasses, tables and the vitrines. All the cleaning equipment's and chemical should be kept in the separate cabinets. The temperature of the vitrines and fridges should be monitors time to time. (Finnish Food Authority 2020.)

Similarly, the authors also planned to have a side bar for which it is necessary to have license to serve alcoholic beverages. According to the Finnish alcohol act, Valvira main chores is to acts as the central authority to guide, accords and grant the permission to serve the alcoholic beverages in the food premises. There are several guidelines under alcohol acts which main motto is to improve and implements in general. That been said the aim is to reduce the consumption of alcohol by restricting and administering which may cause some damage in personal and social level. Nonetheless, it is important to have the alcohol serving license to sell any beverages that contain alcohol more than 2.8%. (Valvira 2018.)

According to the provision of serving act there are types of license granted for natural and legal person. It is important that these bodies are qualified to get permission to be involve in buying and selling of alcohol. According to the act the person applying for the permit shall not be bankruptcy. It is very important that he/she is eligible to pay all their liabilities and their wealth is enough to plan the operation successfully and oblige to fulfill their legal procedures. In the partnerships or cooperative business, the managing bodies or the partner must require fulfilling the required qualification to serve the alcohol. The applicant can apply for a temporary alko license as well if it is for some event or for a seasonal time otherwise it will be granted until further notice. It is necessary to check when applying the alko license for the premise that weather there has been a disorder or trouble. In the case of any of trouble happened in the past can lead of granting it for temporary, just to insure it won't

repeat. But before serving the alcohol it is necessary to apply the license for the premises as well. Only after getting the license for the premises it is possible to transport alcohol from one licensed premises or company to another. The alcohol opened or serve in that premises is not allowed to drink outside of that area. If it is required to serve the alcohol later than 1:30 the notification should be made to the license authority writing a notification for extended hours which when approved can be served until 04:00. (Valvira 2018.)

#### 2.4 Business Plan

This part of thesis is consisting of two main topics i.e. first is the definition of business plan and the importance of business plan in entrepreneurship. The contents are studied from various electronic sources and the authors intend to use the business plan practically to establish a fusion café bar in future. This thesis will also help the reader to get the theoretical idea in order to understand the actual business plan.

A business plan is a written document for any business. It explains about all the procedures of implementing the business ideas in practice and operating the environment of the enterprise. A business plan is mainly consisting of the goals and objectives, target and vision of a company. It is very important for a business plan to be very sustainable and effective. A business plan must cover the ethics of all the factors and elements that can affect the business-like customer groups, target market, competitive environment, products, investors etc. (Hisrich,Peters,Shepherd 2010, 189-190.)

A business plan is a key tool for any entrepreneur to explain about his or her nature of business, its goals and entire vision. It is the main document that every entrepreneur must have while negotiating with potential investors, stakeholders, and business partners. A perfectly prepared business plan document highlights both the risk factors in the business, solution to them and the estimate profitability of a business. (Hisrich et al. 2010, 189-190.)

A sustainable business plans is an ultimate outcome of Corporate Social Responsibility (CSR)that includes various factors like managing stakeholders and building trust, transparent accountability, managing environment, raising social awareness etc. A sustainable business plan always comes with the solutions for every type of potential future problems and challenges. Once such sustainable plan is ready, one needs a sustainable source of finance to execute it. That is called investment. It is almost impossible to start and run a business without finance. The necessity of finance starts from the first phase of action i.e. from renting or buying a place to hiring the professionals & labors, from setting up tools and technologies for the business to marketing the product. Finance is most important. (Hisrich et al. 2010, 189-190.)

Creating a business plan can be the hardest part but is the most important step before starting or expanding any business. There is a high chance of a business to fail if they are started without a proper research and plan. A business plan is also a blueprint of any business that helps any entrepreneur to find out the right direction to move and right tool to use as per the situation. (Hisrich et al. 2010, 189-190.)

#### 2.4.1 Key elements of business plan

There are several important elements that are required while creating a proper business plan. These elements act as the guidelines for establishing a business in real situations and also helps any entrepreneur to deal with the potential risks and crisis. (Enterprise Agency 2018.)

The main business idea: type of company, product and target market. It should also include the background of necessary research in order to provide information on other various similar types of business, uniqueness and success factors. (Enterprise Agency 2018.)

Customers and products: who are the potential customers, what kind of product are they looking for and what customer needs will the products satisfy? This part of business plan should clearly explain about what kind of product, which type of customers and where are the service available. Also, it should give a satisfactory clarification to the investors about how the product is worth to invest. (Enterprise Agency 2018.)

Market analysis and scope: A business plan should include a document on a proper research and analysis of market where the product or service is going to be provided. Such analysis will help to figure out how is the demand of the product in market, how is the competition and how is the chance of expanding the business in future? Also, it helps to establish a right pricing of product, ways of distribution as well as sales strategies that will lead a business to exist in market for long duration. (Enterprise Agency 2018.)

SWOT-Analysis: SWOT refers to the strengths, weakness, threats and opportunities of any business. It is one of the reliable ways to figure out the future of business, necessity of changes and preparation of worse beforehand. (Enterprise Agency 2018.)

Operations and Management: it explains about how the business will be managed and operated. The operations plan mainly highlights the logistic part while the management part highlights on managing employees, division of tasks and creating strategies on generating revenues. (Enterprise Agency 2018.)

Financial elements: these are the most important elements of any business plan. In any business plan, financial part is mostly explained after product, market and operations. Finance is the backbone of any business which mainly consists of income statement, cash flow statement and balance sheet. (Enterprise Agency 2018.)

#### 2.4.2 Benefits of Business plan

The main aim of creating a business plan is not only to raise capital or to generate revenues for a business rather there are other huge benefits. A business plan helps any entrepreneurs to understand their own business idea in respect to various factors as like environmental, economic and social. A business plan even helps an entrepreneur to look upon various potential opportunities as well as threats that might occur in future. (Barrow et al. 2012, xii.)

A business plan is a blueprint of any business which is created after several research and studies. Such research and studies are mainly market, product and customer oriented. All the process and results or findings are documented which will act as an important proof of effort and passion for opening the business to the investors. A well created business contains almost all the necessary information of actions, targets, opportunities as well as potential threats along with their solution which builds a trust among the investors and stakeholders. The following are the main benefits of creating a business plan. (Barrow et al. 2012, xii.)

**Know your market:** it is very important to do the deep research and analysis and know the situation of the target market where the product or service is going to be provided. It helps to know the reasons of rise and fall of competitors in the market. It also helps to find out the trustable and reliable sources or channels that are much need while starting any business. (Barrow et al. 2012, xii.)

**Set priorities:** business plan helps to analyze the target market in detail and keep the right things in right track so that the expected goal is achieved. (Barrow et al. 2012, xii.)

**Manage change:** things or situation may change quite often A good business plan helps to review the assumptions, track progress and bring necessary changes if required. Such changes help in avoiding the potential risk factors. (Barrow et al. 2012, xii.)

**Manage account:** managing accounts also refers to managing cash and funds. In any business, it is very important to keep a proper record of account on sales, purchase, profit or loss. There may rise various account related issues while doing a business. So, a good business planning helps to detect the problem and guides how to solve those issues. (Barrow et al. 2012, xii.)

#### 2.4.3 Business Model Canvas

Business Model Canvas is a strategic management and lean startup template that was proposed by Alexander Osterwalder in the year 2005 based on his earlier book: Business Model ontology. Later in 2010 Osterwalder and Pigneur identified the building blocks of nine critical factors which they called the business canvas model. It has nine different segments which form the building blocks for business model such as key partners, key activities, key

resources, value propositions, customer relationship, channels, customer segments, cost structure and revenue streams. The main purpose and benefit of creating a business model canvas is that it helps an entrepreneur to stay focus on their business segment and stepwise. It is a kind of guideline for every entrepreneur. (Hill 2016, 194.)

Key activities are the actions that any business firms perform in order to achieve their defined target. These actions are mainly related with the value prepositions of the customers. Key activities focus on how the resources are managed and used, how the products are distributed, what are the future strategies can be set to achieve the goals. (Hill 2016, 194.)

Key resources are the infrastructures that together builds the value of any business. These are also considered as the asset of a business. Resources can be anything such as furniture and equipment, building or space, finance, manpower, IT infrastructures as well as intellectual elements like patent or copyright. (Hill 2016 194.)

Key partners are those who are directly linked with business and activities. These are the one who play a vital role in achieving the goal of any business. Key partners can be investors, advisors, suppliers, auditors, distributors etc. (Hill 2016 195.)

Customer segmentation is the method of dividing the customers into different groups. Such groups can be created as per the nature of company, their product and target customers. The most common segments are based on age, gender and religion. To understand the target market or target customers better, a company must create a portfolio of every target groups so that it will provide as much as necessary information that a business requires. (Hill 2016 196.)

Customer relationship defines about the bond and link between company and the customers. It generally explains about how often the company interacts with its customers and what media does it use to reach its customers. Since, customers are the key source of business for any company, a company must build a suitable and consistent relationship with its customer in order to keep its business sustain. (Hill 2016, 196.)

Value proposition refers to the service and the tangible product that are offered to the target customers. The focus is always on the benefits and the value that is delivered to the customers which are sometimes beyond the defined nature of product and service. This includes the factors such as customer service and experience, product design and packaging, price, ordering method, delivery speed etc. Beside these, another important element is the generosity of a company on taking feedback and problem solving of customers. This helps to increase the value of the business. (Hill 2016, 196.)

Channels are the platforms through which the customers can reach and receive the product or service they are looking for. Such channels can be both physical and digital. A company must do a deep research on where, how and what channels do their target customers mostly use so that they can reach to as many customers as possible. Channels costly come under the marketing plan of any company's business plan. (Hill 2016, 196.)

Cost structure is the kind of cost generated for creating the value proposition and delivering it. It consists of various types of cost that takes place during the operation of business such as purchasing, hiring, insurance and taxes, payrolls, traveling etc. Cost structure helps to identify the cost to achieve value proposition for the customers. (Hill 2016, 196.)

Revenue streams are the incomes that are generated after customers make the purchase of value offered along with all other income streams such as interest on capital, rent on building or space owned. Other possible income streams for a company can be merchandise, service fee, subscription or membership fee, in-app purchase etc. (Hill 2016, 196.)

### 3 Research and Development Methods

In this process the authors have choose both qualitative and quantitative method. Both methods have their own way of findings but when combining both it will be easy for the authors to decide the things to business. The authors have done interview and observation as qualitative method and survey as quantitative methods. The interview and survey were both done in April 2020. Due to some technical problems the survey couldn't be done in the school links but done among the students living in HOAS apartments and the students and people the authors knew personally. The process and results of all the research are documented in this chapter.

#### 3.1 Qualitative Methods

The report and information obtain from open data and direct contact are refer as qualitative research methods. It focusses on the people behaviour about what they sense and reflect which make an influence on their decisions. It can be obtaining through various methods in which direct one on one interview is one of it. When people get to interview, they will acquire the direct knowledge they are seeking for from the individual who have the certain experience in that common field. It can be done through face to face conversation or phone calls, which will allow the participants to talk about the subject openly and the interviewer to get the needed information. Another form can be through group discussion where the bunch of people gather in a circle and discuss about the subject, both in positive and negative way. It will help to collect the information from 5 to 8 people generally where the moderator will be in the centre trying to keep everyone in the topic. The moderator will be unbiased

and will be taking notes of the accurate answer. The information can be also gain through observation, where one participates or watch in certain task and gain the needed information. (Qualitative and Quantitative research for small business.)

Qualitative research can be recorded through audio or video which makes it transparent and easy to remember and documented according to own suitability. As the researcher don't have to hire lots of people as in quantitative methods it tends to be inexpensive to carry out. It helps to go in deep and explore all the possible outcomes. It can be done in multiple topics with multiple people at a same time. The authors have conducted an interview and qualitative observation in this method which is briefly defined below. (Qualitative and Quantitative research for small business.)

### 3.1.1 Interview and results

The interview can be done through various methods where one can be the interviewer and the other can be the interviewee and the data can be collected through the exchange questions to answer through verbal in face to face or through online and telephone calls. Generally, the interviewer initiates the question and the interviewee is not obligated to answer all and can do that according to the situation. The interview can be conducted after the full investigation on the case or it can be done during the findings of verbal exchange. That's why interview can be personal structured or unstructured. (Kothari 2004, 97-100)

The structured interview is those where the person is asked the pre-determined questions and vastly consistent methods of recordings. Thus, the interviewer won't go out of context from the pre-planned form and it will be easy and comfortable to the interviewee to answer those questions. On the other hand, unstructured interview doesn't have the pre prepared questions and the interviewer have the more freedom to ask any question during the findings in the interview process. It doesn't follow and system of predetermined questions and techniques of recording. Thus, it will be more time consuming the analysis of unstructured interview will be difficult. It will also economical and for this purpose the interviewer should have the vast knowledge and have a greater skill to conduct. (Kothari 2004, 97-100)

The other way to interview is through virtual online, through telephone or through mail and posts. The online interview is normally done if the person is not available personally and are out of reach. However, in the absence of virtual, the telephone interview can be conducted, where the information can be gathered through the telephone calls. It is normally used in developed region is not consider a good way although it is liable than post interview where it might take few days to get responds. (Kothari 2004, 97-100)

For this part the authors choose to interview the manager of Nordic Kitchen Mr. J. located inside Helsinki Airport, FINAVIA. The main idea behind choosing this restaurant was to know



about the business and management of the restaurant, knowledge about menu planning. Idea behind the authors business plan is more or less circulate and similar to the Nordic Kitchen. Beside that Nordic kitchen is one of the most successful unit among the other restaurants in the airport. The design, management and customer services and the staff knowledge are the top notch. For the interview the authors prepared 10 questions to understand the type of business the interviewee is involved in and how he managed and run the business successfully and done it via email as it wasn't possible to meet due to the global pandemic situation of covid 19. The authors send an email attach with questions on 21<sup>st</sup> April and got the respond and answer back in 29<sup>th</sup> of April. The questions can be found and read in appendix 1. Most of the questions were created in a simple form so that the interviewee can answer them easily and according to his experiences and knowledge on the trends in this business. Beside the business, the authors question was more focused on the internal management, food menu, handling of the staffs, goods, planning's, services etc.

In the beginning the author wanted to know about the company which the interviewee replied that it is one of the units under the company name HMSHost Finland oy. It is one of the branches of HMSHost International subordinate for Autogrill S.p.A, a global leader in the food and hospitality industry for the travellers. The company operates all around the world in about 120 countries in airports and train station and the headquarter is in Netherland making it the branch of foreign enterprises. He further told us that HMSHost Finland oy was established in 2013 and have about 18 units inside Finavia and he is the unit manager of one of the units called Nordic kitchen.

Further the authors wanted to know about the menu and drinks about the restaurant. As they have any specific menu planning that compliments the drinks. The manager answered that they change their la carte menu twice per year, first time in spring/summer and second fall/winter. This happens in cooperation with the head chef and F&B department. There concept is to use local fresh ingredients and look at the food trends and of course the costs. The items on their menu have to be in season and must fit the current trend. Costs also include labor, meaning the time from start to finish to prepare final sellable product. He additional that other menus such as wines, cocktails and sandwiches are changed when there is specific need. For example, when they notice sales drop in certain items, they investigate what is the reason and what they can change to pick up sales. Wine menu is designed to fit most of their food and also include wines that are good to drink by themselves. They offer certain classic combos such as pastry with coffee or tea or sparkling wine with toast Skagen. Depending on the time of year they do special offers, think of seasonal pastries or cocktail of the day.

One of this business plans also want to focus on how to prepare new employee so that they can take on daily task and the employee satisfaction. What should be done to prepare the

staffs and keep their moral high in which the manger told that normally they trained the new staff for 4-5 days which includes working on checklist of the most important aspects of the job. For that period there will always be a trainer who take them through the day and evaluates the days. Even it should be enough for them to be familiar to the surrounding they will be still relatively new for which the special attention should be given while planning shifts for them. After the training the trainer have to evaluate them and tell them about their good aspects and places where they need to improve. The trial period will be 4 months; under that period, it will be clear if that employee is able to cope with day to day situation. And talking about the employee satisfaction the manager answered that it is very important, but it shouldn't be misunderstood with personal satisfaction. While working in large group of staff it is impossible to keep everyone happy but being a manager it's his responsibility to be there for his employee to offer reasonable solutions to possible conflicts or disputes which help to meet the common goal of the company.

The authors wanted to ask about the contacts of suppliers and vendors and the key partner for the restaurants, which he told us that due to the agreements in their contract he can't reveal. But on the side note the authors get the hint of having a proper food supplier to furniture, kitchen equipment and emergency maintenance keeper. When starting up restaurant business it is very necessary to have a good contact with the vendors and suppliers and find out the best goods in town. The fresh products you get the fresh meal can be produces. Apart from food and drinks it is necessary to get the good equipment needed for the restaurants, be it kitchen utensils or the furniture. The knowledge of storing and inventory is important. But he did say that it is important to do the inventory at least once a month although it is ongoing process to keep up with the stock. And do smart rotations. It is very necessary to have the shelves and sections for everything should be organized and the most important is to follow the FIFO principle to avoid unnecessary waste and cost.

The authors asked about how the business pick up in the festive time the manager expressed that it is good business during the festive times such as Easter, vappu, charismas, sports events etc. if the menu offer some specific food and drinks suitable for this time. For example, Golgi is very popular drink in Finland during charismas and having special beers during October fest is a good idea. He added that the offer is specifically targeted to the event and has a good margin, it always gives a certain boost to the sales. However, it is also hard to determine the exact boost as during the festivities the restaurant gets normally busier than usual. It is vital for the restaurant business to take the advantages of festive time by offering the customers with some special menu and offerings.

It is obvious that the coffee and bar trends in Finland is pretty much popular. Every streets and main station at least have café or bars. In this trends and competition, the authors were pretty curious whether this trend already had its picked or it will keep continue like this in

the place where people love their coffee and drinks. On this matter the manager conveyed that the market of Finland is interesting. According to him, the smaller privately-owned cafes and bars have increased in popularity over the years. Little specialized places, for example vegan, have had good years. But this could change and will have an effect by the current covid 19 situation. The people will have less to spend and will take some time to bounce back in normal position.

When asked about the location, the manager answered not to build a boat factory on the countryside and not build a farm in the harbor. Same goes for restaurants, location of a restaurant needs to be accessible to guests and suppliers, needs to fit the scene and must attract a target group. Product needs to be clear, concepts and products offered need to have a clear target group. It should be easy to understand.

In the conclusion the interviewee told the authors that he believes most important is that the company should be profitable, so good research is required before opening any business in order to run it successfully. In addition, it is important that the startup entrepreneur should be able to give everything for their business, passionate owners who believe in the product they offer is part of being successful. Presentation of food and drinks and the front is necessary. If the eyes are pleased, then there is a high probability of customers to come. The one of the priorities for all business are the location. For any startup business and that too in fooding business, an entrepreneur should always consider the location with top priority. There are many restaurants which have to shut down due to the less no of customer as they are not in the easily accessible place which the authors had observed in the past It is necessary and must create trust both ways, that is the true foundation of a work relationship. Once the foundation is established, one can work on improving, promoting, teaching etc.

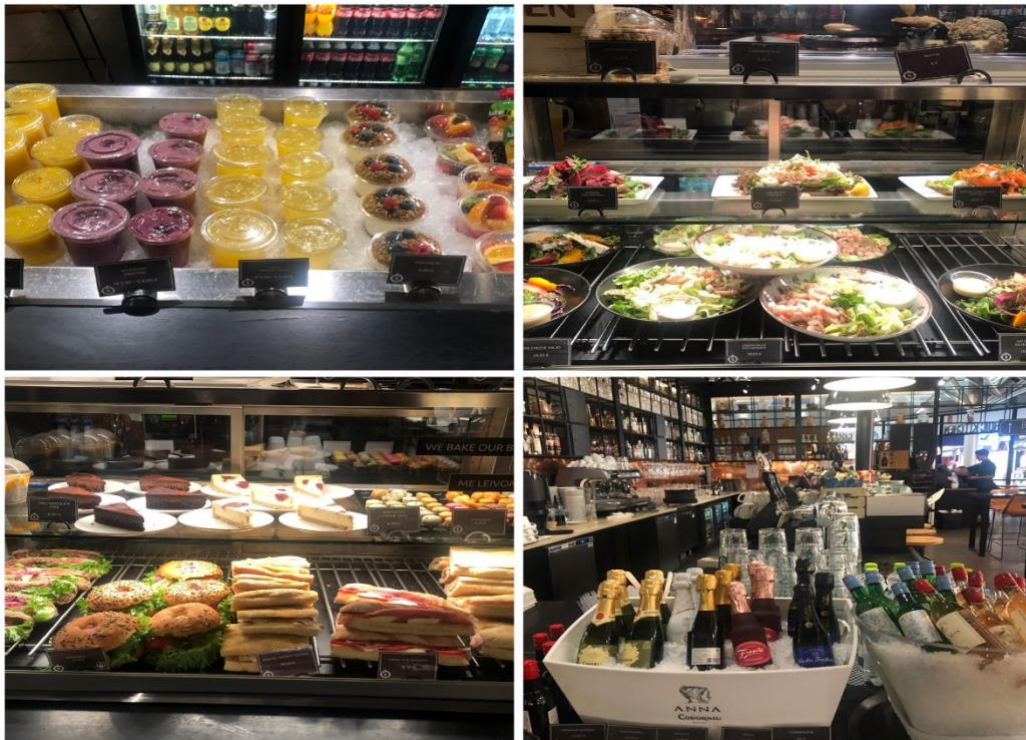


Figure 1: Front shelf of Nordic Kitchen Showcasing foods and drinks

The figure 2 shows how the food and drinks can be presented. It was taken by the one of the authors while visiting Nordic kitchen with the permission of the manager. The idea of having this picture is so that the authors can present some visual aid for the potential front design and presentation of the business. The authors learned that it is very important to place the open foods in cool vitrines which can be closed to keep them fresh and the wines according to their nature have to keep in the ice and room temperature. The fresh juices and smoothies are the other beverages that the customers prefer during the morning with sandwiches and coffee.

### 3.2 Quantitative Methods

Quantitative research is a systematic investigation tends to be more depends on the statics and numerical data. Quantitative research gathers collective information using sampling and survey either online or written through already existing customers. Those results are normally based on numbers which helps to predict the future in sells and services. The most common way of performing the quantitative research is through questionnaires and survey. One can create a number of questions it some suitable choice and can create a survey through online or social media platform, through phone or through personal. The results will help to create a graph and the helps to understand what the majority of customers prefer. These are easy to understand and have direct questions where the participants will answer directly what they want. Another can be quantitative observation which is generally focus on the numerical

data. Like in qualitative observation which are measures in sense (smell, sight, hear, touch and taste) and can't be measured, the quantitative observation are processes in numbers and can be measured. The quantitative research can also be done through already existing data which is generally known as secondary method. The previous data from same type company are studies to predict the future number. (Qualitative and Quantitative research for small business 2020.)

### 3.2.1 Survey process and results

Survey is the collection of quantitative data from a certain population of interest. It means it is the way of collecting a data from the certain group who might have the interest to answers in certain topics by choosing one option in various choice. The survey might be harder than it sounds as the it is difficult to find a certain interested group, data and designing questionnaires and labelling the answer in the more presentable way. It is based on the numbers so it won't be more reliable as the number can be differ from time to time. (Snijkers, Haraldsen, Jones & Willimack 2013, 4-7)

Survey can be used to collect the variety of data, like factual data (e.g., data that the business started), monitoring data (e.g., the amount of money invested in capital), attitudinal data (e.g., attitude towards the government economic policy) and performance data (e.g., perception of business performance). For this method the authors have tried to collect the factual data where the people were invited to answered for the start-up business. The collection of survey results can be time consuming and all the invited participants might not response to all or at all. So, it is better that it should have the time limit to response and the target the certain numbers. (Snijkers et al. 2013, 4-7)

For this process, the authors design the survey specifically to generated data on how many people have habit to visit café and bar and what they prefer on visiting those restaurants. This survey was done online with a motto to get as much information on the customer's preferences. The survey form was made in google online survey and later send it to the authors friends living in Finland and posted in hoas Facebook group pages like HOAS Malminkartano (Viljelijäntie/Arentikuja) 2020 community group and kilonrinne and kilonkallio 10. The authors tried to get the students and working people's opinions through this survey, so it was conducted among the students living in student's area. Since it was posted in the group pages and many of the people in the group are inactive, it is not sure how many of the people get survey form. The authors targeted to get around 125-150 responses, but all together got 113 responses. There were all together 12 direct questions and 3-4 direct options each to choose and the recommendation that each participant can give. The questions are based on how many coffees the people likes to drinks in a day out of which how many times they visit café for that, their preference on having some foods with coffee, visiting bars for

the alcoholic drinks, their spending habits on restaurants and what they find most needed in the restaurants they visit. The detailed questions of survey can be finding in the appendix whereas the results are described below.

The survey form was created and conducted through google online form. The authors don't want to get age and gender specific as they observe that all legal age groups and gender prefer to visit café and bars in Finland. The participants could choose one option and needed to sign in with their google accounts, but their identity was concealed. The options were easy to choose, and form was easy to fill up taking them 2 minutes to answer and submit. The main survey question that authors thinks will be presented with the pie chart below while the rest will be defined in words only.

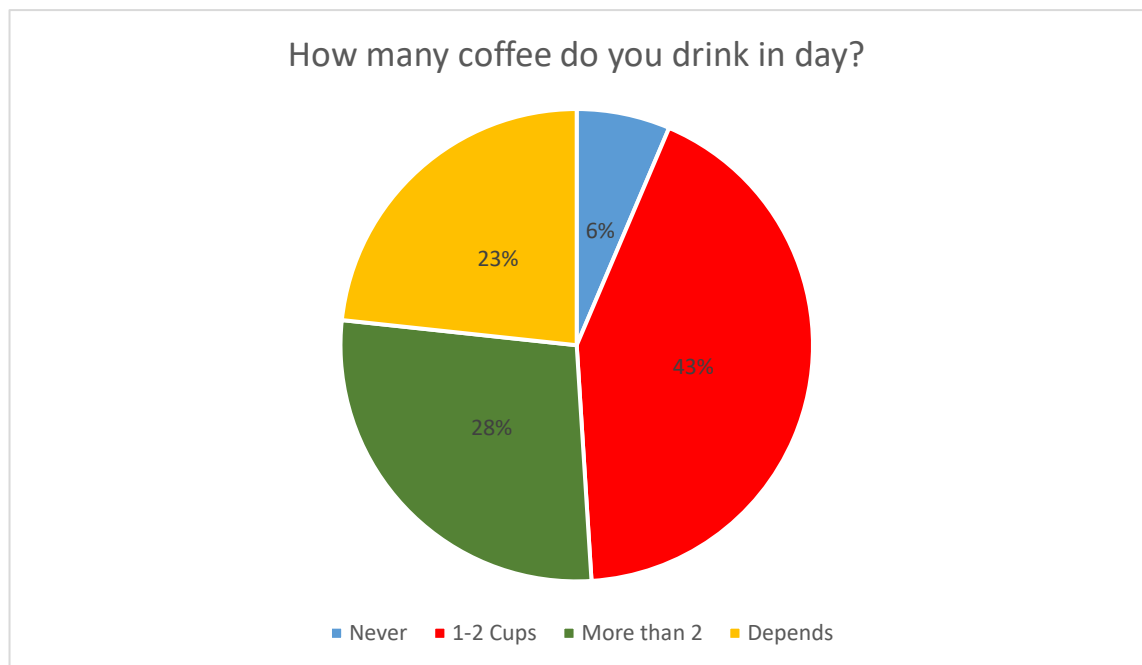


Figure 2: Chart showing peoples drinking habit (n=113)

Figure 2 shows the coffee drinking habits of the participants. Majority of people drinks 1-2 cups of coffee making it to 43% of total participants while 28% said they drink more than 2 cups and 23% of participants said it depends in the situation. It turns out that 6% of participants don't like to drink coffee. The authors forget to keep the tea option, so maybe they prefer tea over coffee.

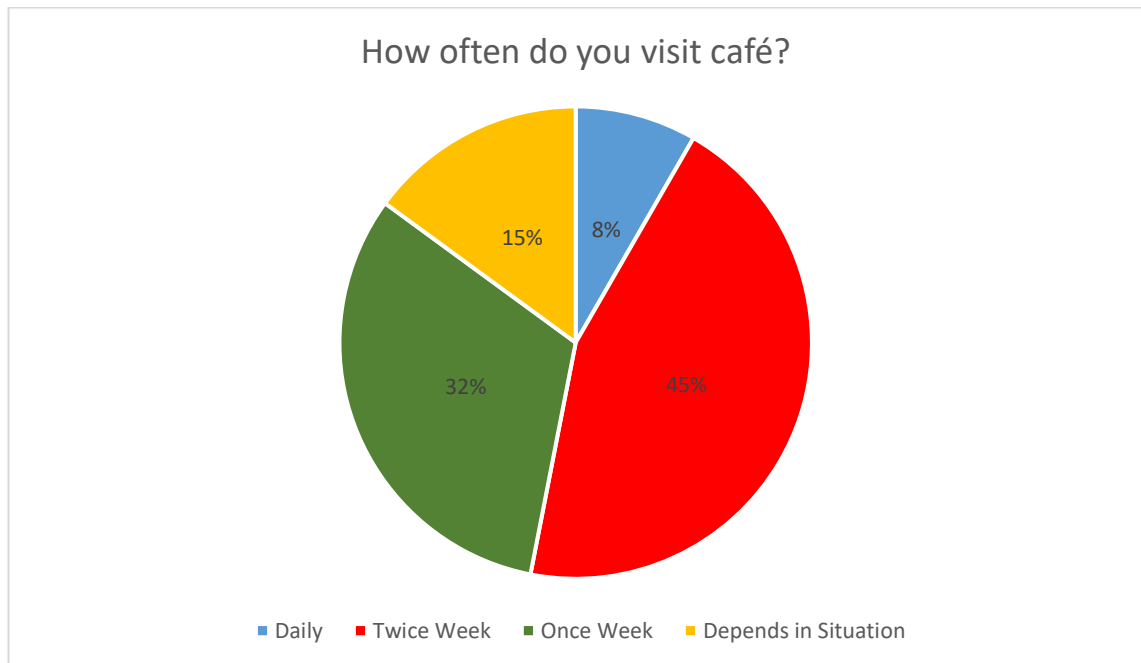


Figure 3: Times Participants visit café (n=113)

It is obvious that visiting café daily will be expensive which wasn't surprising to authors that only 8% of the participants said they do that. Some people visit café to meeting and hangout which shows those 15%. Majority i.e. 45% of participant's like to stopover twice a week whereas the remaining 32% do once a week which still is a good number according the authors point of view.

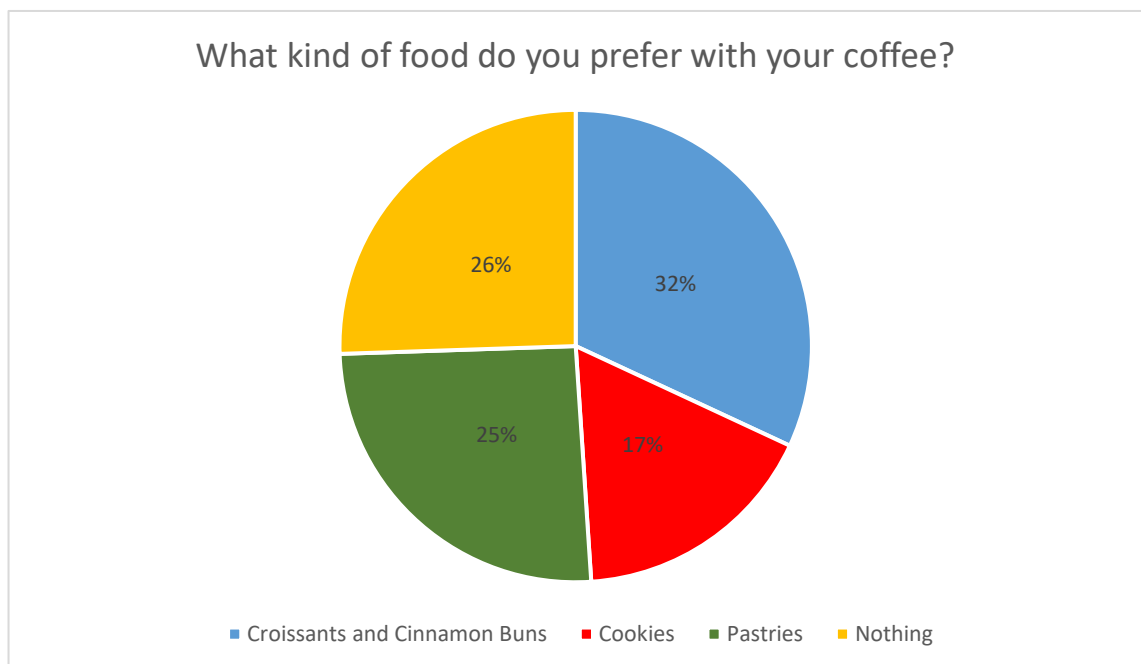


Figure 4: Food participants prefer with their coffee (n=113)

In Figure 4 it can be seen what kind of snacks participants prefer while having coffee. While opening a café it is very important to have some popular snacks which helps to upsell. It is normal to have something sweet or some bread with coffee. Croissants and Cinnamon Buns are the most popular among the Finnish people with coffee making it 32%. While having pastries or having just plain coffee was in same percent 25% and 26% respectively. 17% of participants answered they prefer cookies with their coffee.

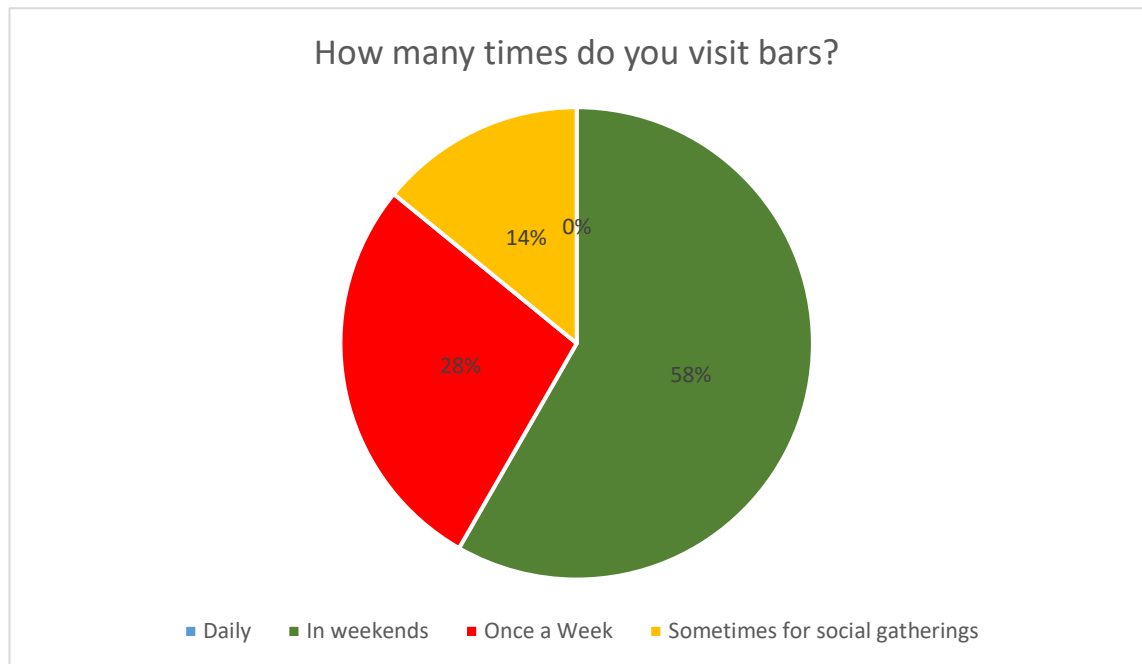


Figure 5: Visiting a Bar (n=113)

Figure 5 shows the visiting behaviours of the participants which was not astounded that 58% of the participant's answer that they visit bars in weekends, hence making the weekends the busiest time for bars. 28% said they visit bar at least once a week while 14% of participants like to visit for gathering. It was nice to see that nobody answered that they visit bars daily which morally is a good choice for authors.

In the survey of ordering drinks in bar majority, 47.9% of participants said they like to order and drink beer which is common in Finland. It is followed by cocktails 29.2% and the spirits and liquors 12.5%. For author surprise only 10.4% choose an option of ordering wines.

In the next survey question the authors tried to find out the spending habits of the participants while visiting café and bars. So, when asked how much the generally spend, 56,3% answered that it depends in the situation. 27.1% gave an answer of spending between 10-20 euro while 12.5% choose to answer under 10 euro and the rest of the participants i.e. 4.2% answered between 20-30 euro.



One of the topics of this business plan is to choose a suitable place for the business. The author wanted to know if the place makes difference among the customers while choosing the restaurants. For that curiosity 54.2% of total participants answered that if the restaurant is nice than the place doesn't matters that much while 29.2% answered that they like to go to city centre area. 10.4% choose to answer some place with less crowd and quiet whereas just 6.3% said that they preferred near to their home. From this the author can see that the restaurant has to focus on giving customer something unique so that the customer doesn't care wherever the business is set up in. But it is also a known fact that the city centre area is mostly busy in weekends.

In the next survey question, the authors try find out how the people know about new restaurants. 60.4% of participants answered that the know it from their friend and family while 33.3% said they get to know from social medias. Only 4.2% use the internet to check on wile 2.1% get to know from advertisement. After this the answer to the following question shows the author that the 54.2% participants also always recommend to the people they know while 39.6% do it sometime and 6.3% said they don't. It can be understood that how a good service can spread a word of mouth among the customers. It's a free marketing tool which every business can do by being true and giving the best experience to their customers.

For the design purpose 45,8% of the participants answer its matters a lot to them while another major half of 47.9% said not that much and the remaining 6.3% said don't matter at all. The idea is to give customers some unique experience where they can take some good picture that they can post in their social media account which will help the business to get some free marketing. So, the business plan will still follow to make the restaurant with some unique interior design.

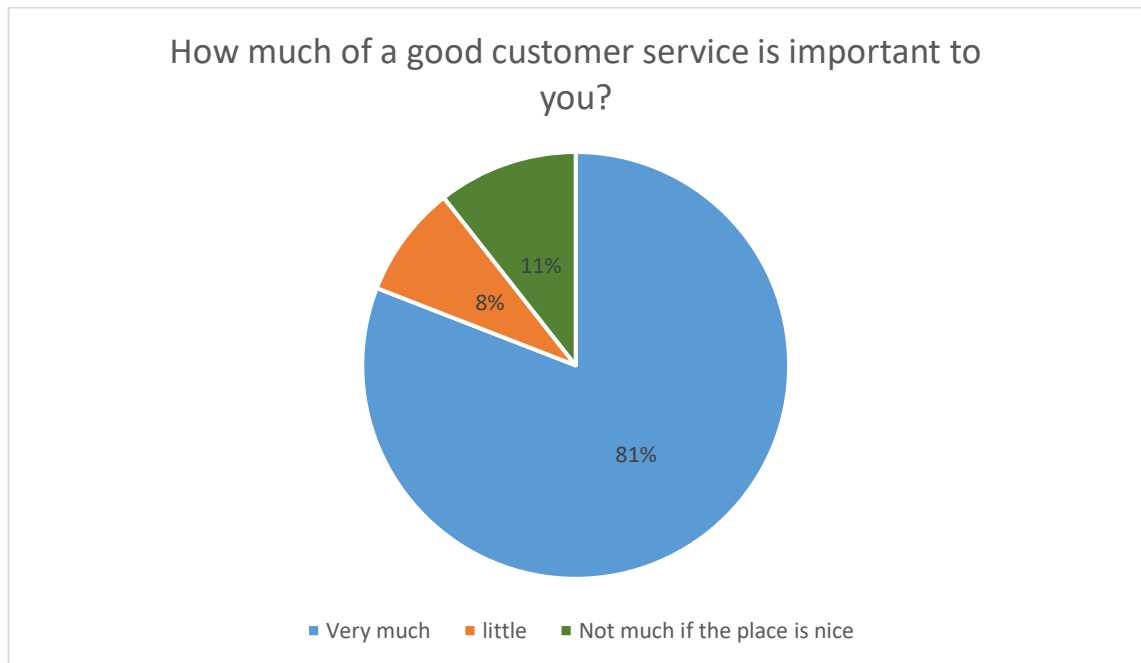


Figure 6: Importance of customer Service (n=113)

Figure 6 shows how much the participants value the customer service. As the authors are the restaurant entrepreneurship students, they believe the customer service is one of the important factors to run a restaurant which also prove that when more than 80% of participants answered as it matters most. There are people who also don't care about the customer service if the design of restaurants is good.

At the end the authors also asked the participants to give some suggestion for the new entrepreneur to open a café and bars. 47 participant's response that question where most of them suggested to give a good customer service while some suggest starting somewhere cheaper than the centre area. Food presentation and restaurants design is also important for today's internet and social medias time which will give the free advertisement and word of mouth.

### 3.3 SWOT analysis

SWOT analysis or SWOT is a shorter version of strength, weakness, opportunities and threats. This model allows the organization to identify its position with the internal factors that can be deal by the management and the external factors which the management can't influence and evolves round the environment. An effective swot analysis helps the company in the planning and decision makings of the company. The SWOT analysis can be presented in the simple way as shown in the following table 1. The swot analysis aids the business to compare its business idea with its competitors. As it is easy to use, and easily understandable and business firms can use it. (Probert 2015, 4.)

The SWOT analysis helps to examine the current situation of the firm. It mainly helps in the marketing segmentation of big businesses. It is always important for entrepreneurs to keep an eye on the internal and external factors that could have positive and negative impact on the business. Strength and weakness being the internal functionality of a business which the proprietor can have a control over, and opportunities and threats are the external factors that are out of the owner's hand. (Probert 2015, 6.)



Table 1: SWOT Analysis. (Probert 2015)

### 3.3.1 General SWOT analysis of café bar in Helsinki

From the authors research and developments and through the personal observation of few cafes in Helsinki like espresso house and Roberts coffee that the authors visited throughout the period of time, the authors decided to do the swot analysis of the business plan so it can be looked more realistic. The SWOT analysis for this business plan is done in such a way so that it can have a possible start up. It will help the business to know how it can develop over the period of time and what will be the main things to consider and keep the eye on every

possible aspect that effects the business and come up with plans to go through those. In the business sometime threats can become strength and likewise opportunities can be weakness. In the given scenario if the business fails to make its own decision, it can check its competitors and take an advantage from that.

**STRENGTH:** There is always a curiosity among people with the new café and bars. The business plan is new and planned to be in the Helsinki area which is quite a popular among the people. The unique theme of café and bar will give the business to be flexible among all groups and as well the opening of the business time can be longer in the weekends. The cost competitiveness is one of the main aspects that the authors will keep in mind, if it is possible to create more using less. It will give the business edge against its competitive business to keep the cost low. The choices and availability of various hot, cold and alcoholic beverages can be the attracting point for the customers. The staffs will be well trained so the customer services can be of the other strength with the unique photogenic design of a restaurants.

**WEAKNESS:** The main weakness for this business plan is to gather the sufficient amount of capital to begin with. The cost of starting a restaurants business in Helsinki region is comparatively high in Helsinki. Additionally, it is difficult to convince the native people to visit some new restaurants established by the foreigners. So, the sense of doubt among the customers in the beginning of year will always be there. Likewise, the authors are new in the business world, so the authors lack the experience. Hiring experience staff will always be expensive whereas the new unexperienced will need long training hours and will take time to adjust.

**OPPORTUNITIES:** the main opportunities will be to grab the existing Finnish love for coffee and drinks. The trends of coffee and bar in Helsinki is still there and as per the research it's not going anywhere soon. Additionally, it is noticeable that the crowd and population of the Helsinki is increasing so there are tons of customers in the market. The festive, holiday and the summer times can be quiet busy time in Helsinki. The restaurants business can garb these opportunities with some schemes to attract more customers.

**THREATS:** Whenever establishing a business it is no secret that there is high possibility of fail or continue to sustain for couple of years. The tax rate in Finland is high and the financial loss should be always considering the possible threats when starting a business. Beside this there are plenty of café and bars running in the Helsinki which means a lot of competition in the market. The business will always have to think to offer something new now and then to keep up the trends so that the business won't left behind. Moreover, if the recent situation of global pandemic has taught the entrepreneurs anything, is that no matter whenever these thing hits the world, it hits the hospitality business worse. The restaurant business has to go lay off for the entire panic time and the firm have to be prepared for that.

### 3.3.2 SWOT analysis for fusion café bar

The main target of authors is to open a fusion café bar in Helsinki in future. In this topic the authors have discussed about the SWOT analysis of their business idea of fusion café bar. This analysis is based on their pervious SWOT analysis of café bar in Helsinki area since Helsinki is the authors' target location. it is very important to do a SWOT analysis before, during or after launching any project. This helps any firm to figure out the actual situation of their business. This is one of the key parts of any business plan.

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Location</li> <li>• Unique fusion of café &amp; bar</li> <li>• High quality food &amp; service</li> <li>• Wide selection of beverages</li> <li>• Competitive price</li> <li>• Cozy atmosphere</li> <li>• Attractive interior</li> <li>• Friendly staffs</li> </ul>	<p style="text-align: center;"><b>Weakness</b></p> <ul style="list-style-type: none"> <li>• Limited capital</li> <li>• Lack of experience</li> <li>• Expensive manpower</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• High demand in market</li> <li>• Branding</li> <li>• Growing population</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Tough competition</li> <li>• Idea can be copied</li> <li>• Financial risk</li> </ul>

Table 2: SWOT analysis of café bar in Helsinki

The table 2 above shows the pros and cons as well as the opportunities and threats while opening a fusion café bar in Helsinki. From the table, it can be analyzed that there are collectively more strengths and opportunities than weakness and threats. This SWOT analysis based on the personal experience and research methods carried out by the authors themselves.

While doing the observation of several café, bars and restaurant in Helsinki area, authors can see handful of opportunities like there is high potential to open new fusion café bar where authors can make good business in market. Since, there are very few fusion café bar concept

businesses in market, the authors can grab a great opportunity of branding of their product and service. According to the table, some of the most important strength of fusion café bar are location, high quality food and service, competitive price and cozy environment. These are some of the factors that will help the authors to get as much customers as possible.

Together with the strength, authors also can see handful of opportunities

Like every problem has a solution, every weakness and threats also have their solution. For every entrepreneur, weakness and threats are the major topic of concern so many of them quit in the middle and forget to study the strengths and opportunities part. Even though, there exists certain weakness and threats, authors are more focused on the strengths and opportunities regarding opening a fusion café bar in Helsinki. The authors believe that despite of tough competition in the market they can run the business because they are planning to a café bar with unique food and beverage menu with attractive interiors that will come in a very competitive price. For many reasons the population of Helsinki is growing every day and because of this scenario the authors are very much sure about the success of their business. Higher the population, higher the chance of getting more customers.

But at the same time, it is not a smart idea to ignore the weakness and threats. It is always important for the authors to identify the possible threats and be aware all the time. It is very obvious that the idea can be easily copied in the market so the authors must focus on making their concept café bar as a benchmark. The authors must do adequate marketing and public interaction in order to make people know about their brand.

#### 4 Business plan

The main idea of the thesis is to create a business plan to establish a fusion café bar in Helsinki. Hence, business plan is one of the outcomes of this thesis. Business plan is the joint summary of the theoretical background and the data collected from the research. The business plan is also the actual plan for future for the authors.

##### 4.1 Business plan summary

From centuries, people here in Finland are fond of coffee and beer or beverages. It is also said that Finland is the largest consumer of coffee in the world. Upon an observation, it is noticed that most of the café and bars in Helsinki area are mostly crowded. This gives a surface picture about the potential of opening more numbers of Café and bars in Helsinki. But it is very important to offer customers with something unique and special features in order to make them your loyal customers.

The author's fusion café will offer a wide variety of snacks and beverages. Since, the concept of the café is to serve breakfast, light snacks and beverages, the café will remain open from morning till midnight however the opening hours will be quite longer in weekends. And the

much suitable location for such concept café will be city center where the flow of potential customers is comparatively higher than in other places for several reasons. The café bar will remain open every day except some public holidays.

The café bar will be legally opened and operated under the registration of a limited liability company called Glory Nepal Ltd, founded and owned by Devendra Nath Shrestha and Saroj Giri where Mr. Shrestha will be the restaurant manager who is responsible to look after entire operation and management of the restaurant and Mr. Giri will be the marketing manager who is responsible for promoting, developing and coordinating all the marketing campaigns related to sales activities.

The estimated opening cost of the café bar is approximately €180,000, where both of the authors will have equal number of shares. Major part of the budget will be spent on legal permits and documentations, furniture, rent deposits, labor costs, initial operating cash, and necessary kitchen and bar equipment. The café bar will need almost 200 square meters of area (including storage). The authors aim to open the restaurant by the end of 2021. Before opening the restaurant, authors plan to do all the necessary marketing and advertisement via social media and online platform which are both cost saving and effective.

#### Mission of fusion café bar

The future café bar will be one of the coziest places to gather, relax and celebrate the moments. The authors aim to provide a unique and outstanding customer service along with attractive interiors and dining atmosphere that will make anyone to visit the place again. The authors even aim to make the place an ultimate gathering and celebrating spot. The café bar will be mostly for the age group above 16 years. Since the café bar contains the beverages items, underage kids are not the target customers. Open kitchen, tasty snacks and beverages all around the world, friendly staffs, lively musical atmosphere will be the main attractions of the café bar.

Together with running business, authors are equally concerned about employee's job satisfaction, rights and their safety. Staff will be given right and necessary training, they are treated very respectfully, and also taught to respect their colleagues and customers too. They will be well paid according to Finnish labor law and also be given necessary rewards, appraisals and facilities. Authors are responsible to create an atmosphere where employees will always feel the workplace like home and give their best to deliver the optimum customer service.

The authors are very much impressed by the menu planning, ambience design, interior decors & hospitality of few of the popular café and bars in Helsinki area while visiting them in different occasions in different time period. After observing these exemplary spots, the main

mission of the authors is to establish much better and much unique place to hang out in Helsinki with more extra fun and features.

#### Objective of fusion café bar

The authors have set some objectives for first couple of years where they will focus on promoting their café bar, marketing and setting a trend of their brand in Helsinki and surrounding areas. Beside these, authors are also conscious about the tough competition in the market and the challenges, so it is very important for the authors to deliver the best quality service and atmosphere in best reasonable price.

About the sales, the authors have an observation that the beverage has comparatively higher profit margin so they will try to make a large sale of beverage from which they wish to gain 30% return on investment in first two years. Once the first two years will be successfully completed, authors plan to open few more branches in other major cities in Finland.

#### Guiding principles for fusion café bar

In every business, customer service is the prime issue. Customer service is the key factor that determines the success or failure of any brand or company. And job satisfaction is the factor that determines the employee's behavior with the customers. Higher the job satisfaction, better the customer service. For this, employers must always be concerned about their employee's opinion towards the job and benefits. Employers must make sure that the employees are happy and are providing the best quality service.

One of the main reasons behind choosing to open a café bar in Helsinki is the growing population, diversity, socialization and consumption of coffee as well as alcohol. The authors wish to be interactive with their guests from different background and culture. Authors plan to take it as a platform to learn new things, lifestyles and drinking culture from people around the world.

#### Key to success for fusion café bar

There are some very important factors that determines the success of the business: location, interior, service and price. The authors plan to open the café bar in the most accessible and convenient location in the city center where customer can enjoy everything and every moment as they enter inside. Here everything refers to the ambience, lights, furniture, arts, deluxe sittings, food and outstand customer service.

The café bar will also provide the space to celebrate various occasions like birthday, wedding, college fest and other events or parties. Hosting and renting space for big events helps to grow business. Authors are also very much focused on making the place as trendy and



as happening as possible by bring the flavors of art and culture around the globe so that the customer feels attached with the café bar.

Beside these, another key to success is cost control. Cost control helps any business to operate sustainably. If the employers fail in managing and controlling the operating cost, then the business fails soon. Employers must keep their eyes open and let not the cost exceed than estimation. The employers must always try to find the ways to gain higher profit from minimum investment.

#### 4.2 Business Model Canvas for fusion café bar

There are nine different blocks in a business model canvas which explains different features that are required to operate any business. Those nine blocks are key partners, key activities, key resources, customer segmentation, customer relationship, value proposition, channels, cost structure and revenue streams. Here, the authors will discuss on all the topics of business model canvas to explain the main ideas of the fusion café bar.

The figure 8 below demonstrates the possible business model of fusion café. The model canvas includes the list of all the potential elements that can be useful for the authors in future while operating the business in real action. Most of the partners and resources were selected on the basis of working experience and result of research. However, there are possibilities of partners and resources might change in future as per the situation and circumstances. All the partner companies mentioned in the model canvas exist in real world and are providing their service to several food and beverage business in Finland.

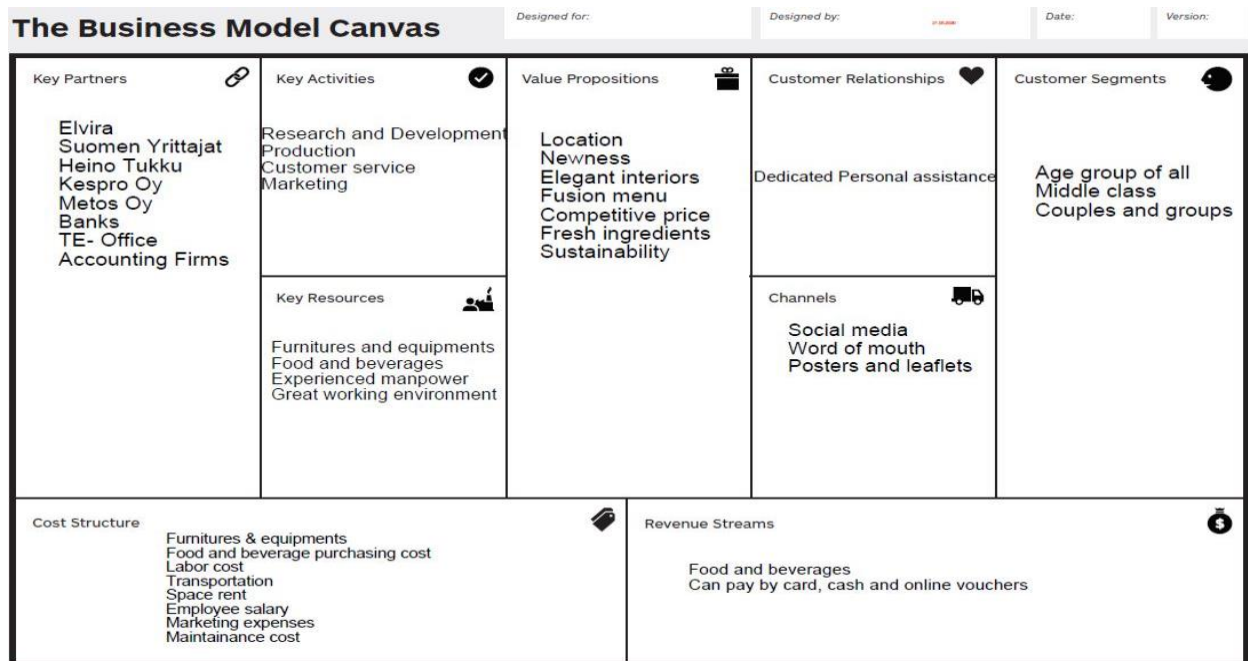


Figure 7: Business Model Canvas of start-up plan (Hill 2016.)

Every company need some partners to start and perform their business. Likewise, the authors also need some suppliers as their partner who can provide them the necessary food and beverages. For that they have choose Kespro Oy as their supplier partner since Kespro Oy is one of the most popular supplier company in Finland. The authors will need the furniture, kitchen and bar equipment which they will order from Dieta Oy. The main reason to choose Dieta Oy is that during their work experience they had seen the equipment supplied by the same company in their workplace and also authors find it trusted since the authors have visited this company during their course of study. Similarly, the authors will need legal advisors, auditors and accountants to make sure the business is in right track. For this, authors have handful of option in the market like Helsingin oikeusaputoimisto or Fintegra which provides consultant for immigration, business, investments, real state in Finland.

About the key activity, fusion café bar relates with food and beverage service. So, production of hygienic meals, high quality customer service along with aim of problem solving are the key activity of the fusion café. Beside these, marketing and advertisement are some other key activities which will help grow and expand the business and increase the value proposition for the company.

There are several resources which provides both tangible and intangible service to establish the café bar and perform the operation. One of the most important resource of fusion café is its location. During the interview with the restaurant manager of Nordic Kitchen, it is found that the location and products are the most important features of any business to be

successful. That is why, the authors plan to open the café bar in a very accessible location of city center where the potential customer can easily find the café bar and enjoy their visit.

According to the restaurant manager of Nordic kitchen, they serve all kind of meals and beverages which are suitable for all kind of customers from kids to senior citizens. According to him, it is always good to give handful of options to customers so that they can have plenty of customers. Same is in the fusion café bar. The fusion café bar is focused to serve from early morning tea, coffee, juice and breakfast such as sandwiches, fresh salads etc. to late evenings alcoholic beverages with light snacks such as pasta, grills etc. So, it also welcomes all kind of customers.

Fusion café is not a fast food or take away restaurant where people come, order and grab their food in few minutes. Fusion café bar is designed in a way where customers can relax, enjoy the atmosphere, music and the arts along with their food. These days people just do not only pay for the food but for the values those comes along with.

Fusion café bar is the place where the guests will get the attention from the staffs. One of the most important features that the customers of fusion café bar will pay is for its dedicated customer service and ambience. Every customer is requested to give the feedback about the restaurant so that the authors can bring necessary changes. The authors are also aware about helping the customer in any way they need and solving the problems if they have any. The authors also plan to stay connected with the customer via several social media like Facebook, Instagram, e-mails, WhatsApp etc.

There are two types of cost structure, one is fixed cost, and another is variable cost. Fixed cost is those which remain unchanged regardless the quantity of production and sales, such as rent, marketing expenses, labor cost. While, variable cost is those which might change according to the situation such as price of ingredients, fuel cost.

The authors will use fixed price method where different product will have different prices. However, the customer can pay the bill through various ways like cash, card, online payment platforms, vouchers etc. To attract more customer, the authors plan to launch several offers and schemes and also, they intend to rent some space inside their café bar for the advertisement, parties, meeting and conferences.

## 5 Conclusion

In conclusion the author sums up everything that they have found during their planning, researching and studies in the field of café and bars. The purpose of this thesis was to create the business plan which got the potential for the authors to start up in future in Helsinki area motivating from some business ideas with café and bar fusion. In the theoretical background the authors have described about the past and growth of café and bar culture in Finland. And

if that prove anything then it can be said in Finland people love coffee and hanging out in bars whether in the evening or mainly in the weekends. It is noticeable that people tend to choose local businesses like Espresso house, Roberts coffee or Fazer café or the international chained café like Starbucks is popular among the youngster. So, it will be difficult to convince most of the people to try something new with the fusion of café and bars with some light snacks and food.

In theoretical background the author further discussed about the theory relevant to the business ideas. After some background check in the café and bars, the authors deliberated about being an entrepreneur and opportunity in Finland. Beside that the brief investigation on the legal issues to start a business in Finland helps the authors widen the knowledge about the company types and the things to consider while opening a restaurant. The authors find out that among the various company type the limited liability suits the best for this business plan and the authors have to find out one partner who is eligible to start a business in Finland with the same interest and passion as authors.

For the proper management of restaurants and get the inside view in the current business trends of café and bars in Finland, an interview was conducted with the manager of Nordic kitchen. The interview was structured as the question were prepared beforehand and most of the questions were based to know to run a successful restaurant. Additionally, the online survey was conducted to know the potential customers wants and interest. Business model canvas was prepared so that the authors can get the clear view for the strategic management of the business plan. It helps the authors to prepare the visual chart of its key partners, activities, resources, the cost structure, the value proposition, customer relationship, customer segments, channels and revenue streams.

The aim of this thesis was to create business plan that can capture the trends and culture of drinking coffee and bars. Most of the customer's cares about the trends and uniqueness of the restaurants. In this era of social media and online trends, it is important to have a restaurants interior designs or the design of the drinks attractable so that it can be posted in social medias like Facebook or Instagram. The business will need to keep on updating in the trends for sustain and compete for the long run. Helsinki can be expensive place to start the business, but the number of customers is also high, so it will be high risk for the start up with the possibility of high returns. The authors just need to believe in their business and find someone to join or invest in the business. There is always high risk in start-ups, but the authors must start somewhere and what is good rather than starting in something they already knew and have the academic knowledge and working experience of years in the same field.

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### Appendix 1: Interview Question

This interview was done with the manager of Nordic kitchen with a motive to get the business insight view, the conditions and trends of café and bars in Finland, the management of restaurants, customer services. There were all together 10 questions to answer and a suggestion for the authors.

1. Can you tell us something about your restaurant?
2. How do you do the menu planning?
3. Is there any specific food menu for specific drinks that you suggest to your customers?
4. How do you train and prepare your new employee? How much time do you give them normally to be familiar and cope with the day to day situation?
5. How much of an Employee satisfaction is important in your view?
6. How do you deal and make contacts with Suppliers and vendors?
7. How many times an Inventory is necessary in a month? Any precise way to stock food and drinks?
8. Are there any special services that your restaurant offers to the customer on the festive time and does it help to boost on your sales?
9. What do you think of Trends of cafe and bar in Finland? Is it still growing, have many scopes in future or has it been in its peak already?
10. What are the important aspects you think are important to run a business successfully?
11. And finally, what kind of suggestion you would like to give to the future entrepreneurs who want to dive in similar business like yours?

## Appendix 2: Survey Questions

The survey was done through google online survey and send to the authors friends through mail and posted in few Facebook groups living in HOAS apartment area.

Hello, this is Devendra Shrestha and Saroj Giri. We are doing our bachelor's degree in Restaurant Entrepreneurship in Laurea University of applied science and this survey is for my thesis. Please open the link and choose any one honest option so it will give us a clear idea for our thesis and future business idea.

The survey contains 11 question + 1 suggestion if you like to give. It will take like 2 mins to complete. You might need to open it with your email id, but your identity will be unknown.

Thank you.

1. How much coffee do you drink in a day?
  - a. Never
  - b. 1-2 Cups
  - c. More than 2
  - d. Depends
  
2. How often do you visit cafe?
  - a. Daily
  - b. Twice a week
  - c. Once week
  - d. Depends in situation
  
3. What kind of food do you prefer with your coffee?
  - a. Croissants or cinnamon buns
  - b. Cookies
  - c. Pastries
  - d. Nothing
  
4. How often do you visit a bar?
  - a. Daily
  - b. Once a week
  - c. Only in weekends
  - d. Sometimes for social gatherings
  
5. What kind of drinks do you order in a bar?
  - a. Beer

- b. Wines or sparkling wines
  - c. Spirits and Liquors
  - d. Cocktails
6. How much do you generally spend while visiting cafe and bars?
- a. Under 10 euro
  - b. 10-20 euro
  - c. 20-30 euro
  - d. Depends on the situation
7. How do you choose cafe and bars?
- a. Nearby home
  - b. City centre area
  - c. Somewhere quiet
  - d. If it's good, it doesn't matter
8. How do you get to know about the new restaurants?
- a. Websites
  - b. Friends and family
  - c. Social Media
  - d. Through other advertisement
9. How often do you recommend a restaurant you like to the people you know?
- a. Always
  - b. Sometime
  - c. Not likely
10. How much a design of a restaurant matter to you?
- a. Matters a lot
  - b. Not that much
  - c. Doesn't matter
11. How much of a good customer service is important to you?
- a. Very much
  - b. A little
  - c. Don't make much of a difference if the spot is pleasant
12. Any suggestion that you would like to give to new entrepreneur to add to their new business?

