

The process of establishing a restaurant business in Finland for foreigners

Abstract

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Abstract <p>This thesis was dedicated to the process of establishing a restaurant business in Finland for foreigners. There were two main goals for the thesis, which were to investigate the restaurant establishing process in Finland from a non-Finish-speaking entrepreneur perspective, and to discover the key elements ensuring a profitable business in Finland while acknowledging the common challenges in the restaurant establishment process. Eight stages, including business idea and business plan, company registration, permits and licenses, location, investment, human resources, financial planning, and marketing planning, were chosen by the author.</p> <p>Qualitative research method was used for this thesis, where five semi-structured interviews were conducted on five restauranteurs with different ethnic backgrounds. The entrepreneurs were chosen from the age of 22 to 40 years old, each had a different business model, the businesses located in Helsinki and small cities. By having different ages, ethnicities, business models and locations, diverse information and experiences upon the process of establishing restaurant is investigated.</p> <p>The results from the interviews revealed that the process of establishing a restaurant in Finland is relatively not difficult with the help of locals. The majority of the difficulties and challenges were related to financial issues due to high management cost. Depending on the city in which the business is located, the Finnish language barrier could either be easily overcome or become a serious problem.</p>		
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1 Introduction

1.1 Researching topic

In today's busy world, where convenience is the priority, eating out has become a regular need for many people because they do not have the time to cook at home. According to Entrepreneurs Press and Jacquelyn Lynn (2012), annually, residents of the United States spent over 600 billion dollars on eating out as a result of the fast pace living style. Therefore, the food industry has always been a fast-changing and developing industry in the last decade and eating out is no longer equivalent to having fast food or going to fancy restaurants.

During the last decade, the restaurant industry has become extremely diverse to meet the customer's demands. Even though new ideas are being created every second, however, turning an idea into a flourishing business takes huge amount time and effort. The establishment process is the most basic yet crucial part of any business as it is accounted for the actual actions taken to turn an idea in to a survivable business. As Finland is extremely regulated when it comes to the business of selling and serving food and beverage, knowing and planning well each step of the process may help entrepreneurs to visualize their business and to better understand what is required.

The thesis topic is chosen for three reasons: The first reason is the Author's future plan to open a restaurant in Finland, which would take great benefits from during the research process. Secondly, the thesis may be informatively beneficial to those who with same goals as the author's, such as young entrepreneurs and non-Fin entrepreneurs. Purposively, they will have a clear view of the process and what awaits them on the road. Lastly, the author hopes that the research will enrich readers academically in terms of establishing restaurant process.

1.2 Objective and delimitations

There were two main goals for the thesis, which were to investigate the restaurant establishing process in Finland from a non-Finish-speaking entrepreneur perspective, and to discover the key elements ensuring a profitable business in Finland while acknowledging the common challenges in the restaurant establishment process.

The main research question is "How can an entrepreneur successfully open a restaurant in Finland?". To achieve the thesis's goals and answer the main question, the following questions have to be answered sufficiently:

- What are the steps in the process of establishing a restaurant in Finland?
- What are the key elements to ensure the success of the restaurant from a planning perspective?
- What are the challenges and difficulties in the restaurant business that occur in the process?

This research is made to be informative regarding the process of establishing a restaurant in Finland theoretically, which means all the written information is applied only within Finland and Finnish authority and cannot be applied anywhere else. The thesis will focus on the 8 stages of the process which will be discussed in more detail in the following chapter. The author acknowledges that these 8 stages are not all the steps entrepreneurs have to take in practice, however, covering all aspects of the problem is not possible for the scale of this thesis. Furthermore, the profitability mentioned in the thesis meaning the business is generating enough profit to survive, support the owners and employees and finally to return to the business as new investments.

1.3 Research method

The theoretical part is written by acquiring information from trusted sources such as books, eBooks, articles, previous studies, and verified websites. The research method chosen for the empirical part is the qualitative method since the author wants to explore the behaviour and experiences of the participants. The author desires to know the personal experiences of each entrepreneur's career path and what they have done in a different situation and the reason for that by conducting an in-depth discussion with each entrepreneur regarding the solutions for the obstacles and challenges that they have faced and overcome.

The empirical data is acquired through a semi-structured interview with 5 restaurant entrepreneurs from the age of 22 to 50 judgmentally. The data collected will be analysed to find similarities, patterns, and categorized accordingly to answer the research questions sufficiently. The preliminary questionnaire in the form of a semi-structured interview with 15 questions that has been divided into two parts, including Introduction and Personal experiences, can be found in Appendix 1.

1.4 Summary of the thesis

The first part is the introduction where the author introduces the thesis topic, objectives, and delimitations of the topic, moreover, the research questions will be mentioned along with the research method. A summary of the thesis is also written in the introduction.

The thesis body consists of two parts as mentioned earlier, the theoretical part and the empirical part. Theoretical research includes the Restaurant business in Finland and the establishing process. The first part of the theoretical research will introduce audiences to Finnish restaurant categories and the current situation related to the 2020 pandemic and the second part will demonstrate 8 stages of the establishing process relatively. Each stage will have one smaller section as can be described in the following paragraph.

In stage number one, information about the business idea, business concept, and business plan can be found, for instance, the definitions and basic guidelines will be introduced to the audience. These are the first and most crucial stage of establishing any business. In stage number two, information about the process of company registration in Finland can be found, for example the requirements non-Finnish entrepreneurs must take into consideration and suitable types of companies in Finland is introduced to the audiences. Following by stage number three, detailed information about F&B licenses, building permits regarding the restaurant business is researched and presented. In stage number four, location and criteria for a good location along with average price for the premise will be discussed in this section. Next, stage number five presented information about investments in the business, particularly about the equipment within the establishment along with equipment purchasing decisions is researched and presented. The next stage dedicated to human resources related issues such as application selecting criteria and employee benefits. In the seventh stage, the author will write about financial planning for restaurant businesses in Finland, topics such as applying for start-up funds, expenses, and taxes will be discussed. Finally, in the eighth stage, information about marketing planning such as trends in 2020, post-pandemic strategies, and marketing mix for a restaurant will be discussed.

The empirical part deals with the interviews of the entrepreneurs and introduction of the entrepreneurs. Following by data collection, data analysis, and the discoveries from the interviews.

Lastly, a conclusion paragraph including the summary of research results and suggestions for future studies is conducted.

2 The restaurant business in Finland and the establishing process

2.1 The restaurant business in Finland

Traditionally, Finnish foods are nature oriented similarly to Finnish lifestyle where people appreciate nature and living close to the nature. However, agricultural products could not meet the demand of consumption due to the harsh weather and long winter in Finland as the winter can last from 6 to 8 months annually. Their only solution was to hunt and go fishing to have the livelihood ensured during the harsh months when crops cannot be grown and harvested. Finnish food products were not diverse back in the day, nevertheless, those could guarantee the people's health and strength. Most common foods can be listed namely Turnip and potatoes, dark rye bread, dairy, and fermented products because they are climate resistance, can be product all year round.

Thanks to the international trading period, different food types such as pasta, pizza, kebab, hamburger, sushi, Chinese Wok dishes had been brought to Finland, leading to one Finnish manifold gastronomic market where consumers could find it easy to buy foreign foods from their own country. (Wikipedia 2020.)

In modern Finland, having ready meals from the supermarket or restaurants has become more and more common thanks to its convenience. As reported from 2018 to 2019, the percentage of "restaurants and hotels" in total household expenditure grew from 6.7% to 6.9% in Finland (Eurostat 2019). Having this number presented, many entrepreneurs and cooking lover will be tempted to open a restaurant. However, despite the bright and promising future anticipated, opening and operating a restaurant is, in fact, extremely difficult. According to Entrepreneur Press and Lynn (2012), lack of planning is the most common reason that leads to failure in the first year of many restaurateurs.

In Finland, there the most common types of restaurants are fast-food chains, take-away kiosks, pizzerias, ethnic restaurants, casual dining restaurants, and fine-dining restaurants.

Having observation, non-Finnish entrepreneurs will most likely own pizzeria, small kiosks, ethnic restaurants, or casual dining. Therefore, this research will exclude Franchised and Fine Dining restaurants.

In Finland, take away kiosks is not commonly seen in all cities, while in Helsinki it is relatively common, in other cities it is rarely seen due to the harsh temperature in winter. The take-away kiosk is classified as a quick-service restaurant. A quick-service restaurant (QSR) is

a food and beverage establishment that precook or use cooked ingredients in the preparation process to diminish the waiting time of the customer. The business model is made to serve the most quantity of customers in the least amount of time. (Walker 2011, 34.)

In Finland, these establishments often have very minimal facilities, therefore, due to the harsh winter, this business model is suitable mostly for the summertime. Kiosks can be found in summer flea-markets, summer festivals, harbor markets, and all other crowded locations when the weather is warm during May to September. The most popular products of these kiosks are fried vendaces, meat pie, pizzas, grilled sausages, sweets, and berries.

Pizzerias, steak houses are classified as Quick Casual Restaurant (QCR) as these establishments use fresh, high-quality ingredients to serve their customers. They often have healthier food options, self-service, and take-away packages. The sizes of this model vary from a kiosk with few seats to a restaurant's normal size. (Walker 2011, 35.)

Lately, besides pizzeria and steakhouses, much more business of the QCR model has opened, for example, salad bars, sushi bars, and Chinese wok. The products marketed are becoming healthier and more diverse.

In Finland, there are two most distinctive ethnic restaurant types: Asian, Italian. The majority of Asian restaurant is Chinese, Vietnamese, and Thai restaurants, there is a small percentage of Indian, Nepalese and Bangladesh restaurant. Studies have shown that many restaurateurs with ethnic minority backgrounds open the business due to disadvantages related to racism, mobility blockages, finance limitation, or human capital limitation (Katila & Wahlbeck 2011).

Asian restaurants are typically own and operated by hardworking families, rooted from the refugees in World War II. They are well known for buffet-style lunch or big-serving portions and reasonable prices. On the other hand, Italian restaurants vary from small-sized, casual restaurants to fine-dining restaurants. The products often are pizzas and different types of pasta. Both Asian and Italian restaurants had become familiar with Finnish citizens. Nowadays, each city has at least one Asian and one Italian restaurant.

2.2 The 2020's pandemic impacts on the restaurant industry in Finland

Coronavirus has attacked and claimed a negative impact on various aspects of the world, one of which is the restaurant industry. According to Finnish Hospitality Association (MARA), businesses announced that their profits have eroded amid the pandemic year. The situation gives little to no hope that everything would be set back well soon. The survey

conducted on May 11th – 13th, 2020 shows that 9% of 700 correspondents trusted that they could operate normally again in the next 6 months. Meanwhile, 15% of those businessmen said that they were in front of the bankruptcy threshold. To adapt to the situation, many restaurants changed their way of operation to take-away service, closing the visiting area to reduce the chance of getting virus. In terms of management, the owner will give lay-off notice and just keep enough essential labours for the store. The bad news to employees who got the lay-off notice is that it can change from a temporary term to a permanent one, in fact it did happen to the author in August 2020. This situation would happen because long time suffering from a pandemic could cause an economic crisis to the world, and especially, the restaurant industry. Plus, since the pandemic happens, this Finnish summer had experienced a bleak traveling situation, domestically and internationally. The summer months such as May, June and July were not lively like how they should be. There were a series of cancellation happening to all sizes of the festival, while the government tried their best to control the coronavirus. Besides, the borders to other countries were also closed, thus the traveling and restaurant industry could not expect from foreign visitors but Finnish people, which means domestic service. (Helsinki Times 2020.)

According to the Ministry of Social Affairs and Health's article about restrictions during pandemic applying on restaurants, bars, and café's opening time, the decree asked to schedule the day after 4:00 till 1:00 the latest, and for restaurants and after 9:00 to 24:00 the latest for the alcohol sellers. There are still chances to get coronavirus in food and beverage premise and it causes difficulties to track and control people who were exposed. Therefore, in case one restaurant became a coronavirus spreading point, it will be highly considered in terms of opening time. The active time could have 2 hours decreased. In a complicated situation, the restriction will be separately decided every two weeks. (Ministry of Social Affairs and Health 2020.)

3 The process of establishing a restaurant

Although reflecting on the current situation, opening a restaurant may not be the wisest option at first glance, however, coronavirus pandemic is making a remarkable twist to the industry as the restaurants have to revise themselves and change the method of presenting the products, creating new marketing and sales strategies to survive. If applied correctly cautions and smart enough, entrepreneurs can still find the niche for themselves and open their dream restaurant despite the extra difficulties cause by the pandemic.

People of any ethnic background can establish a business in Finland. The legal right to live in Finland, the needed skills set, and Finnish language skill is essential for this process. (City of Helsinki 2020.)

Stage 1: Business idea, business concept, and business plan

An entrepreneur carries a business idea and makes it come practical. A business idea is an initial idea of how a business should look like and depends on its transparency, people can decide where the plan begins. When brainstorming and creating a business idea, it requires several characteristics such as sustainability, uniqueness, renovation, and good adaptation, etc. The idea at first can be vague and only focus on the main products or services that come to mind, however, the suitable combination of that simpleness and listed characteristics can bring up an attractive and reasonable business concept and business plan.

The objective in planning a restaurant is to assemble, on paper, the ideas for a restaurant that will be profitable and satisfying to the guest and owner/operator. The formulation of these ideas is called the restaurant concept. (Walker 2011, 63.)

To create a restaurant concept, an entrepreneur needs to understand the current market based on the chosen location, target customer group, and features of competitors. The idea is to install a new restaurant differently and better than the other competitors which means to have a better menu, dishes, exterior or interior designs, service management, and brand image. However, the concept should be realistic and not exceeding current trends. There are 10 tips listed that help shorten the time or reduce the worthless mistakes:

- *Make your concept different enough from the competition.*
- *Do not let your concept be too far ahead of the current times.*
- *Do not price your menu out of the market.*
- *Pay attention to food costs during menu development.*

- *Make your concept profitable.*
- *Good concepts are on-trend.*
- *Make your concept easily identifiable.*
- *Take inspiration from others.*
- *Make sure the concept and location fit.*
- *Love your concept. (Walker 2011, 64.)*

Besides, a new restaurateur needs to have a clear-cut concept in terms of theme, defined image, logo, uniform, and décor. Whether he chooses a pizzeria, or Asian food restaurant, or a café to start, he must make it visible for himself and the team of the plan; and the plan itself must be well synchronized. Take name selection for an instant, the name which is ear-catching, impressive, easy to remember, and having legal copyright is good, but if that name can also express the restaurant concept at first glance is such an ideal brand name.

A business plan is where an entrepreneur can estimate and anticipate what will be going with the business. It includes a clearer definition of your restaurant concept and more details of components and materials which is needed. Creating a restaurant business plan requires the entrepreneur to list out theoretical and practical aspects of a restaurant from mission, vision, financial analysis, SWOT, marketing management, directing manner, human resources, etc. to food and beverage resources, menu dishes and specialties, renovating equipment and restaurant décor and equipment, etc.

It will help the entrepreneur define and evaluate the overall feasibility of the concept, clarify the goals, and determine what he will need for start-up and long-term operations. (Entrepreneur Press & Lynn 2009, 20.)

The entrepreneur can use the plan as his guide throughout the starting process and during operation later. Plus, it is recommended to have the business plan double-check by the experienced and objective minds to tell out the illusory parts and have them adjusted or changed. (Entrepreneur Press & Lynn 2009, 20.)

Stage 2: Create a company in Finland

There are five (5) forms of companies in Finland including private entrepreneur, limited liability company, general partnership, limited partnership, and cooperative that the entrepreneur can choose from (Enterprise Finland 2020).

- Private entrepreneur: This form of a company requires only 1 person to establish. Initially, the entrepreneur does not need to input money into the company account. He will gain all the profit without sharing but also be responsible for all the debts with his own assets. The entrepreneur will be the first and the only of the company to make a decision and represent the company. In terms of wage, the entrepreneur cannot pay himself a salary, but he can withdraw the company's money as he notices that it is not reducing the company's profits. Profits and losses will be distributed within the entrepreneur's own account in many manners. Tax will be counted as income tax and the entrepreneur will pay it according to the earning amount during the year. In case the entrepreneur is dead, his business activities remain his own and one of the shareholders will make notification of termination to the departments such as Trade Register or tac Administration registers. One can choose to open a private entrepreneur company when the business activities are small, and your intended capital is not large. This company is light and inexpensive. (Enterprise Finland 2020.)
- Limited liability company: The entrepreneur set up the company by himself and need at least one more member to join the Board of Directors. Initially, the entrepreneur does not need to input money into the company account. In case it is a public limited liability company in which the shares are traded, the minimum share capital is EUR 80,000. In case the company is in debt, the entrepreneur can lose all money invested, not his own assets. But if he has agreed by an agreement to take responsibility for the debts of the company, then his own assets can be lost, too. In the company, any decision will be made by the General Meeting, the Board of Directors, the Supervisory Board, or the Managing Director. The Board of Directors can choose the company's representative and the decision must be written in Articles of Association. Wages, company's expenditures can be paid from the company account but not for personal use. In terms of profits and losses, the company will confirm the amount to the tax office every year. The dividend can be withdrawn if profits are generated, or even there are losses but still enough for distribution. The company will pay the tax for itself, and members will pay the tax depends on withdrawn dividends. In case the entrepreneur is dead, the existence of the company remains the same, the shares are transferred to the estate and it will decide whether to continue the company's operation or not after General Meeting. One can choose to open a

limited liability company when the business is averagely large, finding more members for positions. This company brings less risk compared to the private entrepreneur type; however, it is larger. (Enterprise Finland 2020.)

- **General partnership:** this kind of company needs to at least 2 persons to set up so there is a partnership. Initially, entrepreneurs do not need to input money into the company as there is no minimum required capital. However, in case the company is in debt, entrepreneurs will be personally liable for all their assets. The representative of the company is the Managing Director. The decisions are made together; the restriction for each partner can be listed in the agreement. Wages, company expenditures, and personal use can be withdrawn from the company's account. In terms of profits and losses, based on the partnership agreement, partners must share the profits and losses. Entrepreneurs will pay a tax of company as personal tax plus their own other earnings. In case the entrepreneur is dead, his share is transferred to another person who is indicated in the partnership agreement. The company's operation can be stopped. One can choose to open a general partnership company when he has trust in his partners and the business scale is not so big. It is smaller than a limited company. (Enterprise Finland 2020.)
- **Limited partnership:** this kind of company requires at least 2 persons to set up, one is a responsible partner and the other is a silent partner. There is no minimum required capital for this type of company. However, the silent partner will need to invest based on negotiation with other partners in the Memorandum of Association. In case the company is in debt, the silent partner can lose all his invested money, and the responsible one will be personally liable with all his assets. If the silent partner has agreed by an agreement to take responsibility for the debts of the company, then his assets can be lost, too. In this company, decisions can be made together or individually depends on the partnership agreement. The responsible partner can individually represent the company while the silent partner cannot always. Wages, company expenditures, and personal use can be withdrawn from the company's account. In terms of profits and losses, silent partners will share the profits first, then come the responsible partners. The losses will be divided into responsible partners only. Entrepreneurs will pay a tax of company as personal tax plus their other earnings. In case the entrepreneur is dead, his share is transferred to another person who is indicated in the partnership agreement. The company's operation can be stopped. One can choose to open a limited partnership company when the business

activities are small and based on personal work input and needs familiar investors. This company is lighter than a limited liability company. (Enterprise Finland 2020.)

- **Cooperative:** Cooperative can be set by the only entrepreneur and it needs at least one more member to join the Board of Directors. Money invested is required at the start-up phase, the amount of variously depends on the cooperative. The contributions then become the capital of the cooperative. In case the cooperative is in debt, entrepreneurs will not be liable for their assets, however, all the invested money can be lost. If they have agreed by an agreement to take responsibility for the debts of the company, then their assets can be lost, too. In this company, the Board of Directors and the Managing Director are representative, the decisions are made by General Meeting. Wages can be paid from the company's account, the return of surplus or interest payments. In terms of profits and losses, the cooperative will be in charge, profit itself will be shared by the rules of the cooperative. The company will pay the tax for itself, and members will pay the tax depends on withdrawn dividends. In case the entrepreneur is dead, his share will be returned to his estate, the company's activities remain the same. One can choose to open a cooperative when an entrepreneur has good skills and knowledge in a certain field. This type of company is light. (Enterprise Finland 2020.)

When a business plan is ready, the following step is to create a company. Entrepreneurs are recommended to take advantage of the online planning tools provided on Suomi.fi by Enterprise Finland publication to better decisions. The tools are business planner wizard and business start-up wizard. They provide a checklist of mandatory requirements that entrepreneurs need in the process of establishing the restaurant. The business is officially established after an entrepreneur registers his company with several departments depends on the activities of the company. In case it is a limited liability company, a general partnership, a limited partnership, or a cooperative, the entrepreneur must register with the Trade Register of the Finnish Patent and Registration Office. The private entrepreneur should also register with the Trade Register. (Enterprise Finland 2020.)

It is mandatory if

- *Entrepreneurs operate in a licensed trade*
- *Company that has a permanent office for business purposes, that is, a business space separate from your own residence*

- *Company employs other people than your spouse or children or grandchildren under the age of eighteen.* (Enterprise Finland 2020)

Register with the Tax Administration to take care of the company's tax. In that way, the customers will feel better not to pay the tax withholding when they deal with the company. In case the turnover of the company within a year is over EUR 10,000, the entrepreneur must register with the VAT Register of the Tax Administration. If the company hires employees, the entrepreneur must register with the Employer Register of Tax Administration. These steps can be obligatory to do at the beginning step of establishing a company. (Enterprise Finland 2020.)

The entrepreneur can register with the Trade Register by submitting a start-up notification to the Finnish Patent and Registration Office's trade register either on paper or electronically. In the application, there go 3 mandatory forms which are:

- *Memorandum of Association and Articles of Association of a limited liability company*
- *partnership agreement of a partnership and a limited partnership*
- *rules and Memorandum of Association of a cooperative* (Enterprise Finland 2020.)

Stage 3: License, permits, and legislation

When entering the page of Suomi.fi by Enterprise Finland, entrepreneurs can easily find out the company section in which permits about restaurant licenses, alcohol licenses, and others are there. Follow the page's instructions about the area and industry which is being sought, the entrepreneur can have detailed information related.

An alcohol license is required when the served beverages contain more than 2.8% alcohol. The entrepreneur has the responsibility to notice and complete registering the license with the Regional State Administrative Agency before starting to sell. Any change of ownership must be informed to the mentioned department. To register, an entrepreneur must have a valid business ID and the premise has finished renovation or building as it is necessary to know about the legal capacity of the place. An entrepreneur can fill the form in which there are detailed information and a self-supervision plan for the premise. It will take about 1 – 2 months to complete processing the application and the license will last until a fixed term or a time noticed. (Enterprise Finland 2020.)

A restaurant license is as known as a notification of food premise and must be registered with the municipality's food control authority before opening a restaurant. In any cases that change the situation of the food premise such as changing of the operator, capacity, cooking

operation, etc., the authority must be informed. The notification can be sent written and it should include basic information, i.e. company's name, business ID, contact details, personal identity code, address, description of operation, time of establishment, mandatory monitoring plan. The entrepreneur must make this notification at least 4 weeks before starting the restaurant officially. (Enterprise Finland 2020.)

Stage 4: Location

The location of a restaurant should be taken into consideration even in the business idea stage. The location chosen should be easy and accessible for potential customers, which means paying more attention to target customers and how they will come to buy foods or beverages. For example, an entrepreneur would want the restaurant located near the office building to provide food for people who have a short time of lunch, can only stay for 30 minutes, or just come to wrap the foods and back to their workplace. (Walker 2011, 93.)

There are several criteria for locating a restaurant such as:

- Demographics: age, occupation, religion, nationality, education, income, etc. of population.
- Visibility and accessibility from major ways.
- The atmosphere of the restaurant and the characteristics of the location.
- The traffic of customers, how many of them will pass by the restaurant each day
- Wants of the crowd. (Walker 2011, 94.)

These factors are then weighed against costs: leasehold cost, cost of remodeling an existing building, cost of buying an existing restaurant. (Walker 2011, 94.)

The entrepreneur needs to ask the right question to determine the location. Local real estate can properly help when the entrepreneur found his favorable municipality because the information about income level, traffic flows, restaurant competition, etc. is revealed.

There are several criteria that an entrepreneur can avoid when choosing a site for his restaurant such as:

- Zone: entrepreneur should not choose a site that is not zoned for a restaurant and cannot be rezoned.
- Drainage, sewage, utilities: the availability and the possibility of using basic utilities, drainage, and sewage are extremely important, an entrepreneur must avoid places

that have drainage problems if he does not want to create a flood when operating the business.

- Minimal size: a plan of capacity must be taken into consideration of choosing a site. The site needs enough space for the restaurant and parking lot included. If not, the entrepreneur can forget about it.
- Short lease: The desirable lease term for most restaurant types is about 5 years or more.
- Excessive traffic speed: entrepreneur would not want his customers to drive over his advertising signs without paying attention to those, so he would not choose the site which is in the middle of a high-speed road. Plus, the entrepreneur must make sure that customers can see the restaurant from both sides of the street.
- Access from a highway or street: it is hardly anybody pays attention to a restaurant at the corner when they need to focus on proceeding the car over junctions, round-about, or access from the highway (Walker 2011, 97-98).

Stage 5: Restaurant investment

After settling in a good site, the next stage is to invest and create a well-designed restaurant which means to have enough tables and chairs following the plan, the parking lot is decent, and most importantly, the kitchen equipment to produce foods. When buying major equipment, the entrepreneur can find good sources from dealers who know well about necessary instruments to use in different kinds of restaurants. Dealers can also be consultants with their knowledge and experiences where the entrepreneur can soon have his good options. Nevertheless, the business owner needs to respect his own opinions and stay cautious when receiving advice from a salesperson. Furthermore, several objective opinions are also recommended before making the final decision. When choosing, keep in mind that the modern, energy-efficient equipment can help to stabilize the cost of utility every month. Plus, the modern the equipment is, the cheaper the fee of installing and fixing costs. (Entrepreneur Press & Lynn 2009, 204.)

If there is a wonder whether to buy new or used equipment, the answer is to decide base on the development pace, business financial status, and entrepreneur's knowledge or experiences related to the about-to-buy equipment. The hardware of a heavy-duty restaurant cannot wear out fast so the entrepreneur can choose the used one with less year of being used and check out all the detailed information to know if it was working well or fixed numbers of time. Buying used equipment is a shortcut to save money for the business, but there

is a risk that the bought equipment is near to the end of its life, starting to break down and spoil all the foods i.e. if it is a used walk-in fridge. That is when an expensive amount of money is poured into fixing or maintenance. When shopping for used equipment, it is extremely important to buy from trustful dealers, to buy standard and clear detailed hard-wear, and energy-efficiency ones. (Entrepreneur Press & Lynn 2009, 205-206.)

According to Entrepreneur Press & Lynn (2009), the first amount that could cost to building a kitchen is about \$30,000 - \$45,000 for heavy-production equipment, about \$1,200 to \$2,700 for small-production items like ladles, tongs, spoons, pans, potholders, spatulas, can openers, and other items. In case that is a coffee-restaurant model, it can cost up to \$11,000 to \$20,000 to prepare a coffeemaker, ice-cream machine, beverage stand, water station, plus heat lamps, microwave oven, or sandwich table that are near to the main kitchen. The dishwasher will cost about \$4,000 to \$12,000.

Installing the equipment, complete with landing area, dish table, garbage disposal, and three-compartment sink, will run you anywhere from \$5,000 to \$25,000. (Entrepreneur Press & Lynn 2009, 42.)

Stage 6: Hiring staffs

When it comes to staffing the restaurant, there are some steps needed to be done:

Recruitment

Sources of employee are plenty such as local career fairs, recommendation from acquaintances or existing employee, intern workers, advertising on radio or newspaper, social media, etc. (Walker 2011, 325-326.)

Preemployment testing

Depend on the desire of the owner of the restaurant, applicants can have test to prove their ability to work. There is range of tests to select from: achievement test, intelligence test, aptitude test, professional test, etc. However, these tests are more likely occurring in other fields but restaurant. (Walker 2011, 326.)

Interview

The purpose of interview is to identify the behavioural characteristics of the applicants, leading to a goal where both sides can earn the profit and win-win situation. The interviewer needs to prepare questions well to ask concentratedly, classifying desired and undesirable workers. Based on the tasks given to each position, the interviewer will know who fits telling

by his or her characteristics and experiences. For example, easy-going, smiling, optimistic, healthy and clean-cut person can fit in the front of the house. (Walker 2011, 327-329.)

Selection of Employee

This step is about making the final recruiting decision accordingly to eligibility and suitability of applicants. (Walker 2011, 329.)

For employees who are minors, there are 5 specifics of programs needed to be considered: education first, parental permission required, notices of employment will be sent to school, school-friendly working schedule, parents are encouraged to come to workplace. (Walker 2011, 329-333.)

Minors between 16 and 18 years of age cannot:

- Operate elevator or power-driven hoist
- Operate power-driven shaving machines or bakery machinery
- Operate circular saws, power-driven slices, band saws, and guillotine shears (Walker 2011, 332.)

Orientation

- *A well-planned orientation program helps new employees become acquainted with the restaurant and feel a part of it (Walker 2011, 349.).*

It is important for the business owner to know the big goal and can interpret it for his new employees. That is how a bond between employer and employee is made. There are 8 goals listed in Walker book that should be considered when taking an orienting day:

- Tell employee about mission, goals, philosophy, or what entrepreneur would like them to know
- Welcome new workers and motivate them
- Tell them why they were chosen
- Let them know the procedure, the process of working, ensure they know what to do and who to ask
- Tell them the expectation
- Discuss or ask them about the job to make sure they know what to do
- Let them know about available programs or activities

- Give them a tour of the restaurant instead of having them find ways themselves (Walker 2011, 349-350.)

Stage 7: Financial planning

- Start-up funds

According to the size of the business, the entrepreneur can plan how much will he need to cover equipment, facility, inventory, marketing, and operating capital. The fund can be taken from the entrepreneur's account or somewhere else namely, family and friends, partners, government programs. Family and friends are believable sources that entrepreneur can seek for help and financial support, but he should notice that no matter how close he is with others, clear papers about investing amount, risks anticipation should be told to those investors. Partners can be one who has money and one who can walk along with entrepreneurs in the start-up business, thus the agreement of responsibilities and obligations should be composed so everyone knows what they are involved in. Living in a municipality, the entrepreneur can take advantage of, for example, start-up funds from the local authority. There will be investigation towards the business plan and decisions, however, if everything is good enough and reasonable, funds can be received. An entrepreneur needs to aware that he has more assets than he thought, it could be savings, retirement accounts, real estate, vehicles, collections, etc. However, to let the business start, the entrepreneur must use his own cash, not only money from funds. (Walker 2011, 228-229.)

Many successful businesses have been started with credit cards. (Walker 2011, 229.)

- Companies that offer start-up funds in Finland:

- Business Finland Venture Capital Ltd

Business Finland Venture Capital Ltd is an investment fund for companies in their beginning phase. The fund in Finland Venture Capital mostly is raised from private sectors. Entrepreneur companies can receive funds, improve, and develop their operation to uphold themselves in the market. As mentioned on the official website, there is no maximum fund target, but the entrepreneur should know exactly how much he needs as the investment fund will not exceed 50% of commitment. However, it is case-by-case how they decide. Before applying, the applicant should have an appointment with the staff at Business Finland Venture Capital Ltd so their business idea can be checked and evaluated. An entrepreneur is recommended to read and figure out the core points in the investment finance program, policy (in Finnish), the application process & requirement, and the model limited partnership agreement and key terms. (Business Finland Venture Capital 2020.)

➤ Finnvera Loan

Finnvera Loan as known as Investment and Working Capital Loan is an investment loan for small and medium-sized enterprises. Finnvera will give a decision about whether the company could receive the money based on the analysis of strategies, market, target customers, development plan, whether the company could make a profit, or not. (Finnvera Loan 2020)

- Expenses reduction

One of the most important things in the financial issues of a restaurant is cost recommendations and limitations. According to Entrepreneur Press & Lynn (2012), there are several tips to keep the cost under the expectation and increase the profit at the same time.

- Reduce portion: the amount of foods and drinks served, for example, 100 grams less than normal. A smaller plate or bowl can deceive the customer's eyes.
- Use reasonable and seasonal ingredients for better prices.
- Manage inventory effectively, avoid throwing away ingredients.
- Wisely choose acceptable quality but cheaper large quantity materials such as napkins

Stage 8: Marketing

- Marketing understandings, and strategies

Once, the business is on its threshold of operation phase, marketing should be noticed, planned, and managed. There are a variety of marketing forms such as radio advertisements, logos, social media, or flyers which contain messages from marketers to customers. (Hirst 2012, 138.)

No matter how carefully the entrepreneur took care of his restaurant, if the marketing section failed to deliver the information or cannot attract many customers, the business is in front of its problem of continuation. In the planning step to establish a brand-new restaurant, an entrepreneur needs to pay attention to the realistic goals which practically help to reach the expected profits, satisfy the customers, and increase the market share. The sales goals, for example, needs to be set as the most realistic and practical as possible, based on the daily/weekly/monthly records of customer visits in anticipation. The entrepreneur can develop the strategies following the needs of the restaurant in aspects after having those con-

sidered. However, the new opening restaurant should plan a comprehensive marketing program to achieve the general beginning goals such as sale, marketing share, customer satisfaction, profit margin, etc. in a certain period. The written marketing plan is on which the methods of advertisement are displayed, adjusted, and founded. (Walker 2011, 423-424.)

In general, the efficient strategies to be used are namely the analysis of, SWOT, 4Ps, market segmentation, competition. Firstly, the entrepreneur must understand that marketing itself is not only about transferring the brand information to customers, it is not only about the advertisement, but has a tight relationship with every other aspect of a restaurant. For example, the core product must be better to keep the marketing campaign alive, service improvements help marketing work smoothly. Then, it comes to the analysis of SWOT, which is the abbreviation for strengths, weaknesses, opportunities, and threats. This analysis help entrepreneur to collect both alternatives from external sources, realistic situation, and internal elements which can be managed or controlled. By this strategy, positive points are accentuated, and negative ones can be eliminated. (Walker 2011, 425.)

Entrepreneur should follow a marketing strategic formula which requires working on market segmentation. Simply, it describes the geographic, demographic, and behavior of the chosen location and community.

Once the target market is identified, it is important to position the restaurant to stand out from the competition and to focus on advertising and promotional messages to guests. (Walker 2011, 428.)

The mix of 4Ps includes Place, Product, Price, and Promotion.

- Place: Bad location causes a good chain that the business will completely fail. A good location can be defined as a place which has good visibility, parking lot, high traffic of customers, convenient to visit.
- Product: Customers seek excellent food and of course they will want to come back if the restaurant also has good service.
- Price: Price is a variable value, and it has many factors that affect such as the sales mix, competition's prices, demand, and supply sources, etc. However, the goal of price setting is to find the balance point between customers and restaurant, so it is acceptable, worthy for the service as well as contributing to the profit.
- Promotion: Promotion can be simply understood to attract customers to come back for the second time. According to Walker, there are 8 goals of a promotion campaign.

The author chooses the 3 most important points accordingly, to increase customers' awareness, to entice new customers to try foods, to increase the proportion of repeat customers.

- Marketing in the pandemic period

According to the author's observation at Karhulan Serviisi (Touka Oy) case, the realistic situation of the restaurant became not healthy anymore since the vast contagion of Coronavirus. Their solution was to follow the ghost kitchens concept which operations that only offers delivery foods to supermarkets and local food store, no customer's area available. The concept has helped them to gain a contract with Prisma Kotka, and 9 other big and small supermarkets in Kotka and nearby towns. This ghost kitchen on the other hand require massive effort in marketing management, due to the fact that the establishments is hidden and do not appear any where on the map. In the interview with Touka OY owners in later chapter, the author had a discussion about the importance of Marketing and result shown that in time of corona, marketing, delivery services and a good healthy protocol is the go-to of any restaurant right now, especially marketing using social media. This explained by the fact that everyone is prioritizing in staying at home and avoiding all crowded places such as: restaurants. Therefore, the only way to appear in front of customer eyes and boost their craves is to do marketing digitally.

Coronavirus has been proved to be the cause in a negative influence on the hospitality industry, however, solutions are figured out one by one by creative entrepreneurs and the government. Digital marketing is upheld using widely, restaurants change their method and it is believed that more interesting strategies is coming in near future.

4 Interviews

4.1 Research method

The author chose the qualitative method for this topic because of the characteristics of this kind of research is suitable with the nature of the thesis, which is based on observation, academic reading texts and documents, real-time interviews as well as recording and transcribing. However, observation in qualitative research methods are often not seen as an effective one, even observers who have quantitative research agree with this. The reason is that every observer could find and conclude different results based on what he or she chose to see, so the data is not very reliable as well. (Silverman 2001, 11.)

While quantitative research more focuses on social science, quantitative data collection, analysing those and the have the results reported to the given topic based on a large sample, qualitative research helps to understand deeper into an aspect showed. Qualitative researchers need to focus on authenticity rather than reliability based on a set of amounts of data, which means to ask open-ended questions to chosen interviewees to understand and analyse their experiences, level of understanding towards the topic, their methods, or knowledge. At the end of a qualitative researching process, when compare the observation data, recordings, and transcripts, researchers can develop a new hypothesis. (Silverman 2001, 12-13.)

The author chose the qualitative research method, aiming to have the topic developed and methods found for the inquiry of how a non-Finnish speaking entrepreneur can establish a restaurant in Finland, what they need to know from real experiences, what need to be avoided, and what to prepare. The analysis is based on recording and transcript data which brought out the understanding of owner or establisher's behaviours and their advice. The result concludes general points agreed by interviewers plus specific cores to be noticed.

4.2 Participants introduction

The author has chosen these five participants specifically for the differences in their ages, backgrounds, business size, business's status, and the time of operation of their business. By doing this, the data collected is diverse and not bias

The first and second participants are the owners of the first sushi restaurant located in Kotka, knowing that they are a married couple, living together for 10 years now. The first participant is a 40 years-old Turkish-speaker Iranian who has a Ph.D. in Physic and he was a lecturer in Iranian universities. The second participant is a 35 years-old Turkish-speaking

Chinese who was a worker in the medical field. Both of them bought the restaurant and operate it because they wanted to have a better life in Finland for themselves and their coming baby. The establishment was a traditional bakery-café when they bought it and named it Karhulan Serviisi sushi restaurant afterward. Until now, the business has been in operation for 4 years and has grown to be not only a sushi restaurant but also a sushi provider for Prisma Kotka and 9 smaller K-markets in the area. The interview with the first participant dated on the 3rd of November 2020 and with the second participant on the 8th of November 2020. Thus, both interviews are located in their own restaurant.

The third participant is a 23 years-old Vietnamese, one of the two owners of Kyrokosken-Torin Asialainen Ruoka ravintola located in Hämeenkyrö. She is a student of LAB University, currently completing her thesis while operating the business. The participant bought the restaurant and established her company one year ago with the help of friends and family financial support. The entrepreneur explained that the reason to buy and establish the company is to learn and invest in her life experiences. However, fortunes have not favour her, currently, due to the Corona pandemic, the restaurant is temporarily closed. Hence, the participant shared that the business is in survival mode most of the time and not earning enough to support its owners. The interview was dated on the 10th of November 2020 via video call.

The fourth participant is a 22 years-old Vietnamese, owner, and operational manager of Papu café located in Helsinki. She graduated from LAB university and has been working for Nordic Kitchen, Helsinki. When the Corona pandemic occurred, she lost her job in a mass employees lay-off and found out the restaurant and café prices are much cheaper than in a normal state during her free time. She shared that she has always wanted to have her café or restaurant, so she took the opportunity and buy one café in the heart of Helsinki. She cooperates with one of her dearest friends and each of them holds 50% of the share. Until recent dates, the café has been operating for 3 months. The interview was conducted on the 11th of November 2020 via video call.

The fifth participant is a 37 years-old Malaysian lady, the owner of a Chinese kiosk located in Karhula, Kotka. She came to Finland empty-handed with her husband and they bought the business to survive. The participant was not comfortable to talk about her past career and her qualifications. The business that she owns has been operating for 10 years and the kiosk is very well known by locals. The facilities of the kiosk are extremely minimal, and the business model is take-away only. However, they have a menu that includes up to 90 dishes, using difference. The interview was conducted via emails on the 18th-20th of November 2020.

5 Interviews results and findings

The following information is extractions from the interviews, the extractions demonstrate only the most relevant information to this thesis. The participants will be referred by the numeral order namely the first, the second, the third, the fourth and the fifth as they are mentioned.

When the interviews were carried out, the author was expecting to have more information on the prices of setting up the establishments, however, the entrepreneurs failed to give that information. Results have shown that all five entrepreneurs bought the business and renovated the establishments to fit their business ideas. They purchased the stores when it was still run by the previous owners, thus most of the necessary equipment were already set up and being used. By buying running businesses, the interviewees go through the first stages and purchase tools and equipment easily, they did not have to think too much of whether to buy the new or used machinery materials or tools. However, they all face different problems when redirecting the shop's sale orientation to fit their business ideas. When implementing the business idea of sushi restaurant to the traditional bakery-café, customers cannot comply with the quick changes and they have lost many coffee customers. Regarding equipment's investments example, the machines included in the shop purchase had expired guarantee or soon would be expired, the new owner must pay himself or herself to fix the machine or buy other one to keep the restaurant operated. That exceeded the budget had been planned initially.

Regarding business idea, the first and the second participant shared that they got the idea from their friends while one of them was studying in Finland. These two interviewees had suffered from the lack of hospitality knowledge when none of them had learn the degree or have any certificate about restaurant officially before. Their business idea was not so clear about themes, style, mission, etc. but only about financial solution, qualification of products and profitability.

The third participant shared that she has always wanted to enrich her life experiences by opening a restaurant, ideas were collected through the studying and working process. This interviewee had a applied sciences bachelor degree of hospitality, thus, she was acknowledged about necessary aspects needed to operate a restaurant from planning, marketing, accounting to food qualification, recruitment, and operation in general. However, she stated that it is more difficult than expectation and big mistakes could be made due to the lacking realistic experiences and sensitive mind.

The fourth participant saw the opportunity while the situation was terrible for the food industry, she bought the Café at a much lower price than it would have been during a normal situation. She then carried on serving not only coffee but also lunch for office workers in the areas as she foreseen the situation can be better in the following 6 to 8 months.

The fifth participant had the idea of opening the restaurant because at that time, Finland was not openly welcomed foreigners yet to professional positions, and she stated that she “had to survive”. Her first premise was not good compared to other interviewee’s food premise, however, after years making profit and having it cared and renovated slowly, it is now visually better and suit the purpose of take-away foods.

When the business ideas were formed, most of the entrepreneurs discussed the ideas with their friends and family. Only the fourth participant actively using the start-up services provided by the city of Helsinki. These behaviors show that many international entrepreneurs do not know about start-up support services in their regions. Results in many problems caused by misunderstanding the requirements, lack of supporting funds, and filling in the wrong applications. According to the knowledge stated in this thesis’s theoretical part, it is recommended that an entrepreneur should know the details of eight steps to open a restaurant for his own benefits. Knowing all kind of companies and who can open which company provide a smooth beginning in terms of paperwork. Besides, when it comes to financial planning, it is essential to gain more support. The fourth participant did it right to have herself consulted by the start-up service of Helsinki; she could avoid many verbose movements. It is simultaneously important to know that a company can only receive the support fund from the city which has been registered to locate in. For example, if one registers his company in Helsinki and move to Mikkeli to operate, he cannot have the fund from Mikkeli city, but Helsinki city.

The third participant emphasizes the importance of a business plan in this stage. It is because if she submitted the business plan prior to the company registration then can receive a supported fund value of about some hundred EUR, depending on the company model. To a newly opened restaurant, this amount of money helps a lot.

In terms of creating a new company in Finland, this process is reported fast to be done. Staffs in the company establishing offices are supportive to help foreigners. The answers from all interviewees reveal the fact that all entrepreneurs will need someone to ask, someone who can give the knowledge to utilize, who must be a native speaker. Also, the first and second participants stated that without someone who helps, this process will be very difficult. Plus, there are certain types of companies that foreigners can establish, not all. These

two participants opened the wrong type which is a personal company which is only allowed for EU citizens, and they had to change. The fourth and fifth participants, who seek for help from a friend who has Finnish nationality, went through this stage more smoothly.

According to the third participant, the registration fee for new business will be discounted if one has a Finnish ID. Not only the fee will be cheaper, all the other paperwork and certain contracts can be done also online, and the online process will be faster. Therefore, the advice is to create Finnish ID for entrepreneur himself for his own benefits. Timesaving is extremely important to an entrepreneur because there is a great deal of stuff to take care of. Owner of restaurant must make sure the time planning is accurate so there is no lateness in terms of submitting paper to authorized departments. Obviously, he does not want to run to the office and wait every time he is required to submit somethings, so the best way is to utilize what has been designed.

The next sub-question is about ensuring the profitability of the company. A detailed systematic plan is recommended by most of the participants. The aspect of human resources must be taken care of, as the labor cost will be high due to lots of side money needed to be paid i.e. labor tax, bonus. Simultaneously, entrepreneurs should not hire cheap labor who does not have good skills to pay less, because it will bring more consequences than results. Even the marketing works well and bring a big amount of restaurant, it will not be surviving if the chef cannot satisfy them in a long-term. Human resource is in charge to choose one who has good and steady skills, boast most of the needed characteristics or senses to fulfill the need of gastronomic customers. Another recommendation is to pay attention to financial planning, reduce the cost to maximum, and just buy essential things to operate the restaurant. With a critical and utilized mindset, entrepreneur is believed to choose exactly what she needs instead of buying everything which supposed to be used and create conveniences. One equipment or tool can have two or more of functions, the first interviewee stated that knowledge of machinery usage is important than all. The profitability of the company can be ensured by a systematic plan, meaning that everything that costs should be listed in the financial plan so not to cause shocks, hiring good staffs, utilize and only purchase necessary tools or equipment.

Regarding the most difficult part in is 8 given stages. Only the first participant supposed that an entrepreneur must read carefully and comprehensively all necessary information, and spend time to familiarize with the culture, business habits, and Finnish country. The reason causing difficulty is the unfamiliarity to the business habit, operating manner, and ways of money charging. Entrepreneurs will be shocked by receiving bills if they said yes to a recommendation without knowing what it is exactly or how will it cost.

Financial planning was voted to be the most difficult part due to several popular reasons among entrepreneurs. Those reasons include a shortage of business capital, lack of human resources, replacement of commercial equipment, inexperience in inventory planning, leading to higher cumulating costs. Hence, the entrepreneurs shared that, when it comes to operation, they get exhausted because they must do a lot themselves due to the shortage of human resources. 12 hours to 16 hours every day at work was the estimated duration of an entrepreneur's working time.

When asked about the language barrier, the entrepreneurs that have their business in smaller cities shared that knowing the language is essential because the population is older and more conservative. Restauranters can be rejected and lose the customer if they cannot communicate with the customer fluently. Finnish citizens in smaller cities are described as loyal and family-oriented, which means that they are not likely to change their services, but if they do, they will not come back. If the restaurant lost customers, it is harsh to at the same time attracting more customers and bringing the previous customers.

However, for those who have a business in large urban (Helsinki), language is not a matter to them at all because most people will be able to speak English and there will not be any conflicts happens by language. Instead, entrepreneurs will need to pay attention to the current market trend, more and more competitor companies who come later but with bigger funds and capital could blow the small businesses away or put them into harsh situation. In terms of Finnish language, however, some aspects need it even entrepreneurs live in a big city such as: contracting, billings, business report, or ordering inventory. With time exposing and countering with those mentioned, entrepreneurs will be able to learn and make it easier for themselves.

The next sub-question is about the obstacle overcome by these entrepreneurs. The first obstacle is culture shock. This is an inevitable problem for foreigners especially ones who are from large population countries. Secondly, a newly opened restaurant contains hundreds of things needed to be completed, but at that point in time, most likely there will not be enough human recourses to deal with the workload. It is mainly in charge by an individual or his or her partner in business partnership, however, the workload is still very heavy for both of them. This result in tiredness and eventually caused conflicts. The third challenge is about financial, the monetary problem regarding cost management, salary, and tax. Those numbers must be well anticipated and reported correctly to the authorized department such as TE, or tax office. Next, it is about the relationship of counterparts due to monetary issues or decision-making person. It is recommended to decide in early stages who is the largest shareholder of the company, then that one will give final decisions. Besides,

during the procedure of company establishing, tasks division is important to reduce the conflicts and execute more effectively. The last challenge to all entrepreneurs is a health problem because they often overwork themselves and become stressful, this may cause bad result later if they cannot learn to maintain both health and work condition.

The result ends with valuable advice from experienced entrepreneurs:

- Believe in yourself. Open a restaurant and operate it well is hard, so prepare for it mentally and physically.
- Study hard because knowledges can help a lot in finding, researching and in practical situation.
- Know what you are doing. Having yourself consulted well and select worthy information to follow.
- Be smart, creative to create a uniqueness of the restaurant, ready to have competitors.
- Value your products and follow regulations.
- Be realistic, be wise. Remember to utilize all relationship you have, it is a network and in cases, it provides unexpected benefits in business.
- A business will fluctuate, do not panic.
- Learn Finnish before the process, it will help.

6 Conclusion

People who are foreigners who want to establish a restaurant in Finland face lots of difficulties regarding languages and different regulation in comparison to their home countries. The author believes that practical knowledge and experiences from pioneers could bring a specific look into this field, helping and encouraging new entrepreneurs to reach their dream.

Theoretically, there are 8 steps to establish a restaurant in Finland, including Business idea, business concept, and business plan; Create a company in Finland; License, permits, and legislation; Location; Restaurant investment; Hiring staffs; Financial planning; Marketing. Those topics brought a general but specific piece of knowing, several small topics should be self-researched depending on different background of entrepreneurs.

The key elements of a successful restaurant planning are a logical, reasonable and clear business plan, and a healthy financial situation, which in general mean that the plan should be considered in all aspects by a critical views, real and anticipated situation. When it comes to the most positive plan, it helps the restaurant operation to be smooth and less struggled when facing the waves. The financial situation must be strong and willing to be lost in case there are unexpected circumstances, it must be strong enough so the entrepreneur can keep the restaurant, fix the mistakes, and improve. The research also encourages entrepreneur to find financial supports from different sources possible, not only their own money.

After having five entrepreneurs interviewed, it is revealed that the difficulties and challenges are not actually about the language barrier but researching information, financial planning, external and internal relationship. There is a good chance that entrepreneurs can overcome these difficulties by improving the quality of researched information. For example, entrepreneurs can come to location brokers to know more about location and find an ideal corner for the shop, talk with a dealer to gain knowledge of buying used stuffs for kitchen, go to consultant office for start-up companies to be assisted, etc. Better knowledge in the beginning of the procedure helps remarkably in the future. Good foundation means that entrepreneurs do not have to look back to the past and find mistakes and fix all the time. He can confidently grow his business and expand it, instead.

The thesis has been made using qualitative research methods, expecting to gather the concept, definition of establishing a restaurant. It could be a foundation for later researchers to dig deeper into the knowledge worthy to know in each stage. Or help entrepreneurs to know generally about what he should prepare or achieve in the very first phase of establishment.

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Appendix 1. Preliminary questionnaire for the semi-structure interview

Questionnaire for entrepreneurs Introduce

- Can you introduce yourself and your role in {insert name of company}?
- At what age did you establish your first business in Finland? Did you buy it or build it?
- What are the reasons that you want to establish the business?
- Do you speak any Finnish at that time?
- Who did you consult your business idea to? Were they also entrepreneurs?
- What was your expectations then? Did your business meet those expectations now?

Can you tell me a bit about your experiences as a non-Finnish speaking person and being an entrepreneur in Finland?

- How was the process regarding the given 8 stages?
- Is it easy to find all the information?
- What was the most difficult stage of establish the business regarding 8 given stages?
- Did you have a good business plan?
- In your opinion what is the most crucial elements to ensure the profitability of the business theoretically, i.e. in the planning process?
- What do you think is the most difficult obstacle that you have overcome in this business?
- Are there other obstacles that you want to share to future entrepreneurs? Do you have the solution for them?
- What do you think are the challenges that every non-Finnish speaking entrepreneur will have to deal with? How did you deal with them?
- What you wish someone had told you when you were opening the restaurant?