

How a la carte establishments implement worldwide restaurant trends in Finland

Thesis

Abstract

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Title of the thesis How a la carte establishments implement worldwide restaurant trends in Finland		
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Abstract <p>The study was aimed at revealing how a la carte establishments implement worldwide restaurant trends in Finland. The author has implemented a research on the worldwide restaurant trends 2021 and has revealed the most significant ones. Four main worldwide restaurant trends which are discussed in this research are social media activity, online ordering and delivery, meat alternatives and sustainability.</p> <p>The research was conducted by implementing qualitative research approach. Semi-structured interviews were organised in order to analyse restaurant representatives' opinions and actions concerning worldwide restaurant trends in Finland.</p> <p>In conclusion, the study demonstrates patterns, actions and opinions of a la carte establishments in Finland whether they implement or disregard worldwide restaurant trends and what factors influence their decisions.</p>		
Keywords A la carte restaurant, trend, social media activity, online ordering and delivery, meat alternatives, sustainability		

Contents

1	Introduction.....	1
1.1	Importance of the topic	1
1.2	Research questions	1
1.2.1	Objectives and delimitations	2
1.2.2	Research method	3
2	What are trends and how do they spread.....	4
2.1	Peter Openshaw’s study	4
2.2	How trends can change tourism dynamics.....	5
3	The nature of change in the restaurant industry	7
3.1	How worldwide trends have affected the restaurant industry.....	8
3.2	Connection with customers in the restaurant industry	10
3.3	Patrick O’Connell’s vision	10
4	Introduction to the trends in the study	12
4.1	Social Media activity	13
4.2	Online Ordering and Delivery.....	15
4.3	Increased activity in Online Ordering and Delivery due to COVID-19.....	15
4.4	Meat Alternatives	16
4.5	Sustainability	17
4.6	Dimensions of Sustainability in the hospitality industry.....	18
4.7	Summary: worldwide restaurant trends in a la carte establishments	19
5	Empirical study: Qualitative Semi-Structured Interviews	20
5.1	Research sample.....	20
5.2	Data collection	21
5.3	Data analysis	22
5.3.1	Thematical coding with NVivo	22
5.3.2	Cycle of perception	22
5.3.3	Research questions	24
6	Results of the research.....	26
6.1	Results: Trends.....	26
6.2	Results: Social Media activity.....	28
6.3	Results: Online Ordering and Delivery	30
6.4	Results: Meat Alternatives	33
6.5	Results: Sustainability.....	34
7	Summary	37

7.1	Trends	37
7.2	Social Media activity	37
7.3	Online Ordering and Delivery.....	38
7.4	Meat Alternatives	40
7.5	Sustainability	40
8	Recommendations.....	42
8.1	Further research	43
	References	44

1 Introduction

Hospitality industry is a competitive, rapid and dynamic environment which attracts more and more customers for its services. The industry is directly dependent on internal and external worldwide changes as they shape industry demand and result in new, fresh and modern trends. Trends show the growth in people`s preferences and form the demand of the products/services. Forecast and expectation of future developments always helped to be better prepared for change (Yeoman 2008, xi). Restaurant industry is not an exception.

The study of this thesis is aimed at exploring restaurant industry. To be more accurate, a la carte restaurants are considered as researcher`s main component to investigate. The investigation will be done concerning rapid and fast changes in worldwide restaurant trends. The author will interview restaurant owners and managers in Finland to find out their opinions and actions concerning international restaurant trends. The author will be able to conclude different outcomes and sequences in the behavioural aspect of a la carte establishments and their ways of implementing fast-changing trends in the dynamic environment. Before conducting the study, author has implemented a research on the worldwide restaurant trends 2021 and has revealed the most significant ones for this particular study. Chosen international trends will assist in studying a la carte restaurant strategies in adjusting to new market directions.

1.1 Importance of the topic

The topic is important because the study itself covers vital aspects of the restaurant industry: rapid environment, people and trends. The research is able to reveal how restaurants exist when being a part of the dynamic world. Trends are able to impact marketing strategy, employees training, menu and beverages, purchasing system, concept of the establishment, budgeting, customer satisfaction and target audience in general. Managers, restaurant researchers and owners will undeniably be interested in examining the influence of current trends on restaurant industry. At the same time, restaurant industry will always be vulnerable, pliable and prone to changes. It is interesting to explore the opinions, strategies and ways restaurants in Finland implement worldwide trends as it will be useful for further researches and times when new trends come into sight.

1.2 Research questions

The aim of the thesis is to cover an extensive topic. Firstly, the topic requires the explanation of certain background information about trends in general, every trend separately and their

meaning in hospitality industry. Secondly, the research itself should demonstrate the answer to the main question: how a la carte establishments implement the worldwide restaurant trends. On the way to finding the answer to the main question, there are certain sub-questions to investigate. The study is aimed at exploring following sub-questions:

- How worldwide trends can influence a la carte establishments?
- What are the main trends influencing restaurants in Finland in this study? Why are these trends worth of study?
- What are the main factors, considered by restaurant representatives, which cause restaurant actions in the implementation of worldwide trends?

1.2.1 Objectives and delimitations

The main objective of this thesis is to understand how a la carte restaurants` implement worldwide restaurant trends in their establishments. It is important to find out if there is any reaction at all and if there is, further questions can be covered. Further questions, considered important in this thesis, are about worldwide restaurant trends. The trends include – restaurants` social media activity, approach in online ordering and delivering, meat alternatives in the menu and sustainable behaviour in the market. The author will interview representatives of the restaurants about their actions and opinions concerning trends mentioned above. Their answers and strategies will reveal significant information as the author will be able to analyse behavioural aspect of the restaurants, their actions and attitude and conclude the data for further analyses.

The author has defined certain delimitations for this thesis:

- This study does not cover the research of worldwide trends other than social media activity, online ordering and delivery, meat alternatives and sustainability from the author`s side. The number of worldwide trends is growing with an enormous speed and the author has chosen the most relevant ones for the Finnish market.
- Nevertheless, if the company representative is aimed at implementing other trends than social media activity, online ordering and delivery, meat alternatives and sustainability, the author of the study will mention the trends in the analysis part of the study.
- The study will not include customers opinion or feedback on the topic.
- The research will not consider the meaning of the mentioned above trends in other industries than restaurant field.

- In this study, the author will consider only external worldwide changes, which are named by trends, as biggest influencing tools which shape restaurant industry. Undeniably, many factors are able to shake restaurant industry but this study considers trends as the main perspective of the change in the industry.

1.2.2 Research method

The study requires an accurate plan when collecting information for analysis. Firstly, the author has focused on qualitative research data approach in order to apply the most suitable way of assembling the data. Qualitative research works with text. Interviews and observations are the sources for collecting the data, which then is transformed into texts by recording and transcription (Flick 2006, 4). In this study, the author uses qualitative research method as the study requires to get the answers to certain issues by adjoining to the professionals in restaurant industry. The representatives of a la carte restaurants (managers and restaurant workers) will be asked to participate in the interviews which is a part of qualitative research method.

In this particular study, the author selected semi-structured interviews as the main resource of receiving the data. Semi-structured interviews are conducted according to prepared topics and questions which should be covered. The topics should be related to the study. (Mirola 2020, 68.) The interviewer mentions several areas and questions related to each area. Each of the question introduced can be an open-ended question or closed-ended one (Flick 2006, 156).

The received data will be analysed by Sustainable hospitality theoretical framework (Figure 1) and Cycle of perception framework (Figure 3). These frameworks will be used for the trends' implementation analyses. Moreover, conversation analysis method will be applied for analysing the data. Conversation analysis will provide the author with an opportunity to understand the context of a la carte restaurants' actions concerning the implementation of worldwide trends (Flick 2006, 320). The collected data will be recorded by the author. The recordings of the data assist in transcribing the tapes and after that, selected episodes are analysed and reported in the research. The data will be divided into structural principles of establishments as well as the practices used to manage trends.

2 What are trends and how do they spread

A trend is a concept which means something that is accepted by society and is followed by many people (Collins 2021). The world always experiences transformations and adapting to changes is inevitable. Different spheres of people's lives have been impacted as a result of new and unexpected developments arising from trends. History demonstrates the most significant transitions in technology, politics, economic, tourism, health and lifestyle. The recorded changes and trends are spread worldwide with the help of powerful network. This network connects global changes with the world in many possible ways. (Salzman & Matarthia 2006, 269.)

2.1 Peter Openshaw's study

The fact is that trends initially are spread by people (Openshaw 2015). Furthermore, the importance of distinguishing the main directions in which people follow the trends, has become a matter of research. According to Jonathan Openshaw's study, the Innovators, the Early Adopters, the Early Majority, the Late Majority and the Laggards are the main groups which apply unique and different approaches in adjusting to trends. In order to provide an accurate analysis of the groups mentioned above, the author of the study would like to highlight the definition of the word mainstream. Mainstream is seen as the ideas or activities that are followed by most people and distinguished as conventional and common ones (Oxford Lexico 2021). The Innovators group demonstrates resistance against mainstream trends. The result of the resistance is the creation of something unusual brought to the culture and certain market. The Early Adopters segment is the closest group to launching and supporting new trends on early stages. The segment actively engages on social media, purchases and adopts to the new changes followed by trends' development. The Early Majority group takes the responsibility of spreading the trend worldwide and pushing it to the mainstream. The Late Majority, experiences new trends later than the segments mentioned above. It is connected to the fact, that the group waits for the confirmation of the change. Social norms form buying purchasing behaviour of the segments and it makes it more challenging for Late Majority to adapt to new changes. The Laggards represent a group with traditional values where new trends are not being evolved at all due to the fact, that they have already formed their own values which are not likely to be shaken by external factors. (Openshaw 2015.)

To summarize, new worldwide trends are the changes initiated by people. The direction of the further crucial steps in world's changes are directly influenced by people's behaviour

concerning new trends and ideas. The speed and the way trends spread prove that the world is rapid and dynamic, and society reflects the adjustments to vulnerable environment.

2.2 How trends can change tourism dynamics

Trends can dramatically change the demand in tourism industry sector. The preferences of travellers and customers are constantly changing. In tourism industry, to succeed, the business has to understand the current way of thinking, feeling, and behaving (Salzman & Matathia 2006, 270). Due to the speed at which worldwide trends grow, transforming services and products in the tourism industry is seen as a key to success. Following the fact that trends shape tourism industry, it is important to provide an example for further understanding of the topic. As an example, luxury in tourism has become less about materialism. This concept has become more about self-enrichment and time (Yeoman 2008, 38). Tourists are searching for luxury concepts which are presented as a fulfilment and personal transformation. Tourism brands aimed at providing luxury services have to think about traditional perceptions of luxury and build the connection of this concept with wellness and self-fulfilment. The Marriott hotel is one such brand in the industry which immersed itself in the trend of luxury as fulfilment. The company has introduced new activities as a part of their loyalty program. Certain master classes were organised for guests in order to implement the experiences of personal transformation of the guests. These activities included private basketball training with Dwyane Wade, a golf clinic with Annika Sörenstam and cooking classes with Eric Ripert. (Carty 2018). Furthermore, safety and security has always concerned society. The events of terrorism attacks and protests have contributed to feelings of anxiety and fear when travelling. The trend in safety and security among travellers has targeted the tourism industry in developing this aspect. Safety and security is the leading factor for customers which determines the attractiveness tourism destinations and services (Buhalis & Costa 2006, 248). At the same time, image and brand become a facilitator for the tourism industry to develop. Brand and branding are the most fundamental features of modern society (Salzman & Matathia 2006, 137). The trend of creating a strong brand recognition is important because consumers demonstrate a tight connection with the companies that match their values through branding (Yeoman 2006, 37).

As the result, the tourism industry adapts to demand in the international and local markets. The examples of the trends mentioned above reflect the situation in which destinations and companies need to adjust to customers preferences and changes in their perception of the tourism industry. Operating in such rapid and dynamic environments requires the tourism industry to build their relationships with people through their recognition of trends. If tourism

industry's representatives fail to predict the future of trends, then they will be unable to benefit (Buhalis & Costa 2006, 252).

3 The nature of change in the restaurant industry

Tourism sector includes five industries and they are accommodation, food and beverage services, recreation and entertainment, transportation, and travel services (Tourism HR Canada 2021). Undeniably, food and beverage services are represented by a la carte restaurants as a subject of tourism concept. Simultaneously with the tourism industry, the restaurant industry is rapidly developing and vulnerable to the changes of internal and external characteristics.

The nature of change includes four concepts such as stability, complexity, resource scarcity, and uncertainty (Lumen 2021). These components can be characterised within the restaurant industry. Stability in the restaurant industry is a concept which refers to the rate of change. Two main directions of the concept are considered – stable and dynamic environments. Consequently, the restaurant industry is seen as a dynamic environment due to the fact, that the industry is changing rapidly. Key factors which influence restaurant industry are political, economic, social, technological, legal and ecological (Cousins et al. 2016, 18). These factors are forcing the restaurant industry to adjust to new circumstances. As an example, legal issues are seen as one of the major aspects which decide the future of the restaurants (The European Business Review 2020). In 2020, the COVID-19 pandemic has provided us with a certain understanding of how businesses, including tourism and restaurant industry, depend on the government decisions. Working hours of restaurants were limited as well as constantly changing decisions on whether the establishments should be open or closed. At the same time, social dimension is concerned with changing market needs (Cousins et al. 2016, 19). In other words, preferences of customers are constantly changing and restaurant businesses have to research the market and have a strong insight on the current behaviour of the customers. Diverse backgrounds of the customers make it more difficult for restaurant owners and managers to forecast if a new product, services or trend adjustment will successfully create a demand. A detailed analysis of the culture and personal choices of customers are the aspects to research for further development in the restaurant industry.

Furthermore, complexity is described as a concept which shows the number of variables, connections and elements the industry has. The restaurant industry contains many elements to research and study in order to operate successfully. To illustrate, the sequence of restaurant development from concept to opening requires fourteen steps which are choosing a location, business marketing, layout and equipment planning, menu determining, architectural nature discussion, licensing, financial arrangements, blueprints development, bidding contracts and their selection, construction, furnishing, key personnel hiring, training

of employees and restaurant opening (Walker 2011, 81). Consequently, when the establishment operates and creates a demand in local and international markets, the elements mentioned above will always be controlled by the managers and restaurant owners. Moreover, service planning in the restaurants is an additional variable to explore. As a result, the variables of the restaurant industry build a complex environment around food service product.

To continue with, the resource scarcity concept reveals the availability of resources important to a company. For every company it is vital to be able to have the right access to the resources which are required for the business to continue its existing (Lumen 2021). A purchasing cycle in the restaurant industry should work efficiently and be seen as a system with minimal demands and changes. The system should be able to repeat itself day after day in order not to disturb the manager/owner to pay their attention on additional and unnecessary tasks. (Walker 2011, 180.) Based on the operational needs, the quantity and quality of the products are significant aspects. The number of people to be served in a given period, portion sizes and sales history are researched by the buyers in the restaurant. (Cousins et al. 2016, 148.) Resource scarcity determines the performance of the restaurant because food service is the main product to provide the customers with. The prediction of the procurement quantity will always remain as an irreplaceable and necessary approach in purchasing.

The last component that describes the nature of change is uncertainty. Uncertainty is measured by analysing the question of how difficult it is to predict demand in the industry. When considering the above-mentioned examples of the restaurant industry's nature, it is seen as a compulsory touch to be able to adjust to change and make it work within the company's terms. The concept of tourism includes enormous sensitiveness to external shocks. Focusing on the well-being of people gives tourism industry a special reason to focus intensively on what lays ahead of us (Yeoman 2008, xi). External and internal factors can change rapidly and understanding the restaurant industry's nature is critical to success in the market.

3.1 How worldwide trends have affected the restaurant industry

Trends have an immediate impact on food and service businesses in the international market and the product lifecycle is becoming shorter (Cousins et al. 2016, 79). Developing new concepts and adjusting to trends in the departments of the restaurant industry require the following activities – creating new design, developing new menus, beverage lists and re-thinking approaches to production and service. In 1970, new trends in terms of understanding food and its ingredients have developed unique and fresh approaches to deliver the food to the customers – eclectic cuisine, fusion cookery, nouvelle cuisine and many more

other food production styles. (Cousins et al. 2016, 80.) The appearance of new modes of food delivery resulted in the development and adjustment of the menus to the certain decade's culture and its demanding trends. At the same time, the designs of the restaurants are seen as a rapidly changing aspect depending on the time and trends.

One more trend from the 1970s influencing the design of the restaurants was ethnic cuisine and health foods (Fuhrmann 2021). This focus has launched the new feature of salad-bars in restaurants and made it a very popular concept. Furthermore, themed restaurants have transformed changing the design of the restaurants into entertainment venues which included such props as telephone booths and barber chairs. (Fuhrmann 2021.)

Moreover, another trend in restaurant design was opening up the kitchen by taking down the walls that separate chefs from diners so the customers can contemplate the process of the food preparation (Cousins et al. 2016, 80). Ronald Passot who is the chef and owner of La Folie restaurant claims that the benefits of having an open kitchen are that it brings energy to the dining room, creates a show for the customers, like watching a performance, and it gives the customer a sense of being on the "inside", similar to a reality TV show (Walker 2011, 151). Total dining experience has been changed because of the trends and it became more important to focus on the whole concept of the restaurant including food production style and design to deliver the service to the customer.

To continue with, restaurant purchasing culture, in other words production, has also been changing. The term sustainable purchasing has developed a new vision for restaurants for their procurement system which is covered broadly. As an example, restaurants avoid the purchase of chicken and eggs from factory farms where chickens are raised in small cages. (Walker 2011, 175.) Customers want to eat meat and food in general which were purchased sustainably without harming the environment. Restaurants have to adjust and create a certain purchasing system that can satisfy customers' vision of the industry as well as safe food production methods.

It is important to remember, that beverage lists are also pliable to changes depending on current trends and demands. It is important to highlight, that beverage sales produce more profit than food sales (Walker 2011, 200). The adjustment of the trends in the bar and drink lists is essential as beverage sales bring a serious income to the restaurants. Customers are willing to experience new beverages that they have never tried before. According to the chef Jean-Georges Vongerichten, the trend of homemade craft beverages cannot be ignored (EHL Insights 2020). Millennial beverage trends study has showed that in 2016 an increase in craft beer and craft soda has been recognised (Foodable 2021). Craft beverages can be seen as a unique source of competitive advantage.

While there are trends to experience new food, cuisine styles and dining in different places and environments, products have to be developed with the sector in mind (Cousins et al. 2016, 124). Ultimately, restaurants operations need to research and adjust to trends in different aspects of the business due to diverse changes in customers` preferences.

3.2 Connection with customers in the restaurant industry

The word hospitality originally means the treatment of customers and strangers in a friendly and generous way (Cousins et al. 2016, 9). A la carte restaurants, are aimed at providing a unique service in order to maintain customer flow to operate business. Since the main and most important source of the revenue in a la carte restaurants is created by daily visitors in the establishment, it is vital to operate efficiently and sustain a high demand in the market among locals and tourists. In this context, adjusting to worldwide restaurant trends in a la carte establishments can attract guests to the service, increase customer appreciation and the overall value of the establishment. Nevertheless, even with a high volume of guests, one of the secrets of success in a la carte restaurants` approach is to never stop believing in the importance and interaction of the individual guest (Solomon 2016, 8).

When implementing worldwide restaurant trends in a la carte establishments, it is important to remember the reasons for analysing, adjusting to and following them. The main reason to follow worldwide trends is to attract guests who are seen as target groups. However, certain trends may not be suitable for the business and due to this fact, restaurant professionals should be adaptable (Walker 2011, 11). Analysis of the industry`s culture, its audience and location assist in developing a successful trend implementation strategy. When suitable new trends are introduced to the establishment, remembering the meaning of the word hospitality is essential. Unfortunately, when the number of customers is increasing, the focus and attentiveness which exist when only few customers visit the establishment disappear (Solomon 2016, 7). When new trends are integrated into the establishment, it is critical that these are adjusted and personalized to the context. With knowledge of customers` behaviours and ways of communication, it is possible to appreciate their true needs and trends they are willing to accept.

3.3 Patrick O`Connell`s vision

Patrick O`Connell, a chef and owner of the legendary restaurant called The Inn at Little Washington, has shared a story which introduces the readers to a possible approach for connecting with guests. The story mentioned a woman who was enjoying her meal alone in the dining room in one of O`Connell`s restaurants. She was reading a book. O`Connell was interested whether his staff members have interacted with the woman to make a connection.

Unfortunately, the employee did not get much information to work with when asking the woman certain hospitality questions. Due to a loss for how to make a connection with the woman, at the end of her meal, the waiter invited her to visit the kitchen with O'Connell, while the woman was still holding her book. It turned out, that O'Connell has read the same book and made different comments about it. Immediately, woman started to talk and said, that she is celebrating her husband's birthday who died the year before and the restaurant she was dining at was always a place they had planned to visit together. She was making a visit in his memory. O'Connell imagined how it would be, if the woman came all the way to the restaurant and did not have an opportunity to share that information. It made it a complete experience for her. Customers always secretly give the staff information about them and paying attention to the details and being able to respond to their requests is vital for building a connection with them. (Solomon 2016, 7.) Perfect experiences, which are based on customers' preferences, have roots from diverse trends which are followed by the cues that customers give in hospitality contexts. The change in the world affects people in many ways and being able to respond to the changes of customers' preferences in a personalized manner will always be the basis for building strong and long-term relationships with the guests.

4 Introduction to the trends in the study

This study is aimed at exploring the behaviour of a la carte establishments in the market concerning certain worldwide restaurant trends. The trends which are considered important in this research are:

- social media activity;
- online ordering and delivery;
- meat alternatives;
- sustainability.

These trends have already strongly changed the dynamics in the restaurant industry in some countries, Finland is not an exception and it is essential to analyse what are the main actions of a la carte establishments when these trends create a demand. New realities and trends in hospitality industries mean to change the approaches and analyse new perspectives to create consumer-driven experience and add value in the service (Sigala & Gretzel 2018, 13). The author of this study has conducted research on the main trends in the restaurant industry and the material found has revealed, that the above-mentioned topics remain the most widely-discussed.

To start with, social media activity in the restaurant industry brought major advances for consumer society but have also changed the way services and experiences are created (Sigala & Gretzel 2018, 14). Engagement with customers on social media has become one of the most important aspects of business. The use of social media in the restaurant industry have successfully resulted in building strong customer relationships with such practises as marketing, communications on the web-pages, sharing experiences of other customers, updating information about the restaurant and certain “behind the scene” stories of the restaurants. According to statistics, 71 per cent of consumers claim that they will more likely visit the restaurants which respond and engage with people on social media (Forbes 2013). In other words, social media offers the restaurant industry an opportunity to accelerate relationships with the customers by maintaining interaction with users and keep the business under control (Social Hospitality 2021).

In a similar context, the trend of online ordering and delivery has also changed the restaurant industry culture. Delivery sales can increase their annual average sales of more than 20 per cent to 365\$ billion worldwide by 2030 (Upserve 2020). This estimation presents a future with high volumes of online food ordering. It is important to highlight, that COVID-19 in 2020/21 has a great influence on maintaining online ordering and delivery trend due to

the fact, that many restaurants were closed according to the government restrictions. The restaurant industry is highly dependent on physical visits at the location, nevertheless, the trend of online ordering and delivery has strongly impacted the nature of hospitality culture and provided the industry with new revenue opportunities. Online ordering and delivery were already in demand a long time ago, but the circumstances of the pandemic situation have developed the trend with an enormous speed, making it a necessity for business survival (Salzman & Matathia 2006, 266).

At the same time, the meat alternatives trend has been chosen for analysis in the study because the global meat alternative market was valued at 4.1\$ billion in 2017 and is expected to reach 8.1\$ billion by 2026 (Food Business News 2020). The growing market which has already reached high demand among customers, especially in comparison to other years, provides readers with an understanding of considerable future expansion.

Finally, sustainability is being developed in Finland for a very long time. The natural environment has been protected by people as inhabitants as well as employees and owners of businesses. As an example, Finland pays attention to emissions from large industrial facilities which are being restrained (This Is Finland 2021). However, sustainability performance in the hospitality industry includes two more aspects to focus on in addition to the environment, which are social and economic considerations (Legrand et al. 2017, 28). Consequently, sustainability is a complex and multi-dimensional concept, especially in the restaurant industry. The way in which a la carte restaurants adjust to this trend can significantly influence their business concept.

The trends which were chosen in the study are being implemented worldwide on a daily basis. Social media has attracted many companies to build and maintain relationships with their customers. At the same time, statistics demonstrate dynamic markets of how online ordering and delivery and meat alternatives. Sustainability is only becoming more popular, and, because of the complex nature of this trend, adjusting to it requires serious changes in the business. Restaurants worldwide have begun implementing these trends in order to succeed in the market and the analyses concerning these trends in a la carte restaurants in Finland will be continued further in the study.

4.1 Social Media activity

The definition of social media explains its concept as a virtual networking where people chat, communicate, share thoughts and ideas. These internet-based activities are similar when using different platforms. The most popular social media platforms nowadays are Facebook, Twitter, Youtube, LinkedIn and Instagram (Tufts University 2021).

A la carte restaurants are able to create their social media pages and use several of the platforms at the same time. The choice of which platform to use depends on many company's factors including their audience and what kind of content the establishments would like to share. Social media provide a la carte restaurants with diverse features for the businesses. This study is aimed at understanding the behaviour of a la carte establishments when using social media platforms mentioned above. The question is, if a la carte restaurant representatives actively interact on these platforms in Finland and what is their approach. The trend of social media activity is considered important in this study because recent researches and articles have demonstrated the increase in using social media tools for marketing purposes in a la carte restaurants. To be more accurate, this trend helps the author to explore the behaviour of restaurants on social media pages and see if a la carte establishments in Finland actively interact with their target audience.

Social media is seen as a tool for collaboration and networking and many companies in tourism and hospitality industry use this opportunity. Various possibilities on social media which include blogs, videos, comments and podcasts provide a la carte restaurants with a very effective way of marketing, maintaining connections with the customers and attracting new ones. (Sigala & Gretzel 2018, 18.) According to the statistics, Facebook and Instagram are mostly used by people who are aged 15 or over in 2017. The percentages vary depending on the occupational status of Finnish residents. As an example, the research has demonstrated, that 66% of employers use Facebook and 33% of them use Instagram. At the same time, 74% of upper-level employees use Facebook and 38% of them use Instagram. Furthermore, one more significant research has highlighted the percentage of Finnish enterprises in between 2013 and 2017 with at least ten employees where social media is used. According to the research, 63% of enterprises in whole country used social media platforms in 2017. (Official Statistics of Finland 2017.) These numbers present the reader and the author that social media activity is highly maintained in Finland.

The researches mentioned above were analysed and referred by the author to highlight that Finland is a country where social media is supported by businesses and inhabitants in general. Furthermore, one study has showcased, that most of the restaurants in Finland use Facebook and Instagram platforms as a collaboration tool and for marketing purposes (Timilsina 2017). Based on this information, during interviews with restaurant representatives, the author will emphasize Facebook and Instagram to explore how active a la carte establishments on these platforms and how do they implement worldwide restaurant trend of social media activity in general.

Currently, 53% of the world's population use social media which accounts to 4.20 billion people (the population of the world was 7.83 billion people in the beginning of 2021). Comparing to the last years, the number is increased by 13% and because of these developments, it is important to explore social media trends within a la carte restaurants concept. (Hootsuite 2021.)

4.2 Online Ordering and Delivery

Online ordering and delivery have always been parts of services in restaurants. Online ordering and delivery happen when a customer purchases the desired menu items online, through restaurant's web-site or mobile application. After these steps, a customer can choose payment method and then waits for the order to arrive at their location. The basic explanation mentioned above about how online ordering and delivery works demonstrates one of the possible sales channels for the restaurant. (Lavu 2021.) Online sales of the restaurant's menu provide establishments with new opportunities for revenue and marketing. However, restaurants which include take-away items as a part of their service should understand customers' behaviour since the system of online ordering and delivery may not be suitable for every target group or restaurant style. According to the State of the Restaurant Industry Report studies, online ordering and delivery directly depends on the menu trends in the restaurant industry. As an example, such menu items as sandwiches and wraps are more popular among customers demonstrating 21% growth in 2020 comparing to year 2019. Sandwiches and wraps are followed by burgers and pizza as the sales of these items grew by 10% and 9% compared to year 2019. The research concludes that customers are interested in comfort, simple and cost-effective menu options when it comes to the online ordering and delivery trend. (Upserve 2020.) Consequently, not every restaurant is able to include the online ordering and delivery trend in their services to reach certain goals in revenue and demand. It is important to explore Finnish a la carte establishments' behaviour concerning online ordering and delivery trend since the restaurants differ in their style, sales channels, target audience, menu and other factors which can influence the decision of whether to implement this trend or not.

4.3 Increased activity in Online Ordering and Delivery due to COVID-19

When customers come to the restaurant, they all have one main objective in common: to satisfy their hunger. Additionally, customers have other goals during the visit. These goals can include entertainment and celebration. (Walker 2011, 422.) When customers order food online to enjoy a meal at home, they also wish to satisfy their hunger, however, factors which cause the customers to order online and get the delivery can vary. These external

factors exist outside of the restaurant business. As an example, during Spring 2020, 17% of Finns were ordering food online directly from restaurants or through courier services (Official Statistics of Finland 2020). The researchers claim, that these numbers grew due to Coronavirus pandemic as the restrictions had forbidden customers restaurants visits. This is one of the situations when external factors impacted restaurants' operations. Due to COVID-19, restaurants started to develop ordering systems since the high demand on take-aways resulted in changing operations. Due to the fact, that the pandemic situation transformed the nature of nourishment services, this study will explore the restaurants adjustments in their operations, if there were any, and interview restaurant representatives to find out best practices.

4.4 Meat Alternatives

Trends influence many aspects in the restaurant and menu is not an exception. Cuisines and menus are subject to change through diverse channels, as an example, through outstanding chefs who have contributed to the development of menu content. Furthermore, social media channels with cookery programmes have also been forming certain tendencies in the menu and cuisine of the restaurants. (Cousins et al. 2016, 127.) Meat alternatives trend is growing with an enormous speed worldwide. It is important to highlight, that by meat alternatives the author of this study means food products that taste and look similar to meat (Health Care Without Harm 2021). Meat alternatives can be plant-based, as an example soya meat, or just include vegetarian and vegan concepts in its definition, such as tofu, cheese and nuts. Market value of meat alternatives in Europe is growing every year. The market is experiencing huge transitions and during 2020 – 2027, meat alternatives is forecasted with 29% growth as the result. (Data Intelligence 2019.)

The Finnish market of meat alternatives is rich. Many Finnish companies, as an example Valio, have been evolving plant-based products which are sold in supermarkets and can be purchased by the restaurants for cooking purposes. At the same time, the variety of plant-based meat alternatives can be purchased in special stores where vegan, vegetarian and plant-based production is the main focus. The demand on meat alternatives in Finland demonstrates, that people are interested in exploring meat alternatives industry and have been practising it successfully. (Vegaanituotteet 2021.)

According to the fact, that meat alternatives market is being developed worldwide and more and more often people purchase plant-based food or make their choice for vegan and vegetarian ingredients, the market is experiencing fast and huge transition. Finland is the country where meat alternatives market and vegan industry have already added the value in people`s lives through supermarkets and specially focused stores. It is interesting to explore

restaurants' approach when it comes to meat alternatives. Restaurants purchases depend on their supplier, season, cuisine style and storage possibilities. Consequently, these factors impact restaurant's planning system which controls food service operations. (Cousins et al. 2016, 124.) Restaurants' menu operations are complex and sophisticated and this study will immerse more in the question of meat alternatives industry particularly from restaurants' perspective.

4.5 Sustainability

Sustainability is seen as a complex concept which is explained as the ability of current generation to meet their own needs without harming future generations and provide them with an opportunity to meet their own needs as well (University of Alberta 2021). Since the general definition of sustainability is broad, this concept is perceived more understandable and accurate when exploring it within a certain industry. In this study, sustainability will be analysed and presented as a part of hospitality industry.

As a part of hospitality industry, a la carte establishments have been practising the adjustment of sustainability in the restaurants. One of the examples of sustainable approach in the restaurants is sustainable purchasing. Sustainability in the purchasing system includes supporting local food production which is healthy and does not harm the environment, respects employees and provides fair wages. Sustainability also supports ethical treatment of animals as a part of food production. (Walker 2011, 175.) Furthermore, another example of sustainability in the restaurant industry is to minimize waste and apply the usage of sustainable materials which can be recycled (The Foodservice Blog 2021).

Finland is the country where sustainability is being developed more and more. It is important to highlight that Finland expects to replace fossil fuels with their renewable energy consumption by 50% in 2030 (Yle 2017). Moreover, Scandinavian countries including Finland are on top of the list of Competitive Sustainable Index where Finland ranked fourth scoring 60.4 in 2020 (The Global Sustainable Competitive Index 2021). According to the country's attitude and transition towards sustainable development in different spheres of Finland, it is one of the top countries which actually lead worldwide sustainable trend. Ultimately, sustainability, as a concept, is being developed worldwide and as a part of hospitality industry, three dimensions of this concept assist restaurants to evolve in diverse directions. The way a la carte restaurants in Finland perceive the understanding of sustainability in their establishments and form their attitude towards sustainable development, will provide the readers and the author with the information of how a la carte establishments actually implement sustainability trend in Finland.

4.6 Dimensions of Sustainability in the hospitality industry

Sustainability in hospitality industry includes in its concept three main dimensions which focus on different aspects.

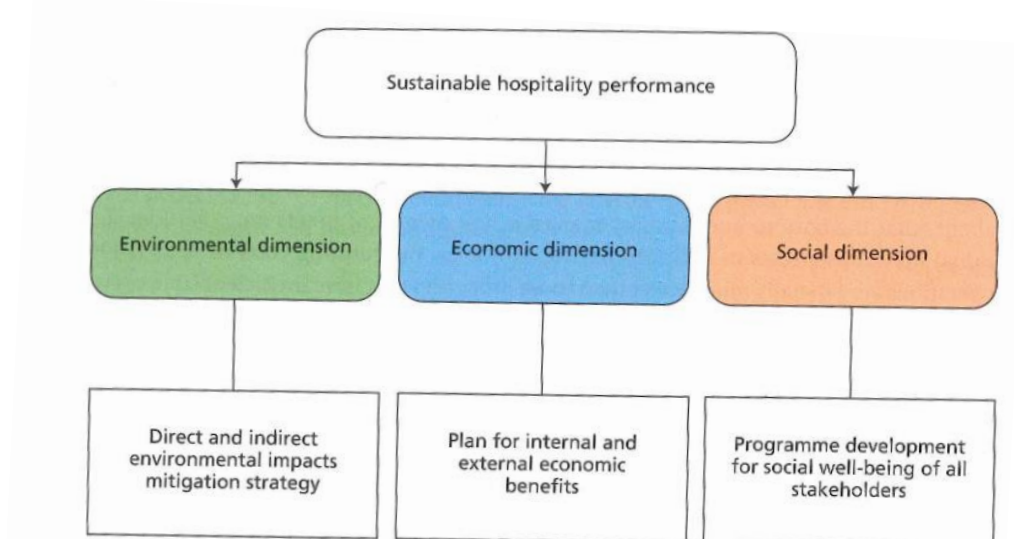


Figure 1. Sustainable hospitality theoretical framework (Legrand et al. 2017).

Dividing the focus of sustainability into three different parts of hospitality industry gives people a better understanding of how sustainability adds value in each aspect. These dimensions are environmental, economic and social. Environmental dimension focuses on minimizing the activities that might negatively affect planet's resources. These dimensions focus on the activities of current and future generations. In other words, the dimension focuses on an organisation's impacts on air, water, land use and waste. The economic dimension focuses on a sustainable business policy which supports practises to develop local economy by generating economic benefits for local people, training and educating, and other income-generating opportunities. The social dimension focuses on what impact companies have on the society and how the hospitality adds positive value in people's lives. (Legrand et al. 2017, 28-29.) This study will explore the main focus of a la carte establishments in their implementation of sustainability. All of the dimensions are important aspects of sustainability concept and depending on different factors, a la carte restaurants can more profoundly immerse in environmental, economic or social directions.

4.7 Summary: worldwide restaurant trends in a la carte establishments

As it was mentioned in the study, restaurant's environment is rapid and vulnerable to the changes of internal and external characteristics. It was always a key to success in the restaurant business to respond to changing environment and market conditions (Walker 2011, 11). The purpose of this thesis is to find a la carte restaurants implementation plans concerning worldwide trends distinguished above and explore the inside restaurants behaviour and culture, analyse the sequences and conclude the result. The plan of exploring restaurant industry concerning the aspects mentioned above is feasible by adjusting the theory, that restaurant industry is vulnerable to changes and can survive by adjusting the tendencies. The author agrees with John R. Walker and perceives restaurant industry in the same manner.

The author has highlighted four important worldwide restaurant trends in the study to explore a la carte establishments' implementation plans concerning them. The statistics demonstrate trends' development and the way they have been adjusted by restaurants. Moreover, Finland has its own statistics concerning each of the trend and the numbers proved the author and the readers that the implementation of these trends in Finland is already being adjusted. The main questions are how a la carte restaurants implement these trends and what are the reasons for adjusting to or disregarding them.

5 Empirical study: Qualitative Semi-Structured Interviews

Qualitative method is approached when a detailed understanding of a process or experience is wanted. Furthermore, it is difficult to determine the scope of the study concerning each trend and each a la carte restaurant representative as able to demonstrate their own vision of the issue. (Bazeley & Jackson 2013, 2.) The characteristics of qualitative research method mentioned above give the readers and the author an understanding of why this method correspond to the study. Semi-structured interviews, as a part of qualitative research methods, are suitable when the area of questions is vulnerable (Mirola 2020, 69). As it was mentioned earlier, restaurant industry is a part of fast-changing environment and the purpose of the topic is to explore this industry taking into consideration this particular fact. At the same time, when applying semi-structures interview, the questions chosen are specific and in order to answer them, interviewees should have certain background knowledge (Flick 2006, 155). Consequently, restaurant representatives are the people who have a profound knowledge of the topic in this study and are able to collaborate with the interviewer and discuss insights, ideas, opinions and attitudes.

Due to a wide range of possible interviewees and the fact, that every establishment has its own culture and strategy, it is more convenient to approach possible interviewees with open questions. Consequently, most of the interview questions are open-ended and give interviewees an opportunity to showcase their opinion emphasizing most important aspects of the restaurant they represent. Closed-ended questions are also included in the interview and with their help the author was able to understand if certain topic can or cannot be discussed further. After the analyses of the interviews and background topic studies, the author applied observation method and theoretical framework to reveal the results.

5.1 Research sample

A la carte restaurants chosen for the analysis are allocated in two different cities of Finland. Lappeenranta area includes Lalo and Rosso restaurants. Even though Rosso restaurant is a part of the chain and is allocated in other cities of Finland, Lappeenranta city was the place where restaurant manager was approached. Another city of Finland where restaurants' representatives were interviewed was Helsinki. Such a la carte restaurants as Savoy, Meritorppa (the Hilton-Hotel restaurant) and Georgian Kitchen are the establishments which participated in this study. Consequently, five a la carte restaurants have contributed in the research to reveal how they implement worldwide restaurant trends in Finland. The chosen cases of a la carte restaurants and are able to provide the author with useful and accurate

information for the research. At the same time, mentioned restaurants differ in cuisine, concepts, location, staff management and whether the establishments are part of a chain or non-chain restaurants. Savoy a la carte restaurant presents Finnish-French with a slight Russian touch cuisine. The restaurant also has one of the largest wine cellars in Finland. Savoy exists more than 70 years and creates an experience that respects establishment's history and continues to inspire people by keeping up with the times. (Savoy 2021.) Lalo restaurant provides customers with grilled dishes, burgers, pastas, pizzas and salads, which shows the diversity of the cuisine. The establishment remains one of the most popular places in Lappeenranta. (Lalo 2021.) Rosso introduces Italian food too including pizzas and Finnish culture touch (Rosso 2021). Georgian Kitchen restaurant is seen as a thematic place which provides customers with an opportunity to enjoy Georgian culture, cuisine and traditions with a combination of seaside and mountain flavours (Georgian Kitchen 2021). Meritorppa restaurant's concept is seen as a cosy seaside establishment. Seasons in the restaurant mean a lot which means that the menu is changed six times a year in order to provide fresh and pure ingredients for the customers. (Hilton 2021.)

Case sampling was selected according to the fact, that a la carte restaurants demonstrate different cultures, approaches, cuisines, styles, menus and locations. The sample helps the author to perform broad and profound analyses. The author understands, that the topic of the study is complex and in order to receive the most accurate results and conclude sequences, chosen sample demonstrates diverse businesses in which trends' implementation can be organised differently. The chosen sample helps to reveal company's behaviours and approaches in worldwide trends implementation on Finland.

5.2 Data collection

Initially, the author of the study has planned to organize face-to-face interviews with restaurant representatives in Lappeenranta and in Helsinki areas. Due to the increased restrictions of the Finnish government caused by COVID-19 pandemic, the author did not have an opportunity to interview a la carte restaurant representatives by visiting the location of the restaurant. At some point, during data collection for this study, Finnish restaurants were closed for two weeks because of the restrictions and the author changed the approach of interviewing a la carte representatives face-to-face. All the data that was analyzed by the author have been received by conducting the interviews online via Zoom and Teams platforms. Moreover, several interviewees have answered the questions in writing as they did not have an opportunity to have an online meeting with the author.

The interview itself included 17 questions and for every a la carte restaurant representative they were the same. Data collection required approximately 20-25 minutes when the interviews were conducted online via Zoom or Teams.

5.3 Data analysis

The author has implemented the documentation of data when the interviews were organised online as they were recorded. When interviewees suggested to answer the questions in writing, the documents did not require to be transcribed. The step of documenting the interviews is important because it is the basis for further analyses (Flick 2006, 288).

5.3.1 Thematic coding with NVivo

After the documentation of the data was performed, the author has applied thematic coding approach. Thematic coding gives the author an opportunity to divide the received data according to the themes (codes) and compare all the answers with each other (Flick 2006, 307). Sampling of the themes is applied to every conducted interview to highlight concrete cases and then be compared across a la carte restaurants. Sorted for thematic coding themes are trends in general and every trend separately which are social media activity, online ordering and delivery, meat alternatives and sustainability. Each theme is associated with a unique case type (Bazeley & Jackson 2013, 123).

Earlier in the study, trends in general and every trend separately were covered as a background knowledge of the research. For apply thematic coding, NVivo was used as platform which supports qualitative research analyses. The topics of the study were organised in different folders. When the author of the thesis was interviewing restaurant representatives, every interview was conducted following certain structure. The questions were approached in the same order according to such topics as trends, social media activity, online ordering and delivery, meat alternatives, and sustainability. Furthermore, restaurant representatives' answers were added in the arranged folders in order to analyse trends and every trend separately, and introduce received results in the study in a logical and comfortable way for better understanding.

5.3.2 Cycle of perception

This study is aimed at exploring restaurant industry, worldwide trends and people who react and shape the trends. People are vital factor for supporting trends and are the cause of their development. Nevertheless, it is in restaurants' power to implement certain decisions concerning the adjustment of the trends. Undeniably, every restaurant's strategy is different as

it depends on diverse factors in the establishment, the opinions` of the managers, restaurant owners and employees. When interviewing representatives of the restaurants about their vision on the tendencies and their influence, certain answers will be gotten. As the author has mentioned, restaurants` uniqueness differ in many ways and the answers in the interviews will vary. In order to build a strong understanding when analysing the interviews, the Cycle of perception framework (Figure 2) will be applied to have structured interview approach to every manager, owner or restaurant worker in the establishment.

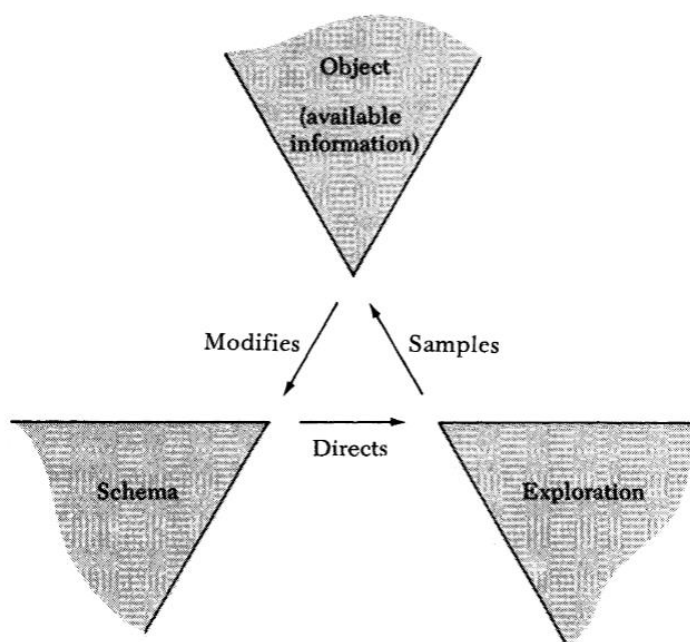


Figure 2. Cycle of perception (Neisser 1976).

Perceiving is assumed to begin with the simulation of a sensory surface, and to end with the formation of a “percept”, given in consciousness. The series of processes eventually result in a perceptual experience. (Neisser 1976, 2.) This framework (Figure 2) is able to assist in shaping main questions about trends in general when interviewing representatives of the restaurants. Cycle of perception by Neisser is the original framework. For further explanation how the framework will be useful for this study, modified version of perception cycle (Figure 3) is presented.



Figure 3. Cycle of perception (Maijanen 2021).

The framework presented above was showcased by the lecturer Emmi Maijanen who has introduced modified framework to the students in LAB University of Applied Sciences. Initially, the framework was modified by Piritta Kantojarvi in the book “Fasilitointi luo uutta”. In the presented theory such aspects of the framework as facts, feelings, meaning and action are the factors which the author will consider during interviews with restaurant representatives. The questions will be asked concerning trends in general not considering social media activity, online ordering and delivery, meat alternatives and sustainability separately. Consequently, based on the Cycle of perception framework (Figure 3), the interview will, firstly, reveal the main attitude of the managers and restaurant owners to the worldwide trends in general. In addition, the implementation aspect will be covered as well because the framework includes a discussion of the “action” element.

5.3.3 Research questions

As it was mentioned earlier in the research, the results of the interviews are divided in sub-topics and are analysed further in the study. The questions that were asked in the interviews about trends in genera were the following:

- What is your personal attitude to the worldwide restaurant trends? How important are trends in your establishment?
- What are your main actions concerning worldwide restaurant trends?

- Would you say you have the resources and desire to implement social media activity, online ordering and delivery and meat alternatives trends?

The questions that were asked to reveal the topic of social media activity were:

- What is your opinion about social media activity of restaurants in the industry?
- Do you use social media for certain purposes (like marketing or entertaining customers, keeping the loyal ones, attracting new, leaving comments etc.)?
- How active are you on social media pages (very, rare posts etc.)?
- Have you increased social media activity due to COVID-19?

The topic of online ordering and delivery was approached asking such questions as:

- Is online ordering and delivery included in your restaurant services? Why?
- Do you cooperate with such delivery platforms as Wolt and Foodora? Please explain why and why not?
- What do you consider as the most important factors in online ordering and delivery (like discounts and special offers, vouchers etc.)?

The topic of meat alternatives topic was covered by asking:

- Do you include meat alternatives in the menu?
- What resources are needed for this trend? Do you have access to them?
- Is your purpose to sell meat alternative dishes to everyone or only to vegetarians and vegans?
- Do you try to make meat alternatives dishes look unique? How?

The questions about the last trend of sustainability were the following:

- What is your understanding of sustainability?
- There are three main sustainability dimensions: environmental, economic and social. Do you follow any of these directions in a stronger manner?
- Do you let people know that you are sustainable in your actions if you are? How?

6 Results of the research

6.1 Results: Trends

The trends in general are considered to impact many aspects of the business. It is every restaurant's choice to follow worldwide trends or not. The overall results of this part of the interview have showcased that, firstly, trends are researched and known in a la carte establishments in Finland.

To be more accurate, the Brand Manager of Georgian Kitchen a la carte restaurant has shared with the author that trends are very important and they should be followed by the businesses. However, not every trend can be adjustable and suitable in the companies. Georgian Kitchen is a la carte restaurant which demonstrates cuisine and traditions of Georgia in particular which means that new cuisines, styles of serving and design trends are not likely to be implemented there. At the same time, trends concerning marketing are implemented in Georgian Kitchen a la carte establishment. The Brand Manager has revealed that recently re-branding process of the establishment has started.

The main actions concerning worldwide restaurant trends in Georgian Kitchen are to explore them and understand whether they are suitable for the a la carte restaurant. The Brand Manager of Georgian Kitchen has shared with the author the story of one a la carte thematic restaurant in Helsinki which represents certain culture. The customers of this establishment were expecting to experience the culture of one of the countries in Europe and, unfortunately, due to misleading information during their visit, they were dissatisfied since a la carte restaurant has added major changes in cuisine, design and style of the establishment even though it was meant to represent a certain culture. By this example, interviewee confirmed the opinion, that when developing thematic a la carte restaurant, it is important to understand which trends are suitable and which of them should be ignored.

When it comes to the main trends in this study, which are social media activity, online ordering and delivery, meat alternatives and sustainability, Georgian Kitchen a la carte restaurant is willing to implement all of the mentioned trends. Social media activity and online ordering and delivery are being evolved with an enormous speed in the a la carte establishment since re-branding operations are in the action. At the same time, meat alternatives trend is also followed. Meat alternatives are provided as vegetarian options with no meat itself. Georgian Kitchen has the dishes which do not include meat in its concept and earlier they were presented on the menu with its own name. However, when the meat alternative trend has come to people's attention, word "vegetarian" was added to attract customers

who prefer meat alternatives and it was created because of this particular trend. Sustainability in Georgian Kitchen is implemented following basic obligations of sustainability and recycling, and a la carte restaurant aims at receiving the Swan Label which is official sustainability ecolabel in Nordic Countries (Nordic Swan Ecolabel 2021).

The Restaurant Manager of Meritorppa a la carte restaurant has said that worldwide trends are important in the establishment and that they are positively perceived and welcomed. Some of the trends are being explored and followed. At the same time, the Restaurant Manager also mentioned local trends and that it is vital to take them into consideration. The result of the discussion regarding worldwide restaurant trends has showcased that the Restaurant Manager sees trends as an important concept which is not only about current people's preferences, but also the basis for future development.

In Lalo a carte restaurant, worldwide trends are seen as the resource for many additional actions which can generate revenue, such as attracting new customers, increase the prices and restaurant's brand reputation. Even though the overall attitude towards worldwide restaurant trends is positive, trends in general are not implemented in Lalo a la carte restaurant. At the same time, some of the trends presented in this study are followed and implemented in the establishment. As an example, online and delivery trend was followed especially during COVID-19. Furthermore, meat alternatives trend is difficult to implement because Lalo restaurant serves grilled style of food and meat in general which is seen as the basis for the restaurant concept. Moreover, the resources for implementing sustainability and social media activity trends exist and can be utilized in the future.

The fact that trends in general are not implemented in Lalo a la carte restaurant is explained by a simple concept. It is also important to mention, that the investments of the restaurant are aimed at other aspect of business right now which are being developed.

The Restaurant Manager from Rosso a la carte establishment in Lappeenranta perceives trends as an important factor for businesses. Trends are everywhere, but more importantly, they can be spread with different speed and not every country is able to adjust same trends. The interviewee has mentioned that Lappeenranta is a small town and that might be the reason why trends are coming in the city slowly.

Nevertheless, Rosso is a part of the chain Raflaamo and the chain is a part of the S-group retailing organisation. The S-groups organisation contributes in the development of the Raflaamo chain restaurants by researching trends, as an example, in menus and decorations. Consequently, Rosso is the place where trends are being implemented. The Restaurant Manager mentioned that Pasta Sunnuntai is the dish that can be ordered on Sundays and shared among all of the family members since it is a big pot full of pasta and three sauces.

It is one of the menu trends that was explored by S-group. At the same time, the Restaurant Manager mentioned other a la carte restaurants of the Raflaamo chain where menu and decoration trends were arranged. Rosso a la carte restaurant adjusts trends in order to offer unique and interesting experiences for the customers. Furthermore, the Restaurant Manager said that in Rosso they have all needed resources for implementing such trends as social media activity, online ordering and delivery, meat alternatives and sustainability.

The Restaurant Manager of Savoy a la carte establishment has shared her vision of the trends in general and how they are adjusted in Savoy. It is important to highlight, that Savoy welcomes and is interested in researching trends as they are vital for the business. However, to adjust trends, they need to be suitable for the restaurant. Concerning worldwide trends in this study, Savoy has been implementing them in their own way. As an example, when it comes to social media activity, the Restaurant Manager has revealed that the Instagram page of the restaurant is managed actively. Online ordering and delivery trend are implemented in modified and unique way in the company. In Savoy, this trend was adjusted on special occasions (Easter, New Year and Valentine's Day). At the same time, meat alternatives trend was explored in the restaurant as well as sustainability trend. The author of the study was surprised to hear that Savoy is the place where restaurant's own honey and herbs are raised on the rooftop during summer time. Honey and herbs are used in cooking and can be also added to the tea. This is one of the ways how sustainability trend is implemented in Savoy a la carte restaurant.

6.2 Results: Social Media activity

The social media activity trend is being developed with an enormous speed and the numbers demonstrate that Finland is the country where social media is used a lot by the businesses. Especially popular social media platforms in Finland are Facebook and Instagram. Based on this statistic, the author aims at revealing whether a la carte restaurant representatives are actually using these platforms for diverse purposes.

For the Brand Manager of Georgian Kitchen, social media activity trend is seen as a very important tool for attracting new customers. Even though, the restaurant has its own loyal customers, the Brand Manager's purpose is to expand target audience and become multi-oriented a la carte restaurant. Social media is exactly one type of tools which are useful to implement this strategy. Consequently, social media activity trend is studied and followed in Georgian Kitchen establishment.

Georgian Kitchen a la carte restaurant aims to re-organise its Instagram page in order to present unique brand image. At the same time, Facebook is used as well but for other purposes such as sales. Facebook social media platform provides Georgian Kitchen with an opportunity to advertise the services more efficiently. Campaigns, announcements and direct bookings increase the sales in the restaurant. The Brand Manager of Georgian Kitchen has also mentioned TripAdvisor platform as one of the most important social media platforms for restaurants.

Nevertheless, the Brand Manager highlighted that restaurant's posts are rarely seen on social media platforms. Since COVID-19 has hugely impacted the way businesses operate, Georgian Kitchen a la carte restaurant does not actively interact with the customers. Posts appear several times per week and during lockdown days the planning of marketing campaigns is being developed. It is interesting to highlight that during lockdowns Georgian Kitchen a la carte restaurant advertises its online ordering and delivery options.

The Restaurant Manager of Meritorppa mentioned that social media platforms are very important for the establishment. The team is curious to explore this trend and follow its development further. Instagram and Facebook are most used social media platforms for the restaurant and they actively interact there with the customers. This trend is important for the restaurant and social media is seen as a source for attracting customers and maintaining the cohesion with them.

The Restaurant Manager also expressed that they have increased the use of social media because of COVID-19 and they provide customers with an opportunity to be updated on restaurant' news.

The restaurant representative of Lalo agreed that social media platforms are important for every business. In Lalo, social media is used for attracting new customers and advertising special offers and discounts. Facebook and Instagram are both being used in the establishment. It is interesting to mention that Instagram is not actively operated in the establishments since the posts are published rarely. Furthermore, Facebook is mainly the platform which increases the sales of the restaurant.

During COVID-19, social media activity has increased in Lalo. Special offers and discounts, and opening hours are the most important data presented using social media.

The Restaurant Manager of Rosso perceives social media trend as an important aspect as well. The Restaurant Manager said that using social media marketing opportunities are very helpful for the businesses since it is up to the establishment when, how and what can be posted. Several years ago, special offers, discounts and advertisements were posted in

newspaper and Rosso restaurant did not have an opportunity to launch their advertisements often. Nowadays, Instagram and Facebook are mainly used in the restaurant and assist a lot in marketing.

Social media in Rosso a la carte restaurant is used for such purposes as marketing, entertaining customers, keeping loyal ones and attracting new. The Restaurant Manager has expressed that they have a great experience in following social media trend and implementing all of the actions mentioned above. The aim in Rosso restaurant is to publish at least three posts a week and it is the main scheme to follow in the establishment.

At the same time, during COVID-19 social media activity has decreased. When lockdowns are finished, active behaviour on social media platforms is organised.

Social media activity trend is explored in Savoy and followed in their own way. A new manager at Savoy has changed the strategies of the establishment and social media activity trend is difficult to analyse profoundly for the Restaurant Manager. However, it is important to highlight, that Instagram is one of the platforms used in a la carte restaurant. Facebook was not mentioned and the author did not find Savoy Facebook page either.

Moreover, the Restaurant Manager has mentioned, that social media platforms can be used for advertising take-away and delivery options as well as for updating customers and communicating with them. These are the operations important for Savoy.

6.3 Results: Online Ordering and Delivery

A la carte restaurants in this study are familiar with online ordering and delivery trend. Online ordering and delivery are able to directly result in the revenue of the restaurants in various ways. It is very important to establish successful system concerning this trend.

The Brand Manager of Georgian Kitchen has revealed that in their a la carte restaurant online ordering and delivery is a vital part of the service. The Brand Manager also said that this trend helps to manipulate the rate in the restaurant. At the same time, online ordering and delivery help to increase the revenue of the restaurant not only as the additional service, but also because the restaurant's area becomes more accessible for other customers who want to experience dine-in services.

It is vital to mention, that Georgian Kitchen cooperates with Wolt and Foodora which are delivery businesses. To be more accurate, such businesses implement the delivery from diverse restaurants with whom they have an agreement. Furthermore, these businesses launch the application which can be downloaded by customers. Then they can choose the

restaurant which they would like to get the delivery from. The restaurants pay the commission to the suppliers and it can be varied based on the basic percentage, take-away commissions and additional external expenses. The Brand Manager has said that many customers are using these applications for making orders. Consequently, it is significant to follow this trend since people are interested in online ordering and delivery services and include Georgian Kitchen in the list of restaurants available when using these applications.

In Georgian Kitchen establishment the prices for the dishes when ordering online are the same as when enjoying the service in the restaurant. Wolt and Foodora work in a different way comparing for example to Booking.com. Moreover, when using Booking.com for choosing the destinations, the rates on hotels' personal websites can be lower than on Booking.com. With online ordering and delivery services, the approach is different and, as it was mentioned above, the prices for the dishes remain the same. Nevertheless, discounts and special offers are launched. These aspects are decided by the restaurant.

When it comes to online ordering and delivery trend, the most important factors for Georgian Kitchen are responsibility of the partners, proper time management and implementation of the customer promise. At the same time, the partner or the supplier who provides the platform and delivery services, should have a properly organized service design since it creates high-rate demand.

In Meritorppa a la carte restaurant, online ordering and delivery trend is not implemented in a profound way. It is possible to order the food in the restaurant, come and pick the dish up, but the delivery part is not organized. The Restaurant Manager mentioned that in the future online ordering and delivery trend might be implemented. One of the reasons for Meritorppa not adjusting to this trend is the amount of the commission that is charged by the suppliers.

Lalo a la carte establishment implements online ordering and delivery trend. The interviewee has mentioned, that especially during COVID-19 it was very important for the restaurant to offer take-away dishes due to the fact, that ordering food became very popular and necessary. At the same time, it helps the establishment to keep their customers even during quarantine circumstances. It is interesting, that Lalo establishment has had its own delivery service during Spring 2020. Nowadays, Lalo cooperates with Foodora delivery service.

Since Lalo a la carte restaurant perceives online ordering and delivery trend as a significant aspect of the business, it is important for the management to ensure delivery services. Unfortunately, Lalo does not have the right resources for continuing its own delivery services

and because of this the restaurant cooperates with Foodora since the demand from customers' side for Lalo food is high. Special offers and discounts are also organized as part of online ordering and delivery trend, especially when competitors offer similar meals.

The most important factors of online ordering and delivery trend for Lalo is free and low-priced delivery. At the same time, the delivery should be fast and contactless with successful packaging method to deliver the food in good condition.

The Restaurant Manager of Rosso a la carte restaurant also thinks that it is very important to implement online ordering and delivery service and if the customers are interested in this trend, then the business should be able to offer that. Rosso cooperates with both Wolt and Foodora businesses. The Restaurant Manager has mentioned that Wolt platform became popular in Lappeenranta in May 2019 and Rosso was cooperating with Wolt from the very beginning of its appearance. When it comes to Foodora, the business became popular during Spring 2020 and Rosso also started the cooperation with this platform.

The Restaurant Manager has highlighted that online ordering and delivery trend is easy for customers to experience. This might be the most important reason for the popularity of this trend nowadays. The Restaurant Manager has also mentioned that special offers can be organized by delivery businesses, such as free delivery. Since Wolt and Foodora are competitors, free delivery options can be seen often when ordering the food from these platforms.

For Rosso a la carte establishment it was very important to implement online ordering and delivery trend and maintain the cooperation with Wolt and Foodora platforms during COVID-19 because it helped to keep the customers. Furthermore, the Restaurant Manager has revealed that if pandemic situation continues, Rosso might be able to open separate take-away kitchen for the customers.

Savoy a la cart restaurant does not implement online ordering and delivery trend in the same manner as Georgian Kitchen, Lalo and Rosso. In Savoy, it is possible to order the food and pick it up on customers' own. Online ordering and delivery in Savoy are organized in special cases. For example, when special situation occurs, the food is delivered by Taxi. Nevertheless, during certain celebrations including Easter, online ordering and delivery trend was implemented by a la carte restaurant's own personnel.

Savoy a la carte establishment does not cooperate with delivery platforms and adjusts to online ordering and delivery trend in restaurant's own way. Nevertheless, when delivering is necessary, the Restaurant Manager has said that the management of Savoy always tries to find best solutions to implement the delivery in special situations or occasions.

6.4 Results: Meat Alternatives

The meat alternatives market has increased worldwide. Meat alternatives include in its definition the food which looks and tastes like meat. At the same time, vegetarianism and veganism will also be considered since a la carte restaurants in the study mention these concepts when it comes to the questions about meat alternatives.

Georgian Kitchen a la carte restaurant does not provide customers with meat alternatives. Meat is essential for the culture and cuisine of the restaurant and it is a very important to include meat in the menu. Nevertheless, some of the Georgian dishes do not include meat according to the recipes and cuisine and it makes them vegetarian, according to the Brand Manager answer. As it was mentioned earlier by the Brand Manager, the food without meat in Georgian cuisine was always called by its own name and were not considered vegetarian until the moment, when trends of vegetarianism and veganism started appearing. Consequently, in the menus of Georgian Kitchen the dishes without meat started to be called vegetarian and it is an example, of how meat alternatives trend has influenced a la carte restaurant.

Meritorppa a la carte establishment does not include meat alternatives in the restaurant either. The Restaurant Manager has highlighted that Meritorppa has its own concept which have its roots coming from Scandic Hotels and few concepts developed particularly in Meritorppa a la carte restaurant. These concepts are different for breakfast, lunch and evening and they help employees to work efficiently since people understand the vision of the restaurant. Furthermore, the Restaurant Manager has mentioned that they have available resources for developing meat alternatives concepts.

Lalo establishment has also highlighted that meat alternatives are not popular in the establishment. Vegetarian meals are seen in the menu, but when it comes particularly to meat alternatives, as an example, to soya meat, the trend is not followed in the restaurant. At the same time, interviewee has mentioned, that Lalo has available resources for meat alternatives trend implementation, such as ingredients, recipes and chefs. Nevertheless, Lalo representative does not think, that many customers among loyal ones and the target group of Lalo, will be interested in meat alternatives. However, vegetarians and vegans visit the restaurant and enjoy the cuisine.

Rosso restaurant includes many vegan and vegetarian meals for the customers. The Restaurant Manager has mentioned, that vegetarian dishes exist in their restaurant for four years while vegan dishes exist for five years. The interviewee has said, that nowadays it can be easy to purchase the ingredients to offer vegetarian and vegan options and many customers are interested in ordering these meals. Meat alternatives are provided as vegetarian and vegan concepts which are profoundly developed in Rosso, but alternatives which look and taste like meat are not being evolved in a la carte establishment.

In Savoy restaurant meat alternatives are developed much as well. The Restaurant Manager has mentioned that sometimes meat alternatives meals can be made for staff, but are not included in the menu of the restaurant. At the same time, vegetarian and vegan concepts exist in the culture of Savoy. As an example, when offering five course meal in the evenings, Savoy includes vegetarian five courses meal as well, sometimes it can be vegan too. The Restaurant Manager has also highlighted, that the ingredients' purchases of Savoy are done from a company in Espoo which provides fresh and high-quality raw materials for the restaurant. Consequently, for Savoy it is very important to present alternatives to meat, but through vegetarian and vegan concepts.

6.5 Results: Sustainability

Sustainability in restaurant industry can be implemented in different ways. The Brand Manager of Georgian Kitchen has shared the vision of the restaurant on sustainability trend. The meaning of sustainability for Georgian Kitchen is organizing recycling process and proper supply management to avoid food leftovers. A la carte restaurant mostly follows environmental dimension of sustainability because other dimensions are related to large-sized companies, but it is possible to implement them in the future. The Brand Manager has also mentioned that a la carte restaurant does not share information about being sustainable, as an example, on social media. Nevertheless, as it was already highlighted in the study, Georgian Kitchen aims at receiving the Swan label in the future which they would definitely demonstrate for the customers.

Meritorppa a la carte establishment also follows sustainability trend. The Restaurant Manager is very interested in developing sustainable approach for the whole business including the wines since the Restaurant Manager works a lot with them. The management of Meritorppa discusses the ways of sustainability in their restaurant including such aspects as food and customers. At the same time, it was highlighted, that sharing with people about sustainable approach of the restaurant is important due to the fact, that people are also curious about this trend. As an example, when making social media posts, Meritorppa showcases their opinion about sustainability and their actions. Furthermore, the Restaurant Manager

said that environmental dimension is the main focus of this trend in the restaurant. For example, the purchases of wine from Australia or New Zealand to Finland are not implemented since it can be harmful for the environment. Moreover, the bottles of wine are not made from heavy glass, but from other materials and it is also seen as sustainable approach.

The interviewee of Lalo has mentioned that the main meaning of sustainability in the a la carte restaurant is reasonable consumption of resources. As an example, when some of the dishes are close to the date of being spoiled, the restaurant workers use ResQ app to sell these dishes with discounts before they expire. Even though, Lalo does not generate revenue from these sales, but cover meal costs and avoid food waste. At the same time, the interviewee has highlighted that printing paper is a big issue in the restaurant which is not sustainable. The paper is used for many purposes, such as special offers. Furthermore, Lalo a la carte restaurant does not let people know that they are sustainable since not many actions are taken in order to implement this approach.

The Restaurant Manager of Rosso has showcased the opinion of sustainability and mentioned that it is very important for every business and for its success to follow this trend. At the same time, the Restaurant Manager said that Rosso closely follows all three dimensions of sustainability, which are social, economic and environmental. Rosso cooperates with Original Sokos Hotel Lappee which has Green Key certificate. Green Key certificate is an eco-label within the tourism industry. Consequently, for Rosso it is vital to implement sustainable approach because of the restaurant's vision and also their partners. Rosso recycles waste, purchase raw materials from reliable supplier (many of them are organic) and uses recycled paper for the menus. At the same time, Rosso mentions sustainability of social media platforms in order to increase customers' awareness.

In Savoy a la carte establishment, sustainability is also developed including raw materials and wines. Most of the wines are ordered from Finnish market to avoid serious emissions when ordering from other countries as well as ingredients. At the same time, Savoy focuses a lot on social sustainability and creates welcoming and suitable environment for people to make everyone feel safe. The Restaurant Manager has also mentioned that they avoid discrimination. Furthermore, on the menus of the restaurant, Savoy highlights from which small farms the ingredients come from. When the topics of the posts are suitable on social media, Savoy also showcases their opinion about certain issues of sustainability. Nevertheless, the Restaurant Manager has said, that they do not mention sustainability a lot for the customers.

Earlier in the study, the author mentioned, that Savoy has their own small area on the roof of the restaurant where honey and herbs are done during summer time. It is also seen as a

sustainable approach since these products of a la carte restaurant are produced in an organic way.

7 Summary

7.1 Trends

According to the results of the first conducted topic in the interviews, trends in general are seen as a very important aspect to consider when discussing the operations of a restaurant. Most of the a la carte restaurants in this study, such as Georgian Kitchen, Meritorppa, Lalo, Rosso and Savoy are the establishments where trends are perceived positively. In Helsinki areas Meritorppa, Savoy and Georgian Kitchen are actually implementing worldwide trends and not only those which are mentioned in the study. However, for these a la carte restaurants, profound research on the trends is vital since they have their own concepts and every interviewee from this group has mentioned that trends should be suitable for the establishment in order to implement them. In Lappeenranta area, Lalo and Rosso a la carte restaurants are also interested in adjusting trends, but Lalo does not have an opportunity to perform certain actions towards trends right now.

As a result, the author of the study concludes, that in Lappeenranta area trends are not implemented with the same speed as in Helsinki area. Lalo is non-chain restaurant while Rosso, as part of S-group, implements trends since the chain includes many a la carte establishments and certain people in the organisation are working on the developing trends in the restaurants. Even though restaurant trends are implemented at Rosso the interviewee mentioned that Lappeenranta is a small town and trends do not spread fast in the city. Furthermore, all of the a la carte restaurants in this study have resources and opportunities for implementing social media activity, online ordering and delivery, meat alternatives and sustainability trends. Further in the research, the author will analyse these trends and will be able to conclude more results concerning each trend separately.

7.2 Social Media activity

In general, social media activity trend is followed by many a la carte restaurants discussed in this study. All of the restaurant representatives have highlighted that it is very important for every business and agreed that this is seen as an additional source of value generation in the market, with diverse opportunities for attracting customers and marketing the restaurant. The most frequent social media platforms used by a la carte restaurants are Facebook and Instagram. Interview results demonstrated that with the help of Facebook, it is possible to increase sales by launching marketing campaigns. Instagram was referred to as a platform which is mostly used for entertaining and updating customers on the restaurants' news. The author of the study would like to highlight, that a la carte restaurants which are parts of a chain or hotel such as Rosso and Meritorppa, are actively operating on Facebook and

Instagram. Meanwhile, a la carte restaurants in Lappeenranta and Helsinki areas such as Lalo, Savoy and Georgian Kitchen are independent establishments and have a different approach to the social media activity trend. Lalo and Georgian Kitchen restaurants use Facebook for marketing purposes, whereas Savoy is not involved in this platform. Instagram is a tool for interacting with customers and, as an example, Lalo restaurant in Lappeenranta occasionally operates on this platform.

The author of the study would like to demonstrate, that a la carte restaurants in the sample have showcased certain patterns. If the restaurant in the sample is a part of chain or hotel, they use both Facebook and Instagram as active social media platforms for different purposes. At the same time, in Lappeenranta, Lalo restaurant is interested in being active on Facebook only for the purposes of keeping their current customers informed about special offers and changes to business operations, and not for the purpose of attracting new customers. In the Helsinki area, Georgian Kitchen also has its own loyal customers. However, the restaurant's use of Facebook and Instagram is also concerned with attracting more and more customers and for re-branding the business. Savoy a la carte restaurant is active on Instagram, which is the main and most important social media platform for the establishment.

Ultimately, restaurants always want to increase their sales and attract more customers and social media is a powerful tool which can help to achieve such goals. Nevertheless, social media activity takes a lot of effort and time to be taken care of and not every a la carte restaurant has resources to be active everywhere. It is important to highlight, that for some a la carte establishments increasing sales might be the most significant aim while for other restaurants social media is vital to build brand image or keep current customers updated with recent developments and promotions. Different focuses of the establishments showcase diverse possible ways of implementing strategies and depending on the desired outcomes, social media platforms are used accordingly.

7.3 Online Ordering and Delivery

Online ordering and delivery trend is implemented by many restaurants nowadays. A la carte establishments in the study such as Georgian Kitchen, Rosso and Lalo restaurants adjust the trend. At the same time, Meritorppa and Savoy implement only part of the service because customers can order the food online and pick it up themselves without experiencing delivery services. The author of the study has revealed the most important aspects which a la carte restaurants considers when follow online ordering and delivery trend. Since delivery is done by supplier and other business which cooperate with the restaurants, for a la carte establishments it is vital to trust these companies and be confident the food and

packaging are provided professionally and successfully because it plays an important role for customers. At the same time, this cooperation can be profitable for some restaurants while for other the commission can be too high. In the same manner, for some a la carte restaurants the cooperation is seen as an opportunity for the additional revenue especially during COVID-19.

Georgian Kitchen, Rosso and Lalo are the restaurants which cooperate with Wolt or Foodora platforms to implement online ordering and delivery service. The Restaurant Managers of Rosso and Lalo have explained, that the demand on their restaurants' food is high and they have been implementing the trend including the time without COVID-19. Due to customers' interest in these restaurants' cuisine in Lappeenranta area, online ordering and delivery increases the sales and generates the revenue for Lalo and Rosso. At the same time, Georgian Kitchen a la carte establishment in Helsinki sees the other advantages of implementing this trend – it gives an opportunity to welcome more walk-in customers which generates the revenue in the same manner.

Meritorppa and Savoy a la carte restaurants do not adjust to online ordering and delivery trend. As it was mentioned above, it is possible to order the food and pick it up on customers' own, but the delivery is not organized. Savoy restaurant is able to provide delivery in special cases, but in general it is not included in the service. Meritorppa Restaurant Manager has mentioned that the commission of delivery businesses can be high and the management of the restaurant might consider adjusting to this trend in the future after the strategy is generated.

Ultimately, online ordering and delivery trend is usually implemented by cooperating with delivery businesses. The requirements for delivery service are high, according to the interviewee's answers, and it is important to highlight, that cooperation is implemented when both parties are satisfied with the outcomes. For some a la carte restaurants, the trend might not be suitable since it requires certain resources and time. The trend is very important for the restaurants in the study. Rosso has been cooperating with Wolt and Foodora from the very beginning of its launch in Lappeenranta while Lalo restaurant has tried to organize its own delivery services. Georgian Kitchen has also been cooperating with both Wolt and Foodora and Savoy implements online ordering and delivery in special cases and does not exclude the trend fully. Meritorppa, as a part of Hilton hotel, does not provide online ordering and delivery and the reason for it is high commissions and its own already existing customers who use hotel's facilities. The author of the study would like to highlight, that revenue is the most significant measurement metrics when discussing online ordering and

delivery trend implementation since additional operations should be profitable. Every restaurant has diverse approached to the trend depending on its revenue system and strategies. Developing certain strategies and adjusting to trends in general including online ordering and delivery require serious analyses whether the trend is suitable for a la carte establishments.

7.4 Meat Alternatives

Meat alternatives are perceived in different ways by restaurant representatives in this study. The most often answer was that vegetarian and vegan concepts are developed in the a la carte establishments, but when it comes particularly to meat alternatives which include plant-based and soya meat meals, the restaurants' menus did not provide such options.

Georgian Kitchen a la carte restaurant represents the cuisine in which meat is essential. Meritorppa also does not develop meat alternatives because of the concept of the restaurant. The author reveals, that for restaurants with its own culture, it is very important to follow trends without harming the traditions and vision of a la carte establishment. Lalo has its loyal customers and target audience which enjoys the food in the restaurant and the management does not develop meat alternatives because it might not be suitable for the restaurant either. Rosso and Savoy have been always following trends in vegetarianism and veganism, and included many possible options in the menus for customers who do not eat meat.

It is interesting to highlight, that when mentioning meat alternatives, restaurant representatives were firstly mentioning vegetarian options of their menus. Due to the fact mentioned above and interview results, generally food which tastes and looks like meat is not developed in a la carte establishments in the study. Many factors influence the outcomes of whether meat alternatives should be adjusted to the restaurant. These factors are concepts of the restaurants, customers' preferences and the target audience of the establishments. At the same time, the resources for implementing this trend are available according to the Restaurant Managers' answers and even taking into consideration this fact, factors mentioned above are the decisive engines of whether to adjust to meat alternatives trend or not.

7.5 Sustainability

A la carte restaurants in the study have showcased a profound cohesion with sustainability trend. To be more accurate, the trend is implemented by the restaurants in different ways. Georgian Kitchen organizes recycling process and proper supply management to avoid food leftovers. The environmental dimension of sustainability is the most important for the

restaurant. Meritorppa develops sustainable approach in wines purchases as well as Savoy. At the same time, Savoy opens summer terrace on the roof of the restaurant to produce honey and herbs which is seen as organic and sustainable approach. Lalo a la carte restaurant focuses on reasonable consumption of resources and avoids food leftovers. Furthermore, Rosso recycles waste, purchase raw materials from reliable supplier (many of them are organic) and uses recycled paper for the menus. The aspects mentioned above showcase how a la carte establishments implement sustainability trend in the restaurant industry.

The author of the study has revealed, that sustainability is also important when cooperating. As an example, the Restaurant Manager of Rosso has highlighted that a la carte establishment cooperates with Original Sokos Hotel Lappee which has Green Key certification. Consequently, for the hotel it is significant to know how Rosso develops sustainability in the restaurant as well.

Ultimately, sustainable development in Finland has always been considered as a vital aspect for businesses. Restaurant industry is not an exception and a la carte establishments in the study have demonstrated responsible approach concerning this particular trend. Social, economic and environmental dimensions of sustainability are explored by a la carte restaurants and taking actions toward sustainable approach will undeniably lead to positive conditions in which future generations will be able to exist without harming society, economy and environment.

8 Recommendations

The study is aimed at exploring how a la carte establishments implement worldwide restaurant trends in Finland and the author has revealed the behaviour of Georgian Kitchen, Meritorppa, Lalo, Rosso and Savoy concerning such trends as social media activity, online ordering and delivery, meat alternatives and sustainability. Further recommendations are created by the author:

- Analysing the answers of restaurant representatives, the author assumes that concept, culture and cuisine of the restaurants play an important role when deciding whether to adjust to a certain trend or not. Many restaurant representatives of the research have highlighted, that when adjusting to trend, its suitability to the establishments should be considered in the first place.
- It is vital to, firstly, establish the culture of the restaurant and then continue with the analysis of the trends. Not every trend is suitable for every a la carte restaurant and, consequently, different factors should be considered when implementing trends. These factors include resources, professional workforce and revenue.
- Trends are important since customers are the ones who shape them. Following relevant trends will help businesses to be a part of current discussions in order to look attractive and understand which trends are suitable for the restaurant. By relevant trends, the author means the tendencies which cause interest in the target audience of the establishments.
- Cooperation between a la carte restaurants or between the restaurants and other parties can significantly influence business direction of the company. The recommendation is to find, support and collaborate with partners with the same vision. As an example, if a la carte establishment is sustainable, it is possible to cooperate with other sustainable businesses and contribute to the development of this vision. It will help to increase awareness of sustainability, attract more customers and demonstrate why it is important.
- Social media activity trend can be implemented with the help of diverse platforms, such as Facebook and Instagram. It is important to remember that these platforms can have different tools and users. When adjusting social media activity trend, the author recommends to make a profound research on the features of the platforms to be aware of how to reach the desired outcomes.

- When it comes to sustainability trend and its dimensions in hospitality industry, focusing on all of the dimensions such as social, economic and environmental can result in positive effects towards all three aspects of sustainability. Restaurant representatives in the study mentioned their main focuses which included social and environmental dimensions. Economic dimension is also vital and it can bring new and advantageous outcomes if restaurants are interested in developing sustainability trend.

8.1 Further research

This research has revealed how a la carte establishments implement worldwide restaurant trends in Finland and what their motivations and opinions are concerning each trend in the study. Restaurant representatives, who will read this research, are able to understand the importance of trends and possible actions to implement them. The study has also covered the history of each trend worldwide and in Finland and the readers can explore and analyse new information about social media activity, online ordering and delivery, meat alternatives and sustainability.

Further research should explore additional trends important for the restaurant industry or take an individual level focus for any of the trends demonstrated in this study. Delimitations of this research included the fact that the author of this study explores the behaviour of a la carte restaurants in Finland. A la carte restaurants' behaviour in other countries can demonstrate other patterns and actions which would reveal interesting outcomes. The results can also be analysed in comparison to this research.

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