

JOURNEY AND PRACTICAL EXPERIENCE TO BUILD AND MANAGE A SUSHI STORE CHAIN IN FINLAND

Huihui Company

LAB University of Applied Sciences LTD
Bachelor of International Business
Degree programme in International Business
Autumn 2021
Nguyen Thi Kim Thoa

Abstract

Author(s) Nguyen Thi Kim Thoa	Publication type Bachelor's thesis	Published Autumn 2021
	Number of pages 61 pages	
Title of the thesis Journey and practical experience to build and manage a sushi store chain in Finland HuiHui Company		
Degree Bachelor of International Business		
Name, title and organisation of the client HUIHUI COMPANY		
<p>Abstract</p> <p>The world is constantly changing in terms of people, environment, society, politics. The pandemic is still complicated on a global scale, affecting many economic sectors. Many businesses need to have a constant rotation in strategic direction and the way to implement those strategies. According to the broad vision, the pandemic has affected to people, life, and the global economy. The restaurant business is considered relatively safe because of the increasing demand for food, especially human food. However, with the current situation of restaurants opening too fast. We must master the basic principles to improve competitiveness as soon as we step into the market, especially in the current epidemic situation. The perspective of businesspeople, it is not so bad if they know how process and solve problems.</p> <p>Sushi has been the most popular food in Finland in recent years. Because of this, a series of sushi restaurants have opened to serve the needs of the people here. Sushi is a convenient, quick and nutritious food. Trends often emerge and aggressively, but they will also disappear very soon. That is why the organization, operation, and management maintain their form until now, which many people want to know about sushi restaurants.</p> <p>The thesis describes most truthfully all the processes and how to manage and operate a sushi restaurant chain. Quantitative and qualitative methods are the two main methods in the theory. It analyses all information related to observations, interviews, surveys from the actual operation and management of 11 sushi stores in Finland. Besides, the research is based on the collected data and statistics from the market directly provided by the Huihui company. It gives the readers an in-depth overview, and this thesis has provided the most accurate and specific information.</p> <p>Moreover, the thesis describes strategies and experiences to attract, develop and expand the company. The ways to assert the position and distinctiveness of the company compared to other competitors.</p>		

Keywords

Build-up, Management.

CONTENTS

1	Introduction.....	1
1.1	Thesis Background.....	1
1.2	Thesis Objective, Research Questions, and Limitations	2
1.3	Theoretical Framework.....	4
1.4	Research Methodology and Data Collection.....	5
1.5	Thesis Structure	6
2	Steps to build a restaurant chain.....	9
2.1	Equip with knowledge of restaurant business	9
2.2	Market analysis and business planning	13
2.2.1	Business planning	14
2.2.2	Market analysis.....	16
2.3	Identify target market.....	17
2.4	Find a place to do business.....	19
2.5	Space layout and restaurant interior design.....	23
2.6	Make a menu.....	25
2.7	Employee recruitment and staff training.....	26
3	Steps to manage a restaurant chain	30
3.1	Unifying the taste of sushi.....	30
3.2	Human Resource Management.....	30
3.3	Warehouse Management	34
4	Conclusion.....	36
4.1	Answers for research questions	36
4.2	Validity and Reliability.....	43
4.3	Suggestions on Futher Research	45
5	Summary	47

Appendices

Appendix 1.

Appendix 2.

1 Introduction

1.1 Thesis Background

The service industry business is the first choice in the minds of many entrepreneurs. A restaurant chain business is an industry with low thresholds, trim costs, and flexible capital. Therefore, now more and more restaurants are open every day, every hour, and at any time someone is ready to take over. However, in reality, managing a restaurant is not as easy as people think. Today is a time of fierce competition in all aspects, plus the development of social networks, and the foodservice business will also become more and more difficult. Even if you open a small restaurant, problems still exist, especially for newbies with no business experience or no business experience in the foodservice industry. Running a chain business is a journey that needs to be prepared.

One of the questions that many people wonder is when you operate a restaurant chain, do you need experience? Managing and running a restaurant is not easy, so having particular expertise in certain areas of the restaurant business is essential. *“Before we become a boss, learn how to be a hired worker”* (Cundari 2015.). If possible we should experience working in restaurants in positions such as cashier, waiter, or even washing dishes. Though small, the experience will help us better understand the process of operating a restaurant and better understand the management of employees. Besides, do not forget to accumulate more management knowledge.

Trading in any product or service, investors and managers need to understand that field, especially the restaurant b. As the owner of many restaurant chains or as a manager, he plays an essential role in all stages, from planning and construction to staff selection and menu planning. This job requires not only passion but also extensive knowledge in all aspects. What things do you need to prepare to set up a restaurant?

The reality of business in the world has shown that it is difficult for individual stores to have good financial results if they only run 1-2 small stores. For the first stores, it is not profitable because the initial investment costs are high, and the experience is not enough to manage the chain effectively. Look at the retailers globally that have invested in the world market, such as McDonald's, KFC and Burger Kings. They have all developed in chains. Based on this, we can almost see that the chain restaurant business plan is an indispensable option today. However, the increase in the number of stores will cause many difficulties for managers. How to effectively manage the store chain is challenging to answer when the stores are far from each other. Geographically retailers cannot always be present at all stores to oversee day-to-day operations.

The thesis is an accurate description of setting up a company, the specific steps to open a store, more stores later, and how to manage a chain of stores effectively, especially during the current pandemic. Here is an example to demonstrate this. Currently, Japanese food on the Finnish market is trendy, attracting many people's attention. Among them, the most famous food is Japanese sushi. Due to the increasing demand of the people, the sushi business is a wise choice. HuiHui Company is a chain of sushi restaurants established at the end of 2019. All sushi shops are located in the K-citymarket in Finland. The company was founded because they understood the needs of early growing sushi-loving customers.

1.2 Thesis Objective, Research Questions, and Limitations

Thesis Objective

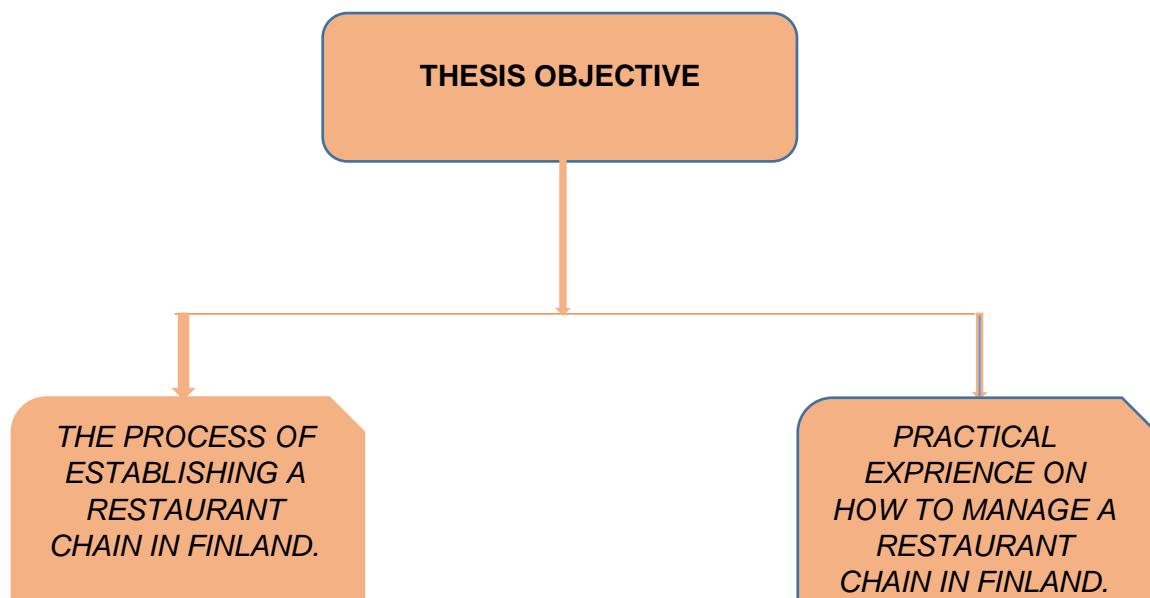


Figure 1. Thesis Objective

Thesis research objectives usually describe the research objectives of the project. Research objectives indicate in detail and specifically the specific research contents or issues that the project plans to investigate, building on the main topic stated in the research objective. Usually, at least two or three research objectives will be stated. We often include these research objectives in a numbered list to be identified in a later proposal or report. (David R Thomas& Hodges 2010.)

The thesis has two main purposes:

- Describe the process of establishing a restaurant chain in Finland.
- Practical experience on how to manage a restaurant chain in Finland.

In order to give readers the most extensive insight into the restaurant setting process in Finland, the thesis provides the most reliable information because all the data and information is given in the whole thesis, which is provided by Hui Hui Oy. Starting a business model is not easy, so that the thesis will become a meaningful reference for everyone. All the information in the research paper will be a journey and practical experience in the restaurant industry.

Many business owners start with a small store, but they have owned store chains after a while and store system development. The question is what have these business owners done to operate and manage the chain of stores effectively? It can be easily seen that today with big brands, expanding their business in the form of opening more chain stores is very popular, and according to many statistics, this is a compelling business model for large enterprises. However, when there is a chain of stores, chain management becomes a complex problem for businesses. Chain store management can be understood as managing the enterprise's store system, including financial management, staff management, merchandise management, and customer management. Moreover, to manage chain stores effectively, businesses need to manage all business activities on a centralized basis, which is the experience that many large businesses have learned when finding solutions for their businesses. Readers will approach in more detail the experience of managing a restaurant chain in Finland in this thesis.

Research questions

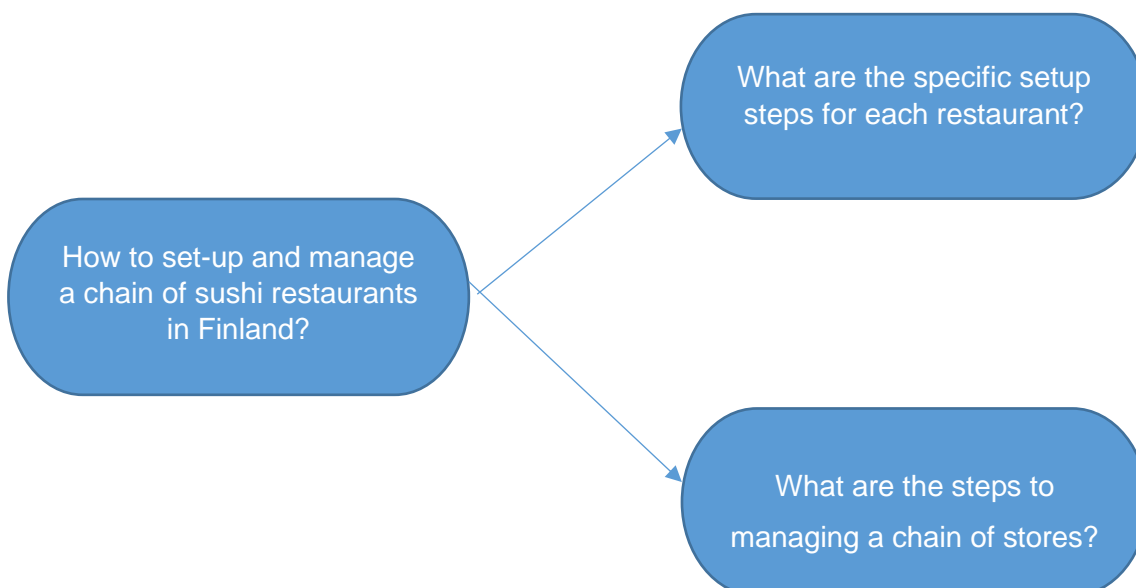


Figure 2. Research Questions

To study a problem is to find the answer to that problem. So asking questions is the best way to define the research problem. Conversely, once we have identified the research problem, we have to ask questions to answer that research problem. So it is a method that can be used to define the research question. Research questions are important because they are the starting point of research. The research question in the thesis is an answerable question about a particular concern or problem that the author is talking about. A good research question will help readers visualize the picture and what the thesis will cover. Therefore, it is considered the first step in a research project. The initial step means that after we have an idea of what we want to research, the research question is the first active step in the research project. In addition, research questions will help the author identify the specific area they are aiming for.(Ghauri 2010.)

In this thesis, the main research questions is:

- How to set up and manage a chain of sushi restaurants in Finland?

If the main research question is the way to define the purpose and meaning of the research paper clearly, then the sub-research questions will be questions related to the main research question. It aims to outline a thesis diagram to clarify and detail the thesis. Specifying research questions for the opening sections also helps the thesis authors stay on track without misrepresenting what they want to cover in the thesis.(Kowalczyk 2019.)

In this study, the sub-questions that support the main research question are:

- What are the specific setup steps for each restaurant?
- What are the steps to managing a chain of stores?

Thesis limitations

Any thesis has some limitations. This thesis aims to describe the journey of setting up, operating, managing, and developing a restaurant chain in Finland. Therefore, this study will focus mainly on the business environment in Finland. However, the research was conducted to address the needs and questions of start-ups who want to start a business in Finland. One of the most important limitations is that this thesis is written and described from the personal experience of the author. But of course, all the data provided in the research paper is absolutely correct, and it is provided by Huihui company.

1.3 Theoretical Framework

The theory is a conceptual system of factors and the relationships between them, expressing a view of the world's laws. The soul of the theory is the thesis about the essential,

repeating relationship between factors and variables. The theoretical framework is a logical representation of the factors, variables, and related relationships in the research work. The theoretical framework clearly defines what to measure, describe, discover, or test. The theoretical framework concretizes the basic theory of factors, variables, and relationships that need to be detected and tested. Each theoretical framework is usually an application of a theory or a combination of several underlying theories. So there is no right or wrong theoretical framework. Instead, the authors need to explain whether a theoretical framework is suitable for this research topic and context. The literature review and research allow the discovery of connections between specific topics and frameworks. (Radu 2019.)

The thesis aims to provide all the information related to setting up and operating a chain of sushi restaurants in Finland. Therefore, for this thesis, the theory of setting up and operating a company in the restaurant industry is introduced. This includes the definition of the operational process and aspects of the management and development process. Furthermore, the established framework for a startup will also be introduced in this thesis. The framework in this thesis is called Journey. This section presents and describes the different steps of the thesis: planning, set-up, operation, management, maintenance, and development.

The process of setting up and running a company is not new content. Some other academic papers have also mentioned and discussed this content. However, one thing worth noting about this thesis is that all the sources provided and described in this thesis are entirely reliable. The author of the thesis is a person who directly works at Hui Hui company. The author has carefully selected academic and non-academic sources. Knowledge and information are also gathered from the author's own experience.

1.4 Research Methodology and Data Collection

The inductive method and deductive method are two opposite approaches when researching a thesis. However, each method has its advantages, and its use will depend on the situation to be researched, the area that we want to study, or the method we want to have.

Deductive method works by working from the most general to the more specific. We can start thinking about a theory on a topic of interest. Then it comes down to some specific hypothesis we want to try. The inductive method works the opposite way: it starts from the most specific to the most general and theoretical. In inductive reasoning, we start with some specific observations and measures to arrive at some general conclusions.

These two methods are very different and provide different factors when making an investigation. By its very nature, the inductive method allows for more flexibility, especially at the

beginning. On the other hand, the deductive method is closer and is more oriented towards proving or confirming hypotheses. The main difference between the two methods is the research approach. While the deductive method is oriented to testing theories, the inductive method is more oriented towards generating new theories arising from data or information. In addition, the inductive method is associated with qualitative information because it is often subject to subjectivity. It is more open, inductive, more process-oriented, comparative, and descriptive is narrative. (Batmanbane 2017.)

Inductive methods are often used in qualitative research because qualitative research is a method of collecting data in words and an approach that seeks to describe and analyze the characteristics of a group of people from an anthropologist's point of view. Hence, research in induction, creating theories (qualitative research methods also use interpretation, not proof, only explanations and constructivism in research). On the other hand, deductive methods are often used in quantitative research because quantitative research collects numerical data and solves relationships in theory and research from a deductive perspective.

Almost all data sources provided in the thesis are from information the author holds while working at Huihui Oy. In addition, other data sources that are not in the field of the research author are directly provided by the department from the company.

The thesis has used both inductive and deductive research approaches for the thesis to be as specific, comprehensive, and transparent as possible. Besides, in order for readers to have a closer and more logical look, the thesis will use both qualitative and quantitative research methods. (Myer 2013.)

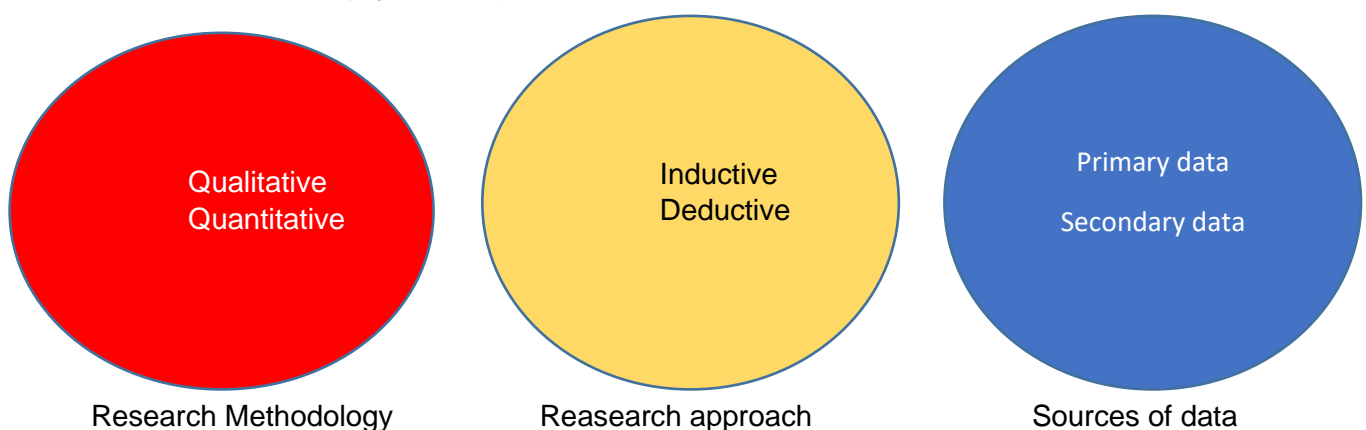


Figure 3. Research Methodology and Data Collection

1.5 Thesis Structure

A successful thesis cannot be complete without a complete and logical thesis structure. When we have a clear and specific structure, readers will easily follow the content of the

research. They will easily find the chapters they want to refer. In this thesis, there are eight separate chapters with different tasks but towards one topic.

The first chapter is the general chapter. The author will focus on introducing the main content surrounding the thesis. Introduce specific research questions that the author wants to solve. Besides, this first chapter will also clarify the limitations of the study.

This first chapter also mentions the theoretical framework. In a research paper or thesis structure, the theoretical framework is the central part of the research, lying between the introduction or introduction and the conclusion or final evaluation. In other words, the theoretical framework is the part where we will clearly define the research object and must be consistent with the theory we want to prove (Gilbert 2019.). This stage of the work must be attended to carefully, thoroughly analyzed before publication. It must also be in good contact with the reader, as it explains the point of view that needs to be made and the criteria to be followed. The theoretical framework whose primary function to explain or develop what is known to date about the establishment and operation of a restaurant chain. In some cases, if a good outline of the theoretical framework is not made, this can undoubtedly invalidate our thesis.

Research methods and data collection are mentioned in the first chapter. Induction and interpretation are the two main research methods used in this thesis. 2 methods are opposite directions but closely related and complement each other. Thanks to the previous inductive research results, the research can continue and develop according to the interpretive method. The interpretive method thus extends the value of inductive conclusions to the study of the subject.

The final content covered in the first chapter is the structure of the thesis. It is also one of the essential parts that bring coherence to the research paper. A clear and specific thesis structure will help a long research paper become logical. (Radu 2019.)

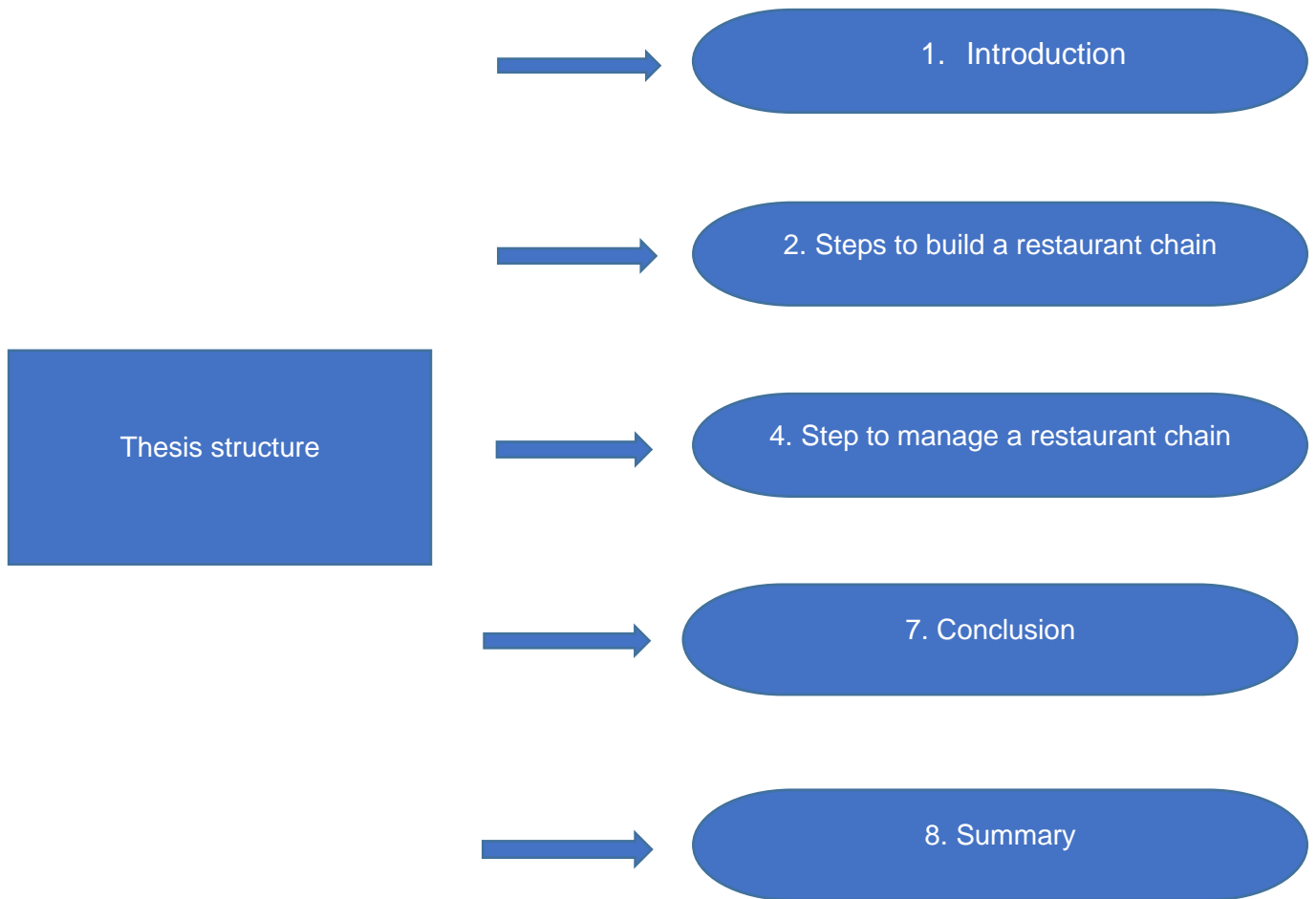


Figure 4. Thesis structure

2 Steps to build a restaurant chain.

Firstly, for the reader to have a better view of Hui Hui's company's business model. It is a model of a chain of restaurants located in all K-city markets. The operation mode of all stores is a buffet model. Customers will choose their sushi pieces, and then they will be charged at the counter of the K-City market.

Restaurant chain business combined with buffet model is a hot field at the moment in Finland. Gradually, such store chain models sprang up more and more with diverse and new concepts and dishes. That is why the competition between stores is exceptionally fierce, becoming a big challenge for those who want to enter the market. The first steps to building a chain of stores are essential and need to be carefully and thoughtfully prepared

2.1 Equip with knowledge of restaurant business

Trading in any product or service, investors and managers need to understand that field, especially the restaurant industry. In order to run a successful business as a restaurant owner or manager, it plays an essential role in every stage, from planning and construction to staff selection, menu planning. This job requires not only passion but also extensive knowledge in all aspects. The CEO of Huihui Oy and all managers at the stores must always equip themselves with the following four groups of basic knowledge to avoid future risks:

- Group1: Knowledge of cash flow management, financial management. Profit analysis and business metrics

Cash flow management at Huihui company is essential. It ensures smooth business and is the basis to get ahead of competitors when the time comes. Here are some suggestions for how to balance cash flow at Huihui company.

1. Carefully calculate and predict future cash flows	-Project cash flow by adding the cash balance at the beginning of the period with the expected cash flows from different sources. The company usually prepares cash flow forecasts every quarter of the year. If the company is in a solvency situation, it will make weekly cash flow forecasts. Project cash flow by adding the cash balance at
--	---

	<p>the beginning of the period with the expected cash flows from different sources.</p>
<p>2. Improve accounts receivable</p>	<ul style="list-style-type: none"> - Provide attractive payment discounts for customers. The company often offers many incentive programs. <p>Example: Selling in combos with free drinks to stimulate demand for sushi.</p> <ul style="list-style-type: none"> - Develop sales policy with price list - There is a quick way to deal with the remaining sushi boxes in the evening.
<p>3. Manage accounts payable</p>	<ul style="list-style-type: none"> - Take full advantage of the terms of purchase on credit. When a supplier asks for payment within 14 days, it should not be paid within 14 days. Ideally, the transfer should be used on the last day of the payment period. - Conduct negotiations with suppliers when they do not see the company's financial situation, favorable if the company wants to delay payment. - Consider when accepting early payment to enjoy discounts from suppliers. - Prioritize selection of suppliers with attractive selling prices and policies.
<p>4. Determining a reasonable capital structure</p>	<p>In order to understand where the company's cash flow is going, Huihui company prepares for itself a monthly and quarterly cash flow statement to know how it reflects the past of the business in the past month.</p>

Table 1. Knowledge of cash flow management at Huihui Company. (HuiHui Cheng & Rao Cheng 2020.)

Many businesses go to bankruptcy or are in debt because they do not know how to manage their finances. This thesis will be a reference source for Huihui's financial management methods to help businesses avoid unnecessary financial problems loss. This is by no means a definitive source of material recognized by any international organization, but it is the personal experience of a restaurant chain business in Finland.

Systematically manage accounting and finance. Systematic corporate financial management will help businesses develop most sustainably. Huihui Company also applies this to have a suitable accounting management plan. All loans, receipts, expenditures, investment expenses and salaries at Huihui company are always tracked in meticulous detail. Using accounting-finance management software is essential for large-scale businesses or those who want to manage their finances in detail.

The receipts and expenditures at Huihui are always carefully recorded via Google Drive. In addition, having a clear revenue and expenditure plan will help them manage cash flow more accurately, avoiding budget deficits. In order not to incur debt, the principle is that the company should never spend more than the profit it makes

Profit is an essential indicator of a company's business performance. Having a profit proves that business activities have covered expenses and accumulated. This period's profit is higher than the previous period, which shows that goods are consumed more, or product prices are reduced, or financial investment activities are efficient. Therefore, increased profit contributed to increasing business efficiency. The business objective is to earn profits, pay interest to capital contributors with profits, expand the business scale, modernize equipment, and promote research and development. To improve profits, it is necessary to increase sales and reduce production costs to increase profit per product unit. One of the measures to increase revenue is to lower product costs, through which we see that lowering product costs is an important issue. The profits analysis method will help find appropriate measures in each period to improve profits and business efficiency. (Statista 2020c.)

- Group 2: All managers must know about services and products to make decision about necessary items for each store

Customer service is a very important part of the restaurant chain in Sushibar, but it is not the only factor to retain customers. If the service is good but the product is not good, it will not be able to make customers stay and loyal to the brand. All managers at the company

always need to know about the products and services of the store they sell to enhance the store value and attract more customers.

It is challenging to have a standard to evaluate good customer service because the characteristics of the industry are different. However, for the restaurant industry, we can mention several factors that play a role in determining the quality of customer service. For example, the speed of making products, the speed of supporting customer inquiries is always supported by the management team and staff of Huihui company in the fastest way. This is also the most critical factor to create quality customer service.

Professionalism from demeanor, talking style to the ability to solve situations, grasp customer psychology or understand products and policies are the factors that create perfect customer service quality, helping each Shibasushi-branded store across the cities in Finland quickly score points with customers.

Time is an important factor to determine service quality at Shiba-sushi customers, always being fast and on time to help customers have more sympathy. For the company, they always try to build a synchronous system and process to ensure the implementation of stages quickly and efficiently. Order delivery and repair times are also important at every store. It shows the ability to perform the service as promised and on time. Relating to activities of communicating and transmitting information to customers accurately, completely, quickly and easily, on the other hand, it is related to collecting feedback and complaints to adjust accordingly. Customers always have diverse and sometimes unusual requirements. This adaptation makes the sushi chain very flexible to recognize and always respond appropriately to customer requirements.

- Group 3: Knowledge of employee management, skill training for employees

Managing a restaurant is already a lot of problems, but managing a restaurant chain is much more complicated. This is also what makes many owners headache when they expand their business. Huihui Company is no exception. Management work at each store always requires the person in charge to have skills, experience and tactic. Managers in Huihui need to grasp all the work of the restaurant, from general management, staff management, goods, service, finance, property, handling problems to customer's complaints row.

- Group 4: Knowledge of marketing and advertising communication

Online advertising develops strongly and occupies a significant market share in the advertising industry. The promotion of brand images and communication with customers is gradually shifting to the online trend. This method of communication is relatively new. Businesses can interact with their customers quickly, and finding new customers is also

relatively easy. In this day and age, a successful business model is when they have the perfect combination of building a traditional advertising strategy online to reach potential customers and boost sales. Huihui is still trying to approach this type of marketing in many different ways. They are willing to pay large sums for advertising and marketing. The company will attract a large number of customers after each marketing and advertising campaign.

Using business cards for image marketing is the easiest and least expensive way to do it. It is Huihui's first implemented plan. In meetings, they can exchange business cards with their partners and customers. This is the most polite way to save each other's contacts and create their first impressions with their partner

Each sushi shop has to pay a monthly fee to put their products on the K-city market's product advertisements. The publication of products and information in the food newspaper is considered a reputable way to advertise their products. Introducing the business's brand, especially with newspapers providing official information, having many loyal readers will be a great advantage. Therefore, actively building a good relationship with the press is necessary for the current turbulent era.

As the manager of a chain of sushi restaurants, HuiHui company always believes that the manager must know and understand these aspects. Moreover, when the company intends to hire a manager, the person in charge of that job must always know the above mentioned four knowledge groups. So, at the initial orientation stage like this, they always look to industry experts, familiar restaurant owners to hear them introduce and go to many restaurants to learn the experience they need when serving their customers.

Besides, Huihui company is always confident because they will easily withdraw from challenges without this factor. Because of confidence, the company will see that in challenges there are always many opportunities. For example, in the restaurant business, they will discover holes in the business that no one notices. Therefore, when starting a business, they always consult with industry experts, restaurant owners in other sushi restaurant chains to learn. Moreover, the company has also facilitated all managers to take courses related to the restaurant chain business model.

2.2 Market analysis and business planning

The restaurant business is one of the most fiercely competitive fields today. Making a business plan is very necessary for a business to attract investors or develop a restaurant. When we have a good plan, the start will be more leisurely. (Lahti UAS 2018b.)

Restaurant chain business plans have many different points but are all based on specific frameworks. Here are the secrets of Huihui's business plan writing.

2.2.1 Bussines planning

<p>Financial planning</p>	<p>Financial goals: The financial plan is based on the financial goals of the business , including financial expenditures for production, investement, costs. Finacial goals need to be quantified and set as important milestones. Necessary to keep track of details.</p> <p>Money format review: The revenue and expense plan determines how much money can be left over to pay interest, principal, and recurring investments.</p> <p>Risk control: Huihui Company always identifies all risks and uses insurance plans to protect the company's assets. The risk control plan includes a business plan assessment, cash flow structure, and risk identification. Risk control is one of the essential elements in financial planning.</p> <p>Long-term investment plan: Including your asset allocation strategy based on specific investment purposes and possible risks. This investment plan should guide buying and selling options and establish standards to measure the performance of the investment.</p> <p>Tax reduction plan: Rebuild methods to maximize tax savings within the allowable range. The plan includes the rebuilding of tax-reduced investment vehicles, which reduces the tax on investment income.</p>
<p>Executive Summary</p>	<p>An executive summary is a document that outlines a company's business plan. goals, financial information and operation. This summary will not be too long and complicated because the audience reading it is mostly investors and company leaders. They need a concise and easy-to-understand simulation that captures the company's purpose.Huihui Company has prepared an executive summary from the very beginning of the idea to set up the company.</p>
<p>Products and services</p>	<p>Brief description of products, sizes, colors, shapes, and range of products offered for sale or characteristics of services provided. Introduce the use, the benefits, whether it is a new or existing product/service.</p> <p>In the product and service description, Huihui outlined the differences in sushi in each of their stores. The color and appearance of the sushi at each outlet provide a very high nutritional content. Each store has a program for customers to self-order via mail, and their customers select these orders based on their preferences. All the most prominent features related to products and services will be listed in this section. A complete listing would be one way to attract investors</p>

<p>Budget</p>	<p>Budget for company establishment</p> <p>To estimate how much to pay before starting a business, every company must calculate an establishment budget.</p> <p>The incorporation budget will help the company get an overview of the necessary expenses that each business has to incur until the business starts operating. It does not include the period after starting and until you have income.</p> <p>Huihui Company has a relatively specific and detailed budget with an estimated budget of 600000e</p> <p>Operating budget: The operating budget will give the business owner an overview of the costs of running their business. The operating budget shows the company's day-to-day expenses. It also helps you forecast revenue. When all expenses for the year have been added together and subtracted from income, you will have a profit and loss table. The company's profit is your "salary". Profit is the amount you can take out of the company for personal use.</p> <p>Cash flow budget: A cash flow budget will help business owners determine if they have enough money to pay their bills at the end of the month. A cash flow budget is a chronological overview. The period the revenues and expenses will be available for a certain period.</p>
<p>Marketing strategy</p>	<p>The success of a new business depends mainly on the marketing strategy. Marketing includes everything that has to be done to get customers and keep them. This seems to be an important challenge for new business owners like Huihui. Although it was difficult during this period, the company also tried to use several strategies to advertise all sushi shops. Here are some strategies used by Huihui company</p> <p>Email Marketing: Email marketing involves collecting the email addresses of potential customers and existing customers, sending emails regularly, and getting them to open those emails or click on the links there in.</p> <p>Content Marketing: Unlike sushi direct-to-consumer advertising, content marketing aims to reach the target audience through informative or entertaining content. The idea is that when their target audience is attracted to this content, the company will learn and test the store. Content marketing that Huihui company often uses in the form of videos and images.</p>

	<p>Social Media Marketing: Using websites like Facebook, Twitter, Instagram and LinkedIn to market the company is also a prevalent strategy to introduce and promote products. Social networks are home to a large number of users every day, so this is the perfect place to promote products</p>
--	---

Table 2. Business Planning. (HuiHui Cheng & Rao Cheng 2020.)

2.2.2 Market analysis

The market is always a confusing variable in the eyes of investors in the restaurant business. Unlike other types of services, although the customers of this food business are human, what we have to serve is their taste. Each customer has a unique taste, and satisfying this is not easy. Moreover, to talk about this concept, all the words describing the richness and complexity are not enough. The market is an ever-changing concept, and new trends always bring along several people who support it. Changing customer needs is inevitable.

Moreover, what the restaurant manager has to do is steer the boat down that stream. They must understand the market to steer their restaurant business. This piece of the restaurant business is always attractive, so the number of investors waiting is not tiny. Market analysis is a complex matter, and it is impossible to encapsulate knowledge in a few lines. If the business owner wants to invest and orient his restaurant business, do extensive research on this issue. (Elmborg 2019.)

Customers are a complex factor not only by taste but also by factors such as interests, age or occupation. All these factors are collectively known as demographic factors. These factors affect the habits and customers behaviour, including eating habits. For each demographic criterion, the restaurant business market is divided into smaller segments with distinct characteristics. Women and children always prefer healthy food. Alternatively, older people tend to eat spicy foods.

Pricing has always been a sensitive and complex issue. Every restaurant owner wants to make a quick profit, so he always wants to set a high price. However, the payment level of residents in the area is limited. Moreover, the price of competitors will also affect pricing decisions. Therefore, when setting prices, business owners should balance between the cost of creating products and the ability of people to pay. (Peter & Olson 2008.)

On the other hand, this price cannot be too high compared to competitors. The price survey of competitors is quite simple. The problem here is that even if there are reports on the income of people in that area, it is only relative, not specific. Therefore, restaurant business owners need to observe more about the frequency of eating and the level of payment for

each meal to have more analytical data. This is the factor that many restaurant managers consider the most when running a restaurant business. Because this is a tangible element and can be visually assessed easily instead of calculating and analyzing confusingly like the two factors above, when evaluating competitors Huihui company usually considers the number of restaurants operating in the same area and which restaurants are leading the market. Being well aware of these points, investors can consider changing locations or changing business directions. The big restaurants will be the competitors that need specific analysis. Should pay attention to survey the issue of their prices and services. (Six Sigma Material 2020.)

2.3 Identify target market

The hard reality is that many restaurants fail in their first year, often due to a lack of planning. Nevertheless, that does not mean a restaurant business plan is too complicated. Understanding this, the sushi restaurant chain of Huihui company has developed a plan of potential customer groups that customers want to target.

There is no single service activity that has traction. This is a reality that many new entrepreneurs have a hard time accepting, but the reality is that almost all stores will never capture 100% of the market. Huihui does not try to please everyone. So focus on the 5 or 10 percent of the market they can get and forget the rest is the mindset and perspective of Huihui company set when they want to define the target market.

There are five groups of customers divided at the company:

- Group of customer A

The market for customer group A is the main target for all branches in Huihui company. For this group of customers, the age range ranges from 1990 to 2004. This is the most diverse customer group and has the highest percentage of revenue. For the most part, people in this customer group often look for fast food items and fast service because of their busy jobs. According to observations provided by store managers in Joensuu and Imatra, about 45% of customers come from this group.

- Group of customers B

The customer market of group B is in the age group of people born between 1970 and 1990. Strong family values characterize this group. They care about value, and they favor quick-service restaurants and mid-range operations that offer salads and buffets. To appeal to this market group, all branches of Sushibar provide a relaxed atmosphere focusing on sushi quality and surrounding food safety.

- Group of customers C

This group of customers makes up a small portion of the market, ranging in age from 1960 to 1984. Prominent among this generation are wealthy businessmen who can afford to visit high-end restaurants and spend their money comfortably. On the other hand, the group of customers in this age group will have low income, and they prefer home-cooked meals.

Today, the top of this clientele in Finland are becoming grandparents, making them the target of restaurants that offer a family-friendly atmosphere and services that offer a dining experience.


- Group of customers D

This is a customer group between group C and senior customers (people aged 58-65 years old). These people often have variable income, the income of these groups is often the highest among generations, and they often visit high-class restaurants. They care less about price and focus more on excellent service and clean, tasty food. The way to attract this group of customers of sushi chains at Huihui company is to build an elegant surrounding and professional care from the staff.

- Group of customers E


The high-end market consists of a significant age group of people aged 65 and over. Generally speaking, most seniors have a fixed income and often cannot afford regular upscale restaurants. So they tend to visit family-style restaurants that offer good service and reasonable prices. Huihui Company believes that this is a group of potential customers. They need to focus on building product quality and dedicated and attentive customer service to attract this potential customer.

2.4 Find a place to do business




K-Citymarket Paavola
Kauppakatu 13, 15140 Lahti
Email: info@shibagroup.fi
Noutoaika: Ma – La 11:30-19:00 Su 12:30-17:00

TILAA TÄSTÄ




K-Citymarket Lappeenranta
Toikansuontie 4, 53500 Lappeenranta
Email: info@shibagroup.fi
Noutoaika: Ma – La 11:00 – 19:30. Su 13:00-17:30

TILAA TÄSTÄ




K-Citymarket Kouvola
Tervasharjuntatu 1, 45720 Kouvola
Email: info@shibagroup.fi
Noutoaika: Ma – La 11:30 – 19:00. Su 13:00-17:30

TILAA TÄSTÄ




K-Citymarket Imatra
Tietäjänkatu 2, 55120, Imatra
Email: info@shibagroup.fi
Noutoaika: Ma – La 12:00 – 17:30 Su 13:00-16:30

TILAA TÄSTÄ



K-Citymarket Heinola
Hevossaarentie 1, 18100 Heinola
Email: info@shibagroup.fi
Noutoaika: Ma – To 11:00 – 18:00 Pe 10:30 – 19:00
La 10:30 – 18:30 Su 11:00-17:00

TILAA TÄSTÄ



K-Citymarket Kankaanpää
Keskuskatu 39, 38700 Kankaanpää
Email: info@shibagroup.fi
Noutoaika: Ma – La 12:00 – 17:30 Su 13:00-16:30

TILAA TÄSTÄ

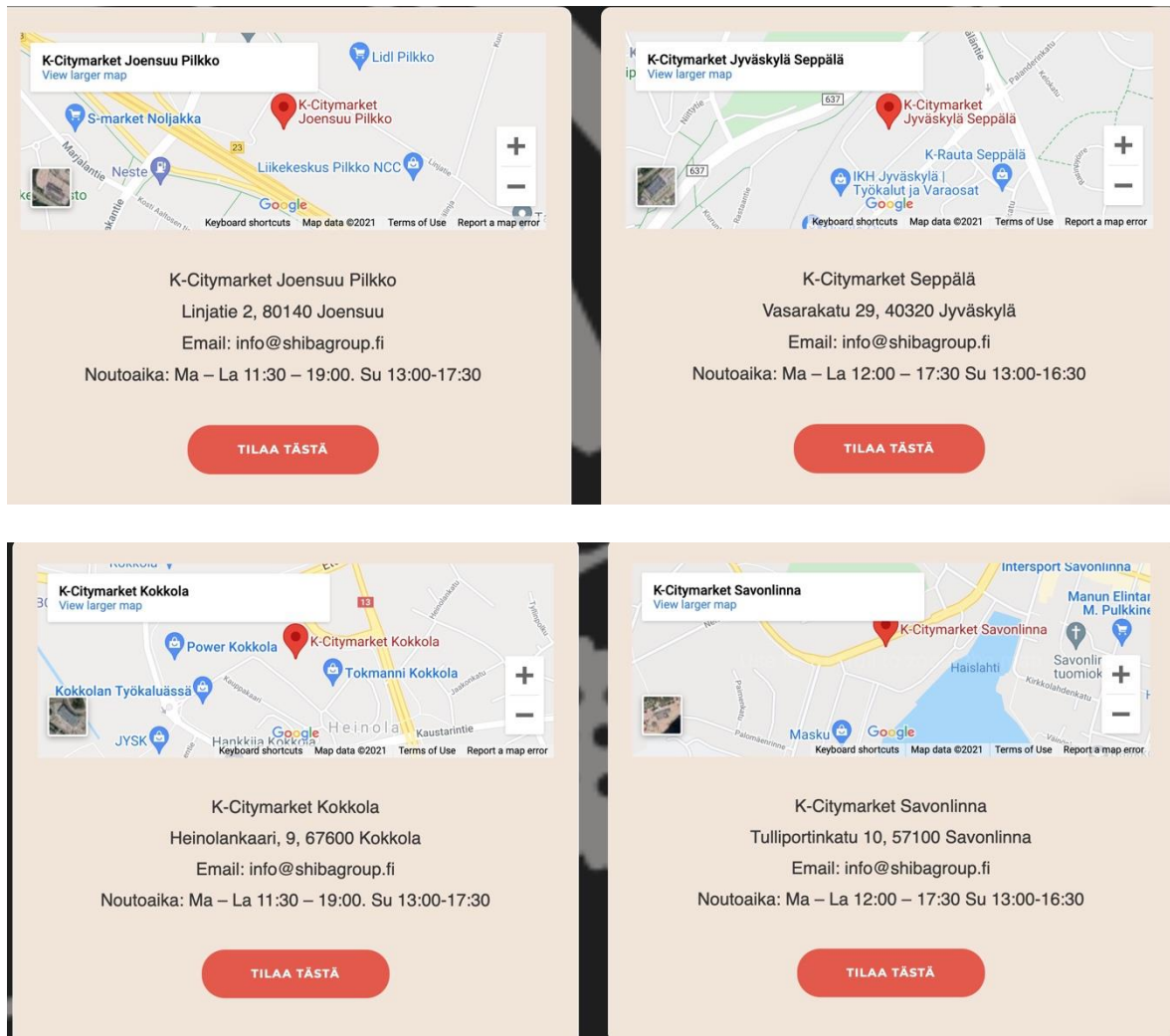


Figure 5. Specific information about the address of the chain of stores of Huihui company. (HuiHui Cheng & Rao Cheng 2020.)

When running a chain restaurant business, location is probably the deciding factor up to 50% of the success of our restaurant, or even more. Therefore, choosing a suitable restaurant chain business location is the first factor that Huihui company needs to spend much time doing carefully before operating. A few startup mistakes can be fixed later but choosing the wrong location sometimes cannot be fixed. Therefore, before opening the first store, Huihui company always has a thorough research plan before signing the official contract to rent the restaurant.

They aimed to put all the sushi stores in one of the famous Finnish supermarket chains from the very beginning. There are three popular supermarket chains in Finland: K chains market, S chains market, and Lidl market. The company has a breakdown of the unique characteristics of each supermarket.

<p>K chains market</p>	<ul style="list-style-type: none"> - K-food store numbers on 1 January 2020 according to Nielsen. <p>Total: 1256 stores</p> <ul style="list-style-type: none"> • K-citymarket: 81 • K-supermarket: 777 • Neste K: 71 • Other: 76 <ul style="list-style-type: none"> - Full range of essential products for customers. - The customer loyalty program is excellent. A good price when customers have a K-card. - Friendly and enthusiastic staff. - Fast and dedicated customer service. - Product quality (canned products, frozen products, fresh products, vegetables,...) is extremely good with cheap prices. - Having a large loyal customer base. - There are no sushi chains yet.
<p>S chains market</p>	<ul style="list-style-type: none"> - S- food store number in Finland 2020. <p>Total: 1056 stores</p> <ul style="list-style-type: none"> • Prisma: 70 • S-market: 438 • Alepa and sale: 459 • Food market Herkku: 5 • Other: 84

	<ul style="list-style-type: none"> - Full range of essential products for customers. - The customer loyalty program is excellent. A good price when customers have a K-card. - Friendly and enthusiastic staff. - Fast and dedicated customer service. - Product quality (canned products, frozen products, fresh products, vegetables,...) is extremely good with cheap prices. - Having a large loyal customer base. - There is already a chain of sushi stores bearing Itsudemo brand at some Prisma.
<p>Lidl chains market</p>	<p>Number of Lidl stores in Finland 2020</p> <p>Total: 193 stores</p> <ul style="list-style-type: none"> - Lidl is the supermarket with the cheapest average selling price of all other supermarket chains. - Lidl does not provide more than enough essential products for customers. - Friendly and enthusiastic staff. - Fast and dedicated customer service. - Product quality (canned products, frozen products, fresh products, vegetables,...) is extremely good with cheap prices. - Having a large loyal customer base. - There are no sushi chains yet.

Table 3. Market research. (HuiHui Cheng & Rao Cheng 2020.)

After setting up an analysis table to compare supermarket chains, Huihui company chose the K-city market to set up and develop the sushi chain. They see the potential for growth and expansion here because they won't have to put in as much effort as if you opened a separate restaurant. K-City market chain is no longer strange to Finnish people. A large number of customers of various ages were available. This partnership is a wise and delicate choice.

For start-ups like Huihui, the business in the form of co-development will help the company save many costs during the initial operation and development. They receive cost support when they start opening a store in each K-city market. Moreover, all Sushibar stores will become a familiar product at K market and be advertised on online media and newspapers to customers without spending too much money on advertising because of the support from the partner.

When deciding to choose K-city market as a place to do business, the most important thing is that this supermarket chain at the end of 2019 did not have any other companies where the sushi restaurant chain was. Building an entire sushi chain at all K-city market chains is the intention of Huihui company. They consider this to be the most straightforward choice and a consistent chain of stores after finding a suitable location to start their business.

The critical thing that Sushibar stores need to focus on is product quality and customer service improvement, and a consistent chain of stores after finding a suitable location to start their business.

Choosing the right business location has made Huihui's chain expansion extremely fast. From December 2019 to June 2021, 12 sushi restaurants and 6 Chinese food restaurants have been opened up to now. All work well and receive many positive feedbacks from customers. Of course, all the shops are located at the K-city market.

2.5 Space layout and restaurant interior design



Figure 6. Space layout and restaurant interior design at sushibar stores. (HuiHui Cheng & Rao Cheng 2020.)

The restaurant chain business is one of the potential start-up ideas. Many start-ups are interested and find helpful information on this topic. One of the things that makes a restaurant successful in the beautiful store design. The facade is an essential factor that helps customers decide whether to enter the store or not. When doing business in any field, not only in the food and beverage industry, space should be designed and decorated beautifully and comfortably for customers to come. However, creating a restaurant chain requires uniformity in design. It is necessary to choose designs intelligently to highlight the beauty in the restaurant's layout while still maintaining the restaurant's sophistication. Economical, airy for space. (Hart 2017.)

Huihui Company has given some criteria to consider when arranging and designing space for sushi store as follows:

- **Simplicity:** This is the first criterion that the company sets when designing stores in the system. They have many ideas in mind but cannot build them even though they know their thoughts are unique and different. The company may find its design style beautiful, but not all customers will. Therefore, designing, decorating, and building a simple, clean store is more beneficial than cramming too many things into the shop. First, it will save costs for the design and construction. Secondly, the simpler the restaurant design, the faster the structure of branches, helping the store shorten the time and open faster. (Statista 2020c.)
- **Quality:** When designing and decorating for each sushi shop, the quality requirements of materials/construction and decoration should not be ignored. Huihui Company constantly invests very carefully in the selection of building materials. Not only should they find out the source of quality materials, but they also always refer to many places of sale to get the best price. Moreover, the machines and tools used in the kitchen are also carefully selected to bring customers the best quality products.
- **Highlights:** Although the minimalist design should be emphasized, Shiba Sushi stores have also created more accents for their restaurant space. They designed a brand logo named Shiba Sushi to create a unique for customers. No need to be too fussy, each store always adds a few small decorative paintings or adds a few miniatures to simulate the store's products, both simple and creating a separate corner for the store.

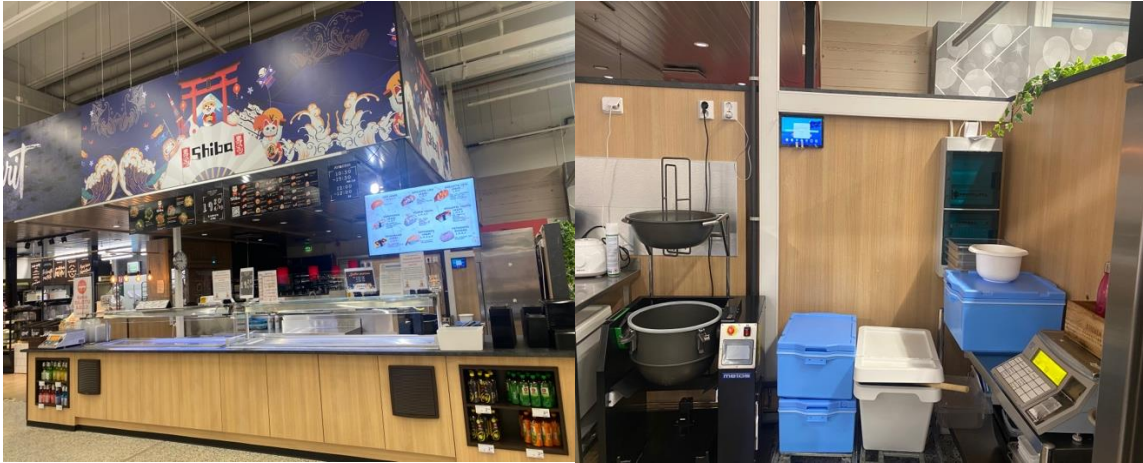


Figure 7. Space layout and restaurant interior design. (HuiHui Cheng & Rao Cheng 2020.)

These are some typical examples in the design style of a shop in the sushi chain of Huihui company.

2.6 Make a menu

In the culinary world, especially in the restaurant chain business, in addition to issues such as food quality, service, loss of revenue, customer care loyalty can directly affect success. The failure of a restaurant is equally important as the menu. (Cundari 2015.)

Here are some criteria when creating menus for all stores in Huihui's system:

- **Optimizing the menu image, the ultimate tip for restaurant chain business owners:** When designing a menu image, placing specific sushi images will positively affect the menu image of each restaurant.
- **Hiding the price of art makes customers forget about the price:** When doing business in a restaurant chain, when designing the menu, there are two ways to reduce the customer's attention to the price, which is to hide the currency. The marketing team always designs the menu prices cleverly, nesting them in attractive descriptions. When they put the price right on the menu, customers will choose the dish according to the price, not because of the ingredients, taste, or personal preferences.
- **Detailed descriptions make it easier for customers to choose:** The language barrier becomes even more of a headache when the restaurant serves dishes with traditional ingredients when Finland has many international students. Many people do not know the Finnish language. The translation is lost, inaccurate, and many

customers do not know what they will eat. At this time, a "smart" menu will add a caption describing the dish in detail.

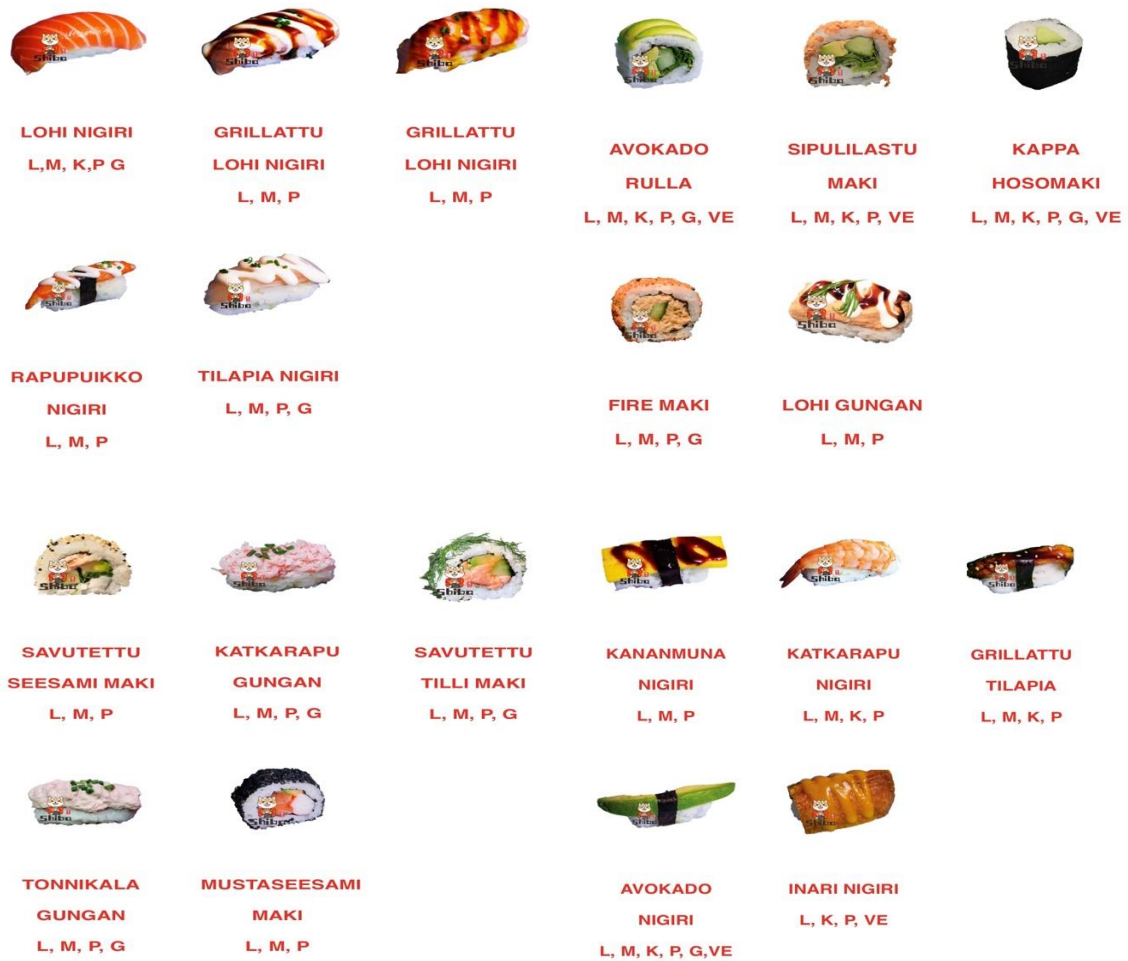


Figure 8. Standard menu of each store at Huihui company. ((HuiHui Cheng & Rao Cheng 2020.)

2.7 Employee recruitment and staff training

Whether the restaurant chain's business goes smoothly or not depends on the service attitude and working ability of the staff to prepare for effective business operations. We need to have a team of hard-working, responsible staff. Training and recruiting staff have always been one of the most critical jobs in the business. Diners will evaluate a restaurant through many factors such as space, price, food, service, etc., and in which the attitude of employees accounts for 50%. Therefore, for any restaurant that wants to be successful, the training of employees needs to be carefully prepared. The staff must both pay attention to customers' needs and satisfy customers but still show the restaurant's style. (Payne 2020.)

Some of the processes that Huihui company has implemented to train their staff.

- **Planning training**

- Knowledge of the menu and how to advise customers when they have questions regarding sushi ingredients and other related matters.
- Description and instructions for parts at the store.
- The process of welcoming and serving customers.
- How to order, place orders and transfer information to the Bar/Kitchen department.
- Customer-related issues.
- Request cleaning of service areas, extra works, etc.
- Standards for cleaning utensils.
- Sales report at the end of shift.
- Store's own rules.

Preparing a detailed plan will undoubtedly ensure that all chain stores do not miss an essential training process. The quality of restaurant service is challenged through the attitude and speed of service of the staff. Therefore, training restaurant staff does not discriminate between old and new employees. New employees must be trained carefully by the managers. (Black 2019.)

- **Modeling**

Employees at Shiba sushi have a specific sense of work and fulfill their responsibilities. For new employees, management can always let older employees with more experience guide them. Experienced employees will directly model business operations for new employees to observe. Thereby, the new employee will have a specific, realistic, and thorough view to implementing later in the restaurant. Meanwhile, the manager can also observe the staff to handle the actual situation in the restaurant by themselves.

For experienced employees, the company always divides training and testing sessions to monitor service attitudes to improve professionalism. At the training sessions, the head chef from the company directly guide to train the staff and following the restaurant service standards. This both corrects the service style and increases the professionalism of each store.

- **Mentor and follow up**

Follow-up here means monitoring the process, how employees work to see if they do well at the assigned work. Because no matter how excellent an employee is, surprises and mistakes are inevitable when embarking on a new job. (Radu 2019.)

Therefore, mentoring and following up with employees is extremely important at Hui company. Please keep an eye on the minor things: gestures, words, behavior, service attitude, etc. Moreover, it is essential to quickly grasp the work, primarily when the business unit conducts promotion programs with many customers. Following up does not mean putting pressure on employees. All managers of the Shiba Sushi chain are always skillful, recognizing and urging employees. It is necessary to timely capture the number of customers, the time of the crowd, not to let them wait too long or let customers remind them regularly.

- **Answer questions**

Create a comfortable space between superiors and employees so that they can ask questions related to daily service. Be a patient manager when answering employees' questions. They are not afraid to share all their skills because employees are the ones who bring direct profits to the restaurant. (Six Sigma 2020a.)

When answering questions, try to show sharing of experience, not teaching, as this will create a more receptive feeling for employees. After answering, ask again to check what they understood. Nevertheless, it is also essential to pay attention and impose penalties for employees who ask the same questions too many times or make the mistake of asking the same question.

However, the regular test held at the store will be graded and divided into levels to reward/punish employees, encouraging morale, and evaluating and eliminating incompetent employees. During the training sessions, each manager is always careful in how to talk to guests, including speaking rhythm, tone, smile, service posture, etc. to create a comfortable feeling for customers and not cause objections have a cold. Sometimes questions and answers like this do not need to remind them in advance, but they can randomly choose any time so that the staff does not have time to prepare anything.

- **Applying it in practice**

Learning is always accompanied by practice, so to assess whether a service staff is doing well or not, let us see how they perform in each environment and actual conditions. Observe how they react in each situation. Managers at Shiba are very fond of creating hypothetical situations by posing as customers who buy products and looking at how the staff is serving. Please do not stop at theory but let them put it into practice.

- **Create the right working environment**

The last step in the service staff training process is to create the proper workspace for them to help the service staff adapt and grasp the job quickly. In this space, let employees make some minor mistakes, thereby assessing their ability to fix and solve problems. However, the error must not adversely affect the customer's need to use the service. This is one of the ways to evaluate the capacity and workability of employees. If they do well, the training process is booming, and if not, the management needs to come up with a plan for retraining.

3 Steps to manage a restaurant chain

Managing a restaurant is already full of problems, but managing a restaurant chain is much more complicated. The larger the number of restaurants in the chain, the more complicated the management and control process. This is also what makes many business owners headache when they first expand their business. Let us see how to manage multiple sushi shops from a manager at Hui Hui Company.

3.1 Unifying the taste of sushi

Sushi is the essential factor for a successful restaurant business. Delicious food will be the medicine to "fascinate" customers, making them have feelings for the restaurant right at the first visit. The more special and unique the sushi, the more it leaves a deep impression in the mind of customers.

When enjoying delicious sushi pieces, customers will surely use them repeatedly, even recommending them to their friends. So at each different store, always keep the same sushi taste. Customers are king, and they need the restaurant to keep the unique taste of sushi at all branches. The managers are trying every day to do that or do not want to lose customers.

We currently have a central store in Heinola dedicated to management training. There is the main chef here, and all new managers will learn sushi recipes under the guidance of the main chef. Now, this is how the company is trying to synchronize sushi flavors across the entire chain. The company always strictly controls the quality of new managers at the end of the training course.

3.2 Human Resource Management

- **Unifying service style across the entire store system**

What if the customer is delighted with the service standards of the staff of one branch but is disappointed in the other branch? From the most superficial elements such as staff uniforms, the layout in the restaurant to the more rigorous elements such as greetings, the way employees talk, quick checkout operations are always standardized and unified in the entire company system of Huihui.

The company always strives to do this well, and customers will believe that all Shiba Sushi branches will give them the same good experience. From there, customers will prioritize visiting Shiba Sushi's stores over other restaurants they have never been to.

If some stores have not done an excellent job of synchronicity in service, customers will always have doubts about whether the restaurant at this address will serve and the one they used to go to. This makes it easier for most customers to try other restaurants, which means each branch will lose a large portion of revenue to the opponent. (Uziailko 2020.)

- **Regularly check the employee's work schedule to understand the capacity of each employee**

Recruiting and training good staff is a tough challenge for any manager. However, the maintenance and development of the staff is even more, a matter of concern. The cost of managing restaurant staff is one of the things that managers always have to calculate. (Zuckerman 2020.)

The average revenue of a store will depend on the type of business and the size of each store. However, according to industry data, turnover rate when deducting fixed costs or personnel is always a norm for reference. To ensure the smooth running of the store, the manager must always account for all costs.

Example: At the ShibaSushi store in Imatra, the ratio of personnel costs to average sales will fall to about 38%.

Shiba Sushi Imatra in June 2021

City	Planned	Actual	Hr. compare to Sale	actual sale	Sale. compare	Salary/(without tax)	Salary with tax	Salary/Sale	Goal S/S	Difference S/S	
Imatra	266	279	60.0%	17288	12131.9	98.54%	3292	4608.8	37.99%	45.00%	7.01%

Shiba Sushi Imatra and Joensuu in May 2021

City	Planned	Actual	Hr. compare to previous month	Sale	Sale. compare to previous month	Salary/Sale	Goal	Difference
Imatra	363	389	95.9%	15409	107.5%	32.5%	40.0%	7.5%
Joensuu	672	690		44018		43.1%	35.0%	-8.1%

Figure 9. Revenue results one of the stores in the chain of Huihui company in June 2021.

(HuiHui Cheng & Rao Cheng 2020.)

The simple formula for every store to manage their HR costs is:

$$\text{Total HR Cost} / \text{Revenue} = \text{HR Cost Percentage}$$

Employee schedules work more smoothly and efficiently when set up over some time, usually a month. However, to assess the effectiveness of employees' work, managers at each Shibasushi store often check the working schedule and actual working time of employees and the revenue that the restaurant achieves after each month.

The manager will always be concerned about the employee situation if customers outnumber it during certain hours, which means the store is wasting money. In addition, employees at the store will operate more smoothly and efficiently control their work schedule with a pre-arranged work schedule. The working schedule at each store at Huihui company will be arranged every 3 weeks.

The manager always sets out a specific task division schedule for each shift at the store. Here is a table of the division of work at Joensuu Sushibar for everyone to have a clearer view.

Joensuu Shiba Manager: Thoa Nguyen			
Monday/ Wed: Morning shift 8:30-16:00(30')	Tuesday/ Thur: Morning shift 8:30-17:30 (30')	- Doing 70% based on the to- do list you have set	- Doing 40%(Tuesday)/ 30% (Thursday) based on the to-do list you have set.
- 30% off all sushi boxes left on the previous day.	-30% off all sushi boxes left on the previous day (8:30-9am).	- Keeping our store as clean as possible.	- Cutting fish (3 boxes) 14:00-17:30 on Tuesday 13:00-16:30 on Thursday.
-Opening the buffet table.	- Opening the buffet table(10:30)	- Handing over to the evening shift. (The amount of rice sold in the morning and the remaining 30% of the work they need to do then.)	- Handing over to the evening shift. (The amount of rice sold in the morning and the remaining 60% of the work they need to do then.)
- Packaging 20 sushi boxes	-Packaging 20 sushi boxes and throw away the remaining boxes from yesterday		
- Making extra sushi	-Making extra sushi		
- Cooking rice	-Cooking rice		
- Making to-do list	-Making to-do list		
- Taking care of our buffet table	- Taking care of our buffet table		
🙄 Lunch time 🙄	🙄🙄 Lunch Time 🙄		

Figure 10: Specific task division schedule's Joensuu store.

Each store in the whole system has a camera system installed. Therefore, it becomes easier to track employees working and store situations every day. There is a straightforward way for managers to both bring in high revenue but also save costs personnel:

Classification of staff capacity. Every employee will have a different working style, and not everyone will perform equally well. From the perspective of a manager at Huihui, they will see this in a positive light. Some employees will often work very quickly, but they lack carefulness. Nevertheless, some employees are meticulous when working, but their operating speed is not as fast as other employees. In addition to providing quality sushi pieces promptly to meet customers' needs, it is imperative to keep a clean and hygienic

working space when preparing ingredients and the entire store necessary. Understanding this makes it easier to arrange working hours at the store. (Prothero 2014.)

Eg:

Employee A: Work fast and work well under busy hours.

Employee B: Meticulous when working and good observation.

The arrangement of working hours will be divided as follows: Employee B will often be arranged and take on shifts on days that are not too crowded to ensure the quality of raw materials and all steps in the whole store are finished and guaranteed to the exemplary standards. An excellent opportunity to improve their operating speed in cases of unexpected crowds.

Employee A will always be in charge of all busy weekends to ensure timely delivery of products. In addition, employee B will be alternated with a slight shift to support and assist employee A. At the same time, this is also a way to promote teamwork and mutual learning among employees.

Determine the actual staffing needs of the restaurant throughout the year to have an accurate recruitment plan. The manager can base it on old reports instead of guesswork. If they use sales management software, they can easily retrieve reports, thereby making a more effective staff management plan.

For example: After publishing a monthly revenue report at the stores in Joensuu and Imatra, it is usually found that there is a sudden increase in the number of customers in July-August. The manager may not be able to determine the reason why immediately, but each store will know for sure that it will be a hectic time, so managers need to arrange more staff to work.

Listen to staff. In the work environment, most leaders are proactive talkers, and employees will do the listening task. However, at each sushi shop in the system of Huihui company, the manager always listens to his employees, they will notice the positive changes of the employees. (Talathi 2020.)

Listening to employees' opinions helps them improve work performance, limit unnecessary internal conflicts, and increase employee cohesion, thereby improving work quality.

All managers in the Shiba chain believe that listening to employees' opinions is a lever to stimulate the creativity of each employee. Although these ideas are like incomplete puzzle pieces, they will make the work better through creativity.

Besides, when the boss listens to his opinion, employees will feel more respected and see their role as essential in the manager's eyes. This is the factor that helps them put in a lot more effort to have good ideas and valuable ideas. They are also more comfortable expressing their personal views and thoughts, even fostering creativity that they could not have imagined. (Dawson 2019.)

The application of working in an environment where superiors listen encourages employees to be open, dynamic, proactive, and ready to contribute ideas. Employees will not fall into a situation of confinement, psychological fear. They want peace. In the long run, it inhibits their development as well as the standard work.

Good employee rotation program. The Shiba restaurant chain is one of the companies that have a policy of rotating staff training. Usually, managers tend to want to keep their best employees from being transferred to another store. However, the company believes that a reasonable employee rotation policy will benefit the whole company in the long run.

Ability to explore and create from employees. Huihui Company believes that for any person who keeps doing the same thing over and over again year after year, after a while, that person will become too familiar with the job, thereby becoming subjective and losing interest. Because the rotation of good employees gives them other opportunities and working environments, businesses easily fall into a state of stagnation, backward.

3.3 Warehouse Management

The warehouse management process is not simply importing and exporting goods. Managers must know what to buy when to buy and how much to buy. Every store also needs to keep track of inventory and how to maintain optimal inventory levels. Each restaurant has a different warehouse arrangement, but in Shiba's restaurant chains, the management of goods is based on the following factors:

Set up the warehouse in an easily observed area

There will be many risks in the inventory process if the warehouse manager does not have enough workspace. Please do not give them a little room at the back of the store where it is hard to see what they are doing. Instead, each store has its warehouse located in an easy-to-observe position, convenient for import-export, delivery, and delivery of goods; this will help minimize risks and avoid waste in terms of time and money.

Arrange the goods in the warehouse scientifically.

Each store has assigned an employee who is responsible for managing the warehouse along with the manager. Each product in the store is marked with special characters so that

everyone can quickly identify it. On each shelf should be labeled with the location and use arrows for easy visualization. (Touminen 2016.)

Storekeepers are proactive and have directions to arrange goods in the warehouse. Once there is a change in the arrangement or the generation of goods, the warehouse keeper always quickly updates the warehouse diagram, along with the updated date, to prevent confusion.

Comply with the rule of first in - out before inventory management

This is an essential principle in inventory management. First in – First out means that the items enter first need to be output first and vice versa. (Ellis 2010.)

Products with expiry date and perishable need to apply this method, and other products always ensure the above principle. Although these products are not subject to wear and tear, they are easily degraded in quality. When the order arrives at the warehouse, the person in charge of the warehouse is responsible for managing and confirming the actual quantity of goods the quantity on the invoice. Check the integrity of the goods for any signs of damage, tearing, or deformation. Verify actual weight and unit price if necessary. If there is any problem with the delivered goods, managers need to immediately notify the supplier for a clear answer and prevention plan. This is a critical preparation stage in inventory management, and one needs to carefully and meticulously avoid mistakes that lead to unnecessary mistakes.

Set the optimal inventory level. Inventory norm is a determined quantity of goods always maintained in stock to ensure timely supply when there is a need for use and help maintain business operations continuously and without interruption.

Inventory management will become easier if the warehouse manager establishes a minimum and maximum inventory level for each product, the quantity of a particular item can never be lower than the minimum limit or exceed the maximum.

To determine the optimal inventory, each Shibasushi store must base on criteria such as actual inventory in stock, based on the number of customer orders, based on the supply situation of goods suppliers, consumption situation of goods. Inventory levels can also change over time. The regular and periodic inspection (about once every three months) to know if this norm is still suitable with the company's current status will not hesitate to adjust to managing the warehouse closely and more effectively.

4 Conclusion

4.1 Answers for research questions

The thesis's main research questions and sub-questions are answered based on the most authentic experiences. This honest approach helps readers to approach the thesis more easily. The answers to the research questions will be summarized

What are the specific setup steps for each sushi's restaurant?

Readers can find the answer to this question most clearly in part 2 of the report. The answers will be briefly summarized for the reader to grasp quickly. The first employee to sign a contract and accompany the business owner to expand the company. Participating in many meetings and being consulted in the construction and expansion of the branch, the author wrote this thesis to recount the journey of accompanying and expanding Huihui company most authentically, although it is a personal view. To build a sushi store in Finland, we need to prepare in 7 steps as follows:

- Equip with knowledge of Sushi's restaurant

We cannot sell something we do not know anything about it. The more the business owner knows about the product, the more excellent the sales opportunity because it helps the company to convince customers when customers are still wondering.

- Market analysis and business planning

When doing business in any field, every business owner needs a business plan. When having a business plan, the formulation, evaluation, implementation, and monitoring will become more apparent and more accessible. A good business plan can help business members understand what they need to do and guide their actions, thereby leading to success.

- Identify target market

This is a step that Huihui company is highly interested in and carefully researched. Most marketers would agree that market research is necessary because the media landscape is a steady stream, and marketers will often be inundated with data and company interests. Although the average marketer will sharpen their timetable, conduct internal research, and lose sight of the importance of market research to their organization. It will be a lifeline to make a business survive when other companies that fail to do this drown.

- Find a place to set up the store

The restaurant business is like most other businesses. Location is essential, requiring business owners to think carefully because location plays a significant role in deciding restaurant success. Therefore, Huihui company always has to consider many aspects to find out where the ideal location to open a restaurant will be. Each store needs to survey in advance the locations of restaurant business premises to choose the correct location. A stroll around the place where the company wants to set up shop is enough to grasp the primary business status of the stores operating nearby. Understand the customs, habits, and things that will affect their store when operating. Ideal premises for business and store development must be located where many people gather, near residential areas, industrial parks, and especially on convenient roads for moving and commuting of guests

Some of the critical questions that Huihui always considers when looking for a location to open a store include:

- What is the population in the area?
- Is there much parking?
- Is the store's view obstructed? Can potential customers quickly see the store?

In addition to a convenient location, each store in the chain must also have enough light and ventilation to help customers feel comfortable, especially on hot days. The decoration space in the restaurant also needs to have its style, showing the creativity and aesthetic taste of the owner.

- Space layout and restaurant interior design

Store design and decoration have long been considered the remarkable soul of the store. Design work will impress and attract customers with the scientific and modern interior elements. Because of these advantages, the restaurant's interior design has become an important stage in building and developing a restaurant brand that investors should pay special attention to and should not be ignored.

As described, Huihui's business model is a combination of the buffet table and takeaway. So the important thing in the design of the chain stores is the brand name, colors, convenient design for customers to buy sushi, and a bright and tidy kitchen. For the interior design to become prominent and attractive, the investor needs to have strategies and paths. Businesses quickly score points in customers ' eyes by applying and creating new and unique styles based on business models. Avoid going the wrong way, use pre-existing design styles and stick to the original. If business owners do not know how to reinvent themselves, they will drown in the dynamic and potential market.

- Make a menu

Depending on each company's business model will confirm the vital part that the company needs to focus on. For Huihui, the menu design is one of the most critical steps in the store. A clear and detailed menu board will help customers better understand each type of sushi and the store that serves it. All ingredients are listed in the menu and designed in striking colors to be directly in front of each store. This is very convenient for customers to choose when they want to ask any questions about their choice.

Optimizing the menu image, the ultimate tip for restaurant chain business owners: When designing a menu image, whether or not photos of dishes will positively influence the menu image each restaurant features.

- Hiding the price of art makes customers forget about the price: When doing business in a restaurant chain when designing the menu, there are two ways to reduce the customer's attention to the price, which is to hide the currency. The marketing team always designs the menu prices cleverly, nesting them in attractive descriptions. When they put the price right on the menu, customers will choose the dish according to the price, not because of the ingredients, taste, or personal preferences. Many people do not know the Finnish language. The translation is lost, inaccurate, and many customers do not know what they will eat. At this time, a "smart" menu will add a caption describing the dish in detail.
 - Detailed descriptions make it easier for customers to choose: The language barrier becomes even more of a headache when the restaurant serves dishes with traditional ingredients when Finland has many international students.
- Employee recruitment and staff training

Training personnel in each store is essential, especially training in service attitude and good listening skills. New employees who have not yet mastered their skills need to be properly trained to ensure work performance. Human resources always need professionalism, know the process, the training of service staff is even more necessary to improve the feeling for customers. Here are five specific steps in the standard training process that every manager should refer to:

Develop a training plan for service staff. The manager needs to build a methodical training plan with a to-do list, ensuring the training content is appropriate for each employee. The more detailed the plan, the more convenient, fast, and compelling the implementation. In general, the content of the training plan for the service staff includes information on the restaurant menu, dishes, drinks, some unique ingredients, how to welcome guests, service

attitude towards each object, specific customers, how to handle a few specific situations in the process of working.

Answer questions for employees. Many questions need to be answered. During the training process, each manager must help them clearly understand the job, the specific nature of the industry, the business they are cooperating with, even the most minor information. In addition, each company can provide some additional training materials for service staff to learn more on their own later.

Ask staff questions to check the level of receptivity. To check if employees understand the job, the training personnel can ask questions and give specific situations for employees to solve. Requests for dish names or handling unexpected situations without warning. Create a working space for employees to practice: When employees have been provided with basic theoretical knowledge, they need to practice immediately to be sure of the implementation method. In addition, the management level must always observe within a certain period, prompt notice to employees about the manners, information communicated to customers, how to react to unexpected situations.

Managing a store is already a story. Managing a multi-store is a longer story that requires the manager to be a person who is truly capable of changing things or having a practical assistant. With support in the management stage, the new store may operate smoothly.

Financial management is the first issue that managers need to pay attention to first. Cash flow in business includes capital, investment costs, human expenses, revenue, profit, and other expenses. Due to the many complexities, chain stores' financial management is complex, prone to errors and losses. The old management methods often take much time and human resources, work efficiency is not high, encounter many inconveniences.

Managing employees at a store are already tricky, so managing employees of the whole chain of stores are even more difficult. The manager cannot always be present at all the store branches to manage his employees. One solution that a few shop owners choose is hiring a supervisor, going directly to the stores, and monitoring progress. However, this method costs more, it is not completely resolved, and the peace of mind of the shop owner is not guaranteed. Without finding an effective employee management solution, the loss of goods is inevitable. Store owners also cannot manage the attitude and productivity of employees in sales. It directly affects the revenue of the whole chain of stores.

Managing goods at chain stores and warehouses is often tricky due to many goods and the need for linkages between stores. It is necessary to grasp the situation of goods to advise customers, immediate orders promptly and promptly import goods, or identify inventory to

have a treatment plan promptly. However, the manual management of goods could not meet the above requirements, leading to the closing of orders, sales were affected by not knowing the status of remaining or running out of products.

Customer management is something that managers and all employees need to pay attention to. When doing business in chain stores, store owners need to pay attention to customer data and information management to implement customer care and gratitude programs and improve the closeness between stores and customers row. However, many customers and much information lead to difficulties in income and management.

The stressful epidemic situation over the past year has severely affected the global economy. Many businesses have fallen into disrepair. After all, they have to close because they cannot operate. Although they still receive partial support from the exact effects of this severe and long-lasting is too heavy. Covid-19 has impacted many aspects such as the economy, life, health, and political situation around the globe. In this thesis, the author is referring to and discussing Huihui company. How did they overcome difficulties during the epidemic situation?

First of all, we have to discuss the aspects that have affected Huihui company by the epidemic situation. As all the information has been mentioned, the company's sushi shops are located in the K-city market. Since sushi is an essential food sold in the market, there were not any shops closed during the pandemic. Restaurants and foodservice centers are closed, the number of customers increases so quickly that each store at the company falls into a shortage of employees. In the first two months, there was not enough staff for each store. The HR department became tense because it was not easy to recruit while the epidemic situation became so stressful that everyone was afraid and did not want to go to work. The solution of Huihui company is that the recruitment department has directly contacted other sushi restaurants where they have closed. Most of the chefs here have been laid off even though they want to work during difficult times. The company has contacted them directly and is looking forward to a cooperation. This is a way for them to have a job, but each store also has experienced staff working to serve customers' needs fully.

The second difficulty is about the source of goods because of the stressful epidemic situation. It becomes difficult to transport and import goods from suppliers and increase prices. The company's stance is always to keep prices stable, especially during difficult times to keep a steady customer base. The company director has suggest this complex problem to the Finnish government directly to ask for assistance to stabilize the price of products to customers. The offer has been accepted and enthusiastic support for the

company's humanitarian purposes. Moreover, the Finnish government also recognizes the problematic situation unfolding.

The third difficulty is health care for all employees at each branch. The company has fully equipped with antibacterial products at each store. All employees before and after going to work are checked, and their temperature is monitored. Masks are always placed at each store with instructions on cleaning and taking care of health during the epidemic situation.

What are the steps to managing a chain of stores?

The answer to this question is given if clear in part 3 of the thesis. There are three specific steps outlined in the chain store management process.

Managing unchanging sushi flavors is the first step in management at every Shibasushi store. The first step in managing product mentions is something that sounds a bit strange. Huihui Company always believes that focusing on products is the core of success in the restaurant business. More specifically, maintaining the taste of sushi throughout the entire system will help shape the company's brand with customers. The first step in management is the unification of sushi flavors across the entire chain. The manager must regularly go to each store to check and ensure that the quality and recipe of sushi have not changed. This step sounds simple, but it requires careful and strict control on the part of the manager.

Human resource management is the second step mentioned. This is one of the essential steps that managers need to pay attention to. Human resource management in an organization is always a significant thing, even essential in today's 4.0 technology society. HR today has access to much information, many cultural trends, and new employment trends. They have many options. They have different questions that are the context of the current human resource market. Therefore, human resource management becomes more complex and necessary than ever.

There are countless reasons to point out the importance of human resource management in an organization. Here are a few points that indicate the importance of human resource management and the options that an administrator at Huihui company offers.

Human resource managers are essential because they screen the right employees during the hiring process. They are designing Recruitment and Training programs. They recommend the best design innovations and standards for each specific job. When needed, they also provide employee preparation, helping develop skills needed for the present and then move on to new ones.

Professional development of staff is essential to maintain sushi quality and improve system-wide serving style more professionally. Policies adopted by human resource management help to provide appropriate training programs for employees to help employees develop professionally. Their expertise is used inside the current system and in other companies in the future.

The human resource management system promotes employee performance through the competency assessment process. These direct employees to act according to their capabilities and also provide projections for progress. The competence of employees according to their roles will be regularly monitored. With this concept, employees can outline the goal and how to reach the end goal to help develop themselves. In this way, employees are motivated and perform better.

Always maintain a good working environment. An essential aspect of being considered is that the workplace environment and work culture play a central role in an employee's activities. The human resources department provides good working conditions for employees. A reliable employee in a good working environment is likely to have better performance. In addition, a good working environment will easily create job satisfaction.

Reducing staff recruitment costs is a step that managers need to take after a certain period. The cost of recruiting and training employees can be overwhelming for businesses, tiny businesses. The HR management system will design and select a well-structured recruitment process that minimizes the essential costs of recruiting and training new employees.

Listening to employees' opinions is also essential in the working environment. Besides, when the boss listens to his opinion, employees will feel more respected and see their role as essential in the manager's eyes. This factor helps them put in a lot more effort to have good ideas and valuable ideas. They are also more comfortable expressing their personal views and thoughts, even fostering creativity that they could not have imagined. The application of working in an environment where superiors listen encourages employees to be open, dynamic, proactive, and ready to contribute ideas. Employees will not fall into a situation of confinement, psychological fear. They want peace. In the long run, it inhibits their development as well as the standard work.

4.2 Validity and Reliability

Reliability relates to which data collection method or analytical process will produce consistent findings. It can be assessed by asking whether measurements will produce the same results on other occasions, similar observations will be accessible to other observers, and there is transparency about how. Perceptions are created from raw data. (Easterby-Smith, Thorpe & Jackson 2008) Authenticity is used to decide whether a study measures its significance to the measurements and estimate the findings' accuracy (Saunders, Lewis & Thornhill 2009).

The primary purpose of this study is to find answers to the research question and the sub-questions related to the thesis. All the answers are found and explained reasonably based on the author's experience, and at the same time, achieve the goal of the thesis. In this thesis, data is collected from both primary and secondary sources. At the same time, secondary sources are collected from interviews. Interview sessions, including more than 50 individual interviews with more than 60 customers from sushi stores and a group interview with leaders of case companies, were conducted to seek insights into building and managing a restaurant chain in Finland. After hundreds of interviews, we have a reasonable basis for concluding.

There are many different thesis structures. Each theme has its unique point. The uniqueness of the report is the way it describes and presents all the content as if it were telling a journey and story of the author who wrote this thesis authentically. There are many ways to create a perfect and engaging final thesis. Clear analytical information about visual data will not be the highlight of this thesis. It is different from personal experience and the journey of a student who is managing many sushi shops. From the perspective of a young manager working in a growing life, the experiences and sharing above are always a document worth considering for reference. New and original experiences are always mentioned throughout the thesis.

Inspiring, sharing experiences are the two real goals behind what the author wants to achieve. The second obvious goal is to promote sushi to the audience. A newly established sushi system is introduced and described. Potential customers and love sushi are always curious to know the process and meet it. This document is a reliable document for all readers

The author of the thesis is one of the early employees of Huihui company, so all the resources are authentic and provided by the business owners themselves. Besides, several other documents are outlined after a year journey of work and many changes in plans and

strategies to get the final result. Whether the thesis is long or short is not so essential, the content mentioned must have meaningful content.

4.3 Suggestions on Further Research

Several future research proposals emerged during the research, as the research topic was quite comprehensive. Inclusiveness has been demonstrated from different stages. Based on the topics mentioned in this thesis, four future research will be of interest as follows:

After building and stabilizing the entire system's operation, what the company cares about is how to maintain and develop the company further. All business owners want their business to be successful. The store can survive and thrive this year and the year after. There are tricks to growing the store, but in the long run, each store needs the right basic strategies to succeed and, more importantly, stay afloat in this volatile market. Three things would be covered in this study if it were to be implemented. The first step is how to build a loyal customer base. If each store's customer base is constantly changing, or only regular customers, the company is losing money, not growing. Having regular and loyal customers is essential to maintain and grow the store. They will be the "ambassadors" advertising the store, giving feedback on new products or service quality. That is why they are so valuable. Determine who these customers are now and focus attention on them in the long term. Each store may need the help of software to make information management more straightforward and more convenient. The second step mentioned will be taking care of the needs and preferences of the customer. Selling products that do not meet the needs of the store's target customers is the fastest way to bankruptcy. However, choosing the right product is not an easy matter. In addition to understanding the general trend of the market, before deciding to choose a product, consult with loyal customers who are knowledgeable about product trends in the field in which the store is doing business. The whole system will be surprised at the responses they receive. In this case, the store will achieve two goals simultaneously, both meeting the needs of the customer and choosing the right product. The third step is to make a difference in the business. Smaller stores will increasingly be overwhelmed by supermarkets or chain stores. Every store needs to avoid the quality of service that declines as the chain's business grows. Think of the store as a restaurant. If the company tries to create different types of sushi, make sure the staff can serve it when the customer needs it. Otherwise, customers will be annoyed and understand what will come later.

The content of the following research paper can delve into the analysis of the challenges of running a chain of restaurants. The restaurant chain business is a big problem, and what are the challenges for them? What difficulties did they encounter in scaling?

Although it is on a hot development trend, the food chain restaurant business field has never ceased to be complicated challenges in the chain's quality management. A common reason

why some chain restaurant business models fail is when opening too many locations without quality control. In order for the restaurant chain to operate effectively, it is necessary to maintain service quality. This is a complex problem that the sushi restaurant chain has not yet done when expanding its business. The stores share the same chain, but each branch's actual quality of services and products is very different.

The challenge of changing business thinking. When determining the chain development model in the culinary field, the biggest challenge lies in conservative thinking in the business. The owner does not want or dare to expand and develop the restaurant chain for fear of loss. Most of them will again choose to expand the menu, sell more products to increase revenue. However, when deciding to upgrade a restaurant to a chain, the business owner must accept sacrifices, which means minimizing the menu and eliminating products that are difficult to make and cannot be standardized.

As the examples given above, the reader can easily see that there are many topics discussed related to the topic of restaurant chain business. It will not be too difficult for the author if he has the opportunity to explore and write a thesis related to this topic again.

5 Summary

Opening a restaurant and catering business is becoming the start-up choice of many people because of the increasing trend of eating out. The constantly expanding food market creates excellent profit opportunities for those who know how to grasp it. However, this is also a market with highly fierce competition. A misstep can be costly with failure. So if business owners want to enter the food and beverage market to open a restaurant, thorough preparation is indispensable.

In the restaurant chain business, construction and management are two stages that the investor needs to spend a lot of effort and money. Besides, the competition increases day by day, so these two stages are becoming essential to improving competitiveness. Creating a steady flow is a challenge for managers because situations change quickly, the market constantly changes dramatically every year. The needs and preferences of people are also changing rapidly. Business in the form of chain stores is flourishing in recent years. With advantages such as being proactive about goods, advertising promotions, controlling sales, quickly grasping market issues, building a chain store is the ambition of many businesses. However, there are many cases of failure to build a chain of retail distribution stores, which can be caused by objective factors such as market demand, competition, or subjective factors such as capital, technology, human resources, and marketing strategy.

This is one of the critical factors for the success or failure of building a store. Good locations are often expensive and where businesses compete fiercely.

Choosing a good location takes much time. First, conduct a demographic survey on population density, the average standard of living, the estimated income of potential customers, number of buildings, offices, schools within a radius of 1000 meters. At the same time, the business owner also needs to know the number of stores in the area where they plan to build the premises, the type of products they do business with, the average number of people going in and out of the store within one day. Please note that a good location satisfies the condition of being located in a densely populated area and helps coordinate goods, link with other stores in the chain, form a solid business model, strengthen the brand, and attract all customers in the region. Some of the top retailers like Starbucks built a team that specializes in demographic research, looking for new store locations. According to published figures, out of the first 1000 stores that opened, Starbucks only closed two locations because of misjudgments. Few retailers can break that record. (Uzialko, A. 2020)

Reasonable human resource policy is also a part of determining the success of the business. Today, a sad reality is that whenever businesses face difficulties and need to cut

costs, employees are often the first choice to cut wages and benefits. Employees bring revenue to the business and represent the organization in front of each customer. If they provide a good service, surely consumers will trust the business brand. Otherwise, customers will be annoyed, even boycotted, because they are exposed to a few bad cases in their behavior staff. Therefore, to increase service quality and create an outstanding advantage over competitors, each enterprise needs to develop an appropriate human resource policy. The most critical human resource policy is still the salary + bonus mechanism because most of the job-hopping cases are because employees are not satisfied with the current salary. The salary mechanism needs to be clear, have levels to strive for, and be ready to reward "hot" if employees complete the set work well. Set reasonable and achievable KPIs, not having to play to deduct money. Only when the employee's benefits are associated with the store's benefits will they have a solid staff to build a chain of stores.

Raising capital to build a solid foundation is something that businesses need to pay attention to. The first foundation lies in the capital because building a chain of stores requires a considerable investment. Especially in the first stage, when the number of stores is not many, business profits are not high, even have to cover losses, businesses need to overcome the initial stage to get acquainted with customers. The second platform lies in the operation staff, including the management system and sales staff. They build a solid human resource foundation to listen to opinions and have ideas for promotion and marketing to consumers. In addition, take advantage of many relationships to join hands to develop the chain of stores. In addition, we need to build a unified process, including the like purchasing process, sales management, staff building, promotion, and communication.

In order for the door chain to grow, business owners need to have an effective marketing strategy. For example, it is necessary to come up with unique opening ways to impress and attract customers. Besides, it is necessary to have promotions, customer incentives, build trust with customers. To the customers always feel the best products and services. Practical marketing program activities will help attract customers strongly. Some marketing programs can do such as new product promotion, promotion, store opening, customer loyalty.

REFERENCES

- Batmanabane, V. & Kfourri, J. 2017. Qualitative data collection interviews. Retrieved on 2 April 2019. Available at: https://trp.utoronto.ca/students2016/wp-content/uploads/sites/11/2016/09/Interviews-JK_VB-V7-March-1.pdf
- Black, J.S & Van Esch, P. 2019. AI-enabled recruiting: What is it and how should a manager use it? *Horizontal Business*. Retrieved on 17 November 2020]. Available at: <https://www.sciencedirect.com/science/article/abs/pii/S0007681319301612>
- Cundari, A. 2015. *Customer-Centric Marketing: Build Relationships, Create Advocates, and Influence Your Customers*.
- Easterby-Smith, M, Thorpe, R., & Lowe, A. 2008. *Management Research*.
- Elmborg, M. 2019. How to identify and find product-market fit. Retrieved on 10 October 2020. Available at: <https://medium.com/swlh/how-to-identify-and-find-product-market-fit-bdf56edaa65c>.
- Ellis, S. 2010. Find a growth hacker for your startup. Retrieved on 15 November 2020. Available at: <https://www.startup-marketing.com/where-are-all-the-growth-hackers/>.
- Gilbert, C. 2019. Research questions. Retrieved on 20 December 2019. Available at: <https://www.cgc.edu/Academics/LearningCenter/Writing/Documents/Research%20and%20Citation/Research%20Questions.pdf>
- Ghuri, P. & Gronhaug, K. 2010. *Research Methods in Business Studies*. Fourth Edition. New Jersey. Financial Times Prentice Hall.
- Huihui, Cheng& Rao Cheng,A.2020. Huihui Company Report 2020. Available at: <https://www.kauppalehti.fi/yriytykset/yriyty/huihui+oy/28524869>
- Hart, D. 2017. Learn faster with a growth process. Available at: <https://blog.growthhackers.com/learn-faster-with-a-growth-process-85f6affde4af>
- Kowalczyk, D. 2019. Writing research questions: purposes and examples. Retrieved on 10 July. Available at: <https://study.com/academy/lesson/writing-research-questions-purpose-examples.html>
- Lahti UAS 2018b. Retrieved on 15 November. Available at: <http://www.lamk.fi/english/about/strategy/Sivut/default.aspx>
- Myers, M. 2013. *Qualitative Research in Business and Management*. Second Edition. The United States of America: Sage Publications.
- Nayab, N. 2011a. Qualitative research examples and overview of methods. Retrieved on 18 October 2019. Available at: <https://www.brighthubpm.com/methods-strategies/118658-understand-what-is-qualitative-research-with-examples/>

Payne, K. 2020. A-step-by-step guide to building a growth team. Kevintpayne. Retrieved on 28 July 2018. Available at: <https://kevintpayne.com/building-a-growth-team/>

Peter, J. & Olson, J. 2008. Consumer Behaviour and Marketing Strategy. Eighth Edition New York. The McGraw-Hill Companies.

Prothero, A. & McDonagh, P. 2014. Sustainability Marketing Research. Retrieved on 11 January 2018. Available at: https://www.researchgate.net/publication/265781304_Sustainability_Marketing_ResearchPast_Present_and_Future.

Radu, V. 2019. Qualitative research: definition, methodology, limitation, examples. Ecommerce Growth. Retrieved on 3 April 2019. Available at: <https://www.omniconvert.com/blog/qualitative-research-definition-methodology-limitation-examples.html>

Six Sigma. 2020a. Leanin historiaa. Six Sigma [accessed 1 October 2020]. Available at: <http://www.sixsigma.fi/index.php/fi/lean/leanin-historiaa/>

Six Sigma Material. 2020. Visual Management. Six Sigma Material [accessed 26 October 2020]. Available at: <https://www.six-sigma-material.com/Visual-Management.html>

Statista, 2020c. Plans for your company. Availale at: <https://www.statista.com/accounts/corporate/>

Tuominen, K. 2016. Management of change in Turku.

Talathi, R. 2020. Recruitment of Candidates: Concept and Sources | Source of Human Capital. Article. Retrieved on 22 September 2020. Available at: <https://www.yourarticlelibrary.com/hrm/recruitment-hrm/recruitment-of-candidates-concept-and-sources-source-of-human-capital/69667>

Uzialko, A. 2020. What §21Is Data Management? Article.Retrieved on November 2020. Available at: <https://www.business.com/articles/what-is-data-management/>

Zuckerman, A. 2020. 20 new recruiting trends: 2020/2021 hiring data, statistics & predictions. Article. Retrieved on 17 November 2020. Available at: <https://comparecamp.com/recruiting-trends/>

APPENDICES

APPENDIX 1: Survey for customers



CUISINE & SUOSIKKIKEITTIÖT
SHIBA SUSHI
TILAA TÄSTÄ

Survey of customer service quality assessment

Shiba Sushi Joensuu

How do you rate the service attitude of the staff?

Not good

Good

Excellent

Other: _____

Our customer service representative was courteous, polite and patient.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Our customer service representative listened carefully and was responsive to your questions

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly agree

How did you last contact customer service?

- Walk in
- Telephone
- Email
- Other: _____

How would you rate the knowledge of the staff at the store?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

The average number of points you will rate for your experience at our store (10 points is the highest).

Your answer _____

Is there anything else you'd like to share that could make your experience better?

Your answer _____

Submit

Survey questions for employees

Shiba Sushi Joensuu



Research indicates “great” managers listen well, motivate others, and consistently make good decisions. Do you see these traits in your manager?

Your answer

Research indicates “great” managers are passionate about their work and compassionate toward others. Do you see these traits in your manager?

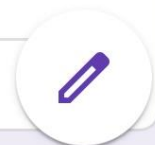
Your answer

What would you recommend your manager keep doing?

Your answer

What would you recommend your manager change about his or her approach to management?

Your answer



What could your manager do to make your work experience more meaningful for you personally?

Your answer

Do you receive an adequate level of feedback from your manager related to your work performance?

Your answer

Does your manager have a solid grasp on the business as a whole beyond just his or her role or department?

Your answer



Does your manager communicate individual and team objectives clearly?

Your answer

Do you have any expectations about the company's incentives?

Your answer

Do you have any ideas for store development?

Your answer
