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Degree Programme in Hotel, Restaurant and Tourism Management

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Local Customer Market Increase for Linnala Restaurant in November 2013 – February 2014

Case: Vietnamese Tết Pop-up Restaurant on 1 February 2014

Abstract

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Local Customer Market Increase for Linnala Restaurant in November 2013 – February 2014. Case: Vietnamese Tét Pop-up Restaurant on 1 February 2014, 27 pages, 6 appendices.

Saimaa University of Applied Sciences

Faculty of Tourism and Hospitality, Imatra

Degree Programme in Hotel, Restaurant and Tourism Management

Thesis 2014

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The purpose of the thesis was to increase local customer market for Linnala Restaurant. To achieve this objective, firstly local customers' expectations were studied in Imatra region then a creative international cuisine event, Vietnamese Tét pop-up restaurant day, was organized. The work was commissioned by Ravintola Linnala and Saimaa University of Applied Sciences.

Data for customers' expectations were collected by surveys and semi-interviews carried out at Linnala Restaurant. The customers were asked to evaluate the restaurant's food quality and serving style, and to recommend for improvement. Moreover, the information to organize Tét pop-up restaurant day was gathered from literature, newspapers and Internet.

The Vietnamese Tét pop-up restaurant held on 1 February 2014 was successful in achieving the thesis's purpose. There were around 150 customers, and based on survey analysis, half of them came to the restaurant for the first time. Furthermore, customers gave positive feedback on food quality, and atmosphere. There were many suggestions to organize more such theme events.

Regarding documentation, a video and a photo book were done to capture Tét pop-up restaurant day. Please follow links below for your reference.

- Video: <http://www.youtube.com/watch?v=gxji9RYp8ts>
- Photo book: http://media.saimia.fi/refs/vietnamtet_photobook.pdf

Keywords: integrated marketing communications, networking, volunteer motivation, Facebook.

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1 Introduction

Linnala Restaurant is a new business serving lunch for students in the Saimaa University of Applied Sciences from August 2013. In addition to providing healthy meals for students, the restaurant aims to develop a new target segment, i.e. local residents. At this early stage, the management team is trying to approach their target customers. Currently, a classic menu with three main courses is organized every Wednesday to attract local customers come to Linnala Restaurant. Advertisements in the local newspapers and on the university website are the marketing communication channels. In addition to offering delicious international dishes to the target customers, serving quality is also improved. The staffs are trained to work professionally and effectively. To provide good atmosphere for customers, the restaurant also pays attention to its layout, table decoration and music.

The inspiration for this thesis came from the Planning Marketing course when students were assigned to conduct a marketing plan for Linnala Restaurant. As the restaurant is in its initial operation stage, the management team welcomes ideas for development. The authors realized that this is a good opportunity to be involved in the improving of sales at the restaurant. The target segment of this thesis is the local residents. Another advantage of undertaking this thesis project is that the authors can apply integrated theories learnt at the university when acting as project managers. Moreover, this is a good chance to acquire practical knowledge relating to the Hospitality Management Degree Programme, including kitchen operations and restaurant service. In order to achieve a deeper understanding about the business operations, the authors have worked in the restaurant since November 2013. The restaurant staff is very friendly and supportive, providing useful information as well as giving clear instructions.

The main purpose of this thesis is to study local customers' expectations and to provide a creative international cuisine experience for this segment i.e. a Vietnamese Tét pop-up restaurant day. While more customers are attracted to the restaurant, more profit is generated. Moreover, the result from this work can be used for future development of Linnala Restaurant.

Throughout this thesis, the authors organized two main activities to attract customers to come to Linnala Restaurant. In order to test the menu and get feedback from Linnala Restaurant's customers, a Vietnamese classic menu that served "Typical Lunch" was held on 15 January 2014. Based on customers' feedback and comments, a detailed plan was devised with Vietnamese Lunar New Year Day as a highlight. A Vietnamese Tết pop-up restaurant day was organized on 1 February 2014 to offer Vietnamese cuisine for local customers. As Willan (1994, p.7) has mentioned meals play an important role for family and friends to gather and socialize. Lunar New Year is the most important event in many Asian countries, and a reunion feast with a magnificent banquet of many courses is prepared in every family (Yu 2002, p.13). This planning stage took into consideration many aspects to organize a successful activity including market researching, marketing, menu planning, decorating and serving style. The main aim of these activities was not only to attract new customers for the restaurant but also to gain a better understanding of the customer segments and their expectation including food quality, taste and other service. The result analysis collected from this event would be the initial stage in developing the relationship between customers and the restaurant, increasing the opportunity for repetitive and loyal customers.

In this report, writers want to present three main sections. In the first part, market research and marketing communication tools are discussed. Then writers share experience about how to build a network connecting people from different groups. The final part reveals evaluation from customers' feedback, experiences from authors, and future development for Linnala Restaurant.

2 Marketing plan

2.1 Market research

Qualitative research method was chosen for this thesis study because it is widely used for research that does not focus on quantification or quantitative analysis. In addition, the qualitative research method is used to examine attitudes, feelings and motivations through verbal or visual data. (Mirola 2013.)

Regarding the market research section of this thesis, the main aims are to define current problems, to identify the solutions and to observe the improvements. The action research approach suits these objectives because it “entails close collaboration with the research object and its practical problem solving”. In an action research project, research questions are to study the process of change, development or improvement of actual issues. Researchers also involve in activities during the research from discovering problems to bringing changes and then to observing improvements. (Mirola 2013.)

The purpose of this market research was to understand the target segment i.e. local customers. There were two main stages for this section. In the first stage, the objective was to discover the current situation through customers’ experiences. Survey 1 (in appendix 1) was used to collect data from current customers who came to have the classic menu on Wednesdays and from Imatra residents in Imatrakoski. In the later stage, market research was conducted during on-going activities to get feedback from participants, including Vietnamese classic menu day and Vietnamese Tét pop-up restaurant day. Customers’ feedback through survey 2 and 3 was analyzed to evaluate the restaurant’s performance. For more information about the survey, please refer to appendices 2 and 3. Based on the collected data, the authors made changes to future activities to meet customers’ expectations and to improve the weaknesses.

2.2 Analysis of Finnish customer behaviour

The market target for Linnala project was the majority of Finnish citizens living in Imatra. It was important to analyse their habits and behaviour before building up an integrated marketing communication plan. According to statistics provided, customer behaviour was analysed based on certain aspects, which were the newspaper-reading level of Finnish residents, the impacts of Internet and mass media on people’s daily basis.

According to Jyrkiäinen (2008), Finland is one of the countries in the world where people read newspapers most frequently. They ranked first among EU countries and third in the world, after Norway and Japan. In addition, based on

Statistics Finland (2011), the target age for Finns reading newspapers on daily basis was incredibly wide. 70 per cent started reading news every day at the age of 15 in 2009. The number increased more and almost reached the peak for those above 65 years old. Therefore advertisements in newspapers were used to reach potential customers.

Furthermore, YLE, one of the largest Finnish Broadcasting companies, has four national TV channels and over twenty radio channels in Finnish, Swedish and also in Sámi-language. The average time of TV viewing daily for people above 10 years old in Finland was two hours and 46 minutes. It means that watching television soon became the most favorite hobby for Finnish people. Furthermore, in 2008, radio from YLE radio grew to be incredibly popular as there were ten nationwide and 47 commercial radio stations established through Finland. All radio stations were available and widely accessible on the Internet. Hence, broadcasting media was seen to be one of the most effective approaches. (Jyrkiäinen 2008.)

Finally, the impact of Internet has been growing dramatically along with the development of human interactions. According to Statistics Finland, the Finns commonly followed mass media via the websites. For instance, 74 per cent of them read news on Internet websites. In spring 2010, there were 42 per cent of Finns between 16 and 74 registering accounts on social network services such as Facebook and Twitter. Moreover, two thirds of young Finns and young adults followed social network service daily. (Statistics Finland 2010.)

2.3 Integrated marketing communication

As a startup business, the main marketing purpose of Linnala Restaurant at that point of time was to raise awareness of local residents in the area. In order to reach the goal, integrated marketing communication was conducted and utilized to gain the local citizens' recognition as well as the quality products offered by the restaurant.

Integrated Marketing Communication (IMC) plays a vital role in building a close relationship with customers in the target market, in order to create tangible results for the company (Kitchen, Brignell, Li, Kim & Jones 2004). To send the

target market a clear message about the company and its products or services, IMC coordinates multiple messages under many communications activities into an integrated marketing communication mix (Gabrielli & Balboni 2009, p. 277).

As described by Carson (1990), there are few constraints in doing marketing for small firms: limited resources, specialist expertise of the owner-manager and limited impact on the marketplace. To overcome the disadvantages, small companies should consider the importance of personal communication activities and carefully developed budgeting plan for marketing programme (Gabrielli & Balboni 2009, p. 278).

According to these limitations, a number of free listing services are employed in order to communicate major notice of events such as newspapers, specialist publications, radio, other similar events, notice boards and through placing posters/banners in the area where the events will be held (Robinson, Wale & Dickson 2010, p.155). Based on the analysis of Finnish customer behaviour discussed above, the authors built up the integrated marketing communication through three techniques: advertising, online marketing and public relations. Among these three techniques, public relations, which referred to Vietnamese Tết pop-up restaurant day on 1 February 2014, was a score activity. Later integrated marketing communication was expanded with the help of Saimaa University's staff, Ms Katja Remsu, working with several media companies. The following sections will explain how the marketing program was planned.

2.3.1 Online marketing

It is an increasing number of Finnish residents using the Internet. While 78 per cent of those aged 16 to 74 used the Internet daily in 2012, there was 63 per cent navigating Internet several times a day (Statistics Finland 2012). For this marketing technique, Facebook, goSaimaa calendar website and University's website were the main communication channels. The target segmentation for online marketing was students, tourists and young adults.

In social media network, Facebook has the largest number of users that is over 1.23 billion monthly active users. Furthermore, 42 per cent of marketers claimed that Facebook contributed critically to their business. (Noyes 2014). By using

Facebook, Linnala Restaurant can take advantages in many aspects. Firstly, marketing on Facebook is free in general and possesses the potential to quickly spread among customers if utilized with the right methods. Moreover, customers can communicate with the company directly about their expectations, complaints and compliments. (Strategic Direction 2012, p. 25-26). Facebook can also act as word-of-mouth marketing because information can be shared between users widely (Park & Cho 2012). According to Palmer & Koenig-Lewis (2009), 64 per cent of users tended to visit a web page when they saw their friends did the same. In general, despite the fact that most people dislike to see what their friends like, they still read it unconsciously (Hansson, Wrangmo & Søylen 2013, p. 122).

According to advantages discussed above, Facebook was seen as one of the most effective channels to spread daily notices of Vietnamese Tết pop-up restaurant to customers. Through Facebook, all the daily stories and activities related to the events were shared and then customers could respond immediately through “Like” button and comment function. Moreover, Facebook has the capacities regarding search engines and web analytics, which help local marketing for small companies. When Facebook users search for the information, the site can offer right products and services to match their needs (Lilley, Grodzinsky & Gumbus 2012, p. 92). Furthermore, the information was not only shared within Imatra region. Surprisingly, it reached out to some customers from other cities such as Lappeenranta and Jyväskylä.

Turning to the official press release, it was formally published on Saimaa University of Applied Science’s website and Linnala Restaurant’s website where residents can get necessary information (see appendix 4). As Vietnamese Tết pop-up restaurant was an international event, it can help boost the tourism in South Karelia region. Therefore, being connected with www.gosaimaa.fi, where tourists can find the regional activities in South Karelia, was crucial.

2.3.2 Advertising

According to Kotler (1994, p. 615), “advertising is a highly public mode of communication”, which is a significant way to reach a huge number of

customers geographically “at a low cost per exposure”. For advertising, due to the fact that Vietnamese Tết pop-up restaurant was seen as a small-to-medium event, the marketing mainly focused on visual and print ads such as newspapers, posters and leaflets. Billboards and other types of advertisement were not suitable for this event because of budget limitation.

The reason for using advertisement in newspapers was based on the analysis of Finnish customer behaviour, which was discussed above. Newspaper advertising allowed Linnala Restaurant to attract huge amount of customers in the given location, Imatra.

Another way to catch the attention of local residents is advertisement on posters, which were designed and translated in both languages: Finnish and English. The Finnish version was mainly revealed in public places such as local supermarkets, resident buildings, shops, kiosks, train station, bus stops and local companies in order to reach old Finnish people or those who barely speak English. On the other hand, the English version was more widely used to attract students and tourists, who can speak both Finnish and English, or only English-speaking people. For instance, the English posters were placed on notice board inside Saimaa University of Applied Sciences’ building and railway station.

Leaflets were also made first in English and then translated into Finnish with the same objective. All the leaflets were distributed at public stations where people could easily get the information. Supermarkets, R-kioskis and train station were seen to be the best places.

2.3.3 Public Relations

Public relations was the main marketing communication technique, which helped build up the relationship with the target public segments. Consequently, it made the company become more effective and meet its enhanced-value objectives. During this thesis, the authors organized two events relating to Vietnamese cuisine. The first event, Asian Classic Menu, was held on 15 January 2014 and the Vietnamese Tết pop-up restaurant followed two weeks later. The main aim of these events was to create the recognition as well as the positive image towards Linnala Restaurant.

Asian classic menu day was first held in order to test customers' feedback towards the new idea and at the same time promote the official upcoming event. This event was a part of every Wednesday's Classic Menu programme in Linnala Restaurant. On that day, customers were offered exotic Vietnamese lunch meals in a traditional serving style, which gave customers a hint of what would happen on the Vietnamese Tết pop-up restaurant day. As a result, the Asian Classic Menu attracted more customers, compared with other Classic Menus on Wednesdays. The majority of customers gave positive feedback towards the serving style and the food. There were comments to develop an upcoming event, and marketing approaches.

The main event - Vietnamese Tết pop-up restaurant was organized on 1 February 2014. This was a themed restaurant day, which focused on Vietnamese cuisine and culture. There were also a studio and an exhibition about Vietnamese traditional New Year where customers got a chance to truly experience another unique culture from Vietnam. A lot of traditional treats and items were exhibited in this area. Furthermore, in order to entertain customers during the time they were dining at the restaurant, Linnala Restaurant held a live instrumental performance and a traditional Vietnamese playlist. Vietnamese students, who were currently studying at Saimaa University of Applied Sciences, performed the live music show. The main objective of the music show was introducing Vietnamese culture through music. During 5 working hours, the restaurant served around 150 customers having lunch. It achieved great success by attracting both new and current customers participating in such a unique event.

In order to organize such an event, the authors connected people from different sources to support the management team. In fact, the event involved students from both Art and Tourism departments. Art students were responsible for painting, photographing and filming. Kitchen and Restaurant team included students from group 13HRTM, Finnish group and exchange students. To introduce the cultures, Vietnamese students participated in culture program including music performances, exhibition and studio.

3 Networking

3.1 Students from Art department

The event target was to offer Vietnamese cuisine experience and to introduce the native culture through decoration. Fortunately, this year Fine Art department moved from another campus to Linnala Campus, replacing Chemical Engineering department. As a result, the movement encouraged the collaboration between two departments, adding great support to the diversity of the entire project.

The connection between the two departments has been built up early enough for the event. With the assistance from teachers in charge, there were in total 3 students involved in different projects. Maria Lehmusvaara was in charge of the theme drawings for restaurant decoration. Jesse Pylsy helped project managers build up the studio, borrow camera and then set up equipment for studio, exhibition and performance stage. On the pop-up restaurant day, he was also the cameraman, who captured all the moments of the New Year event. After the event, these photos were designed into a photo book, which was uploaded at the link: http://media.saimia.fi/refs/vietnamtet_photobook.pdf.

In addition, Juho Rahikka was responsible for recording and filming the preparation process and Vietnamese Tết pop-up restaurant. All the footages were then edited in order to make a short video report for Linnala Restaurant. This condensed video can transmit lively moments of customers, staff and restaurant atmosphere. This documentation can be found in YouTube at <http://www.youtube.com/watch?v=gxji9RYp8ts>.

3.2 Students from Tourism and Hospitality Department

To facilitate the event, it was required to recruit volunteers working in kitchen and restaurant. In order to find the most suitable group, the project managers had cooperated with in-charge teachers in Tourism and Hospitality Department, Ms Ann-Mari Karvinen and Mr Jukka Moilanen. After careful consideration, students under these teachers' courses were recommended including international group, Finnish group and exchange students. They were divided

into two teams: restaurant and kitchen teams. Each of the team was in charge of separate duties but also at the same time helping each other. Furthermore, Vietnamese students gathered to organize different activities presenting Vietnamese culture through live music performance, studio and exhibition.

3.2.1 Restaurant team

In the restaurant team, majority of students were from the group HRTM13. Furthermore, Finnish students also supported the team. Ms Ann-Mari Karvinen was the supervisor of this team. Her support in recruitment, training volunteers and consulting the project managers was highly appreciated.

Students were assigned into several different zones, which meant that certain students were in charge of certain tables. Furthermore, there was one coordinator between kitchen and restaurant group. Within the team, there were two Finnish students taking the orders from customers due to language barriers. One cashier made bills for customers. The rest of the team served customers. One day before the event, team members gathered to decorate the restaurant and to set up tables.

The theme was about Lunar New Year, which referred to the first day in lunar calendar (Putnam 2014). In Vietnamese, Lunar New Year is called Tết Nguyên Đán, which is the biggest holiday when families reunite and celebrate feast. According to Vietnamese beliefs, the colour red refers to good fortune and yellow is believed to bring success. That is why in order to bring the genuine atmosphere, tables were decorated with red tablecloths, yellow napkins and candleholders in lotus shape. Restaurant activity calendars were put on tables for customer's reference.

3.2.2 Kitchen team

There were two different teams working for this project. Firstly, Finnish group participated in preparing and cooking Vietnamese classic menu on 15 January 2014. A "typical lunch" menu was offered to get customers feedback about Vietnamese food and serving style. All dishes were brought to the guests at the

same time; customers shared dishes among each other. This demonstrated exactly how Vietnamese lunch is usually served and eaten.

Regarding Vietnamese Tết pop-up restaurant, participants were students from the group HRTM13 and exchange students. As these students are international and most of them have never cooked Vietnamese food before, one day for cooking and testing was organized in advance. All dishes on the menu were cooked in small portions then decorated in different ways. These sample plates were photographed in order to show restaurant and kitchen groups how the dishes would be served on the Tết pop-up restaurant day. On that day, students also tasted and gave comments for adjustments.

The kitchen staff started their preparation two days before the pop-up restaurant day. On 30 January, Vietnamese traditional fruit candies were prepared from oranges, pineapples and gingers. These candies are usually eaten during Vietnamese Lunar New Year. Therefore, they were displayed in the studio where customers took photos and tried a glimpse of the Vietnamese taste. On 31 January, half of the kitchen group worked in the afternoon to ensure that all ingredients were ready for the next day. This preparation was very important because it reduced the cooking time significantly.

On 1 February 2014, all staff worked from 8a.m to 3p.m with two short breaks. There were 4 different menus consisting of 12 different dishes. Each person was responsible for his or her own dishes at the beginning. When the restaurant just opened, kitchen had many orders at the same time. This put high pressure on staff because it was the first time they worked in a real kitchen and the workload was considerably high. In the middle of working day, kitchen ran out of prepared ingredients because there were more customers than expected. Staff faced challenges to prepare and cook at the same time. Although operation was changed, all staff adapted quickly and worked very well as a team. With high responsibilities and hard work, they all accomplished the tasks successfully and provided deliciously tasting and well-decorated dishes to the customers.

3.3 Vietnamese students

It was obvious to notice the big contribution from Vietnamese students in term of cultural aspects. It was thanks to them that the event truly reflected the real heart and soul of Vietnamese culture. Like other students, Vietnamese students were encouraged to involve in the pop-up restaurant as the main theme of the event was about Vietnamese Lunar New Year. These Vietnamese students were divided into two groups.

During the event, Khoa Nguyen and Uyen Hoang played live guitar and keyboard. They performed several Vietnamese popular songs in two shifts when Linnala Restaurant received the highest number of customers. Besides, customers also enjoyed Vietnamese landscape, culture, music and people through video show.

At the same time, there were two Vietnamese ladies working as receptionists. They wore traditional clothes, Ao dai, and introduced Vietnamese customs by inviting customers to have a taste of the traditional treats. Customers were interested in taking photos with them at the studio. They also helped allocate customers to suitable tables. In spite of language barriers, they collaborated with Ms Ann-Mari Karvinen to overcome the challenges. The main unique point was their native identities.

4 Evaluation and Recommendation

4.1 Feedback result:

According to the feedback from Vietnamese Tết pop-up restaurant, half of customers came to Linnala Restaurant for the first time. This was a positive result from good integrated marketing communication to attract new customers. Among five marketing communication tools such as facebook, posters, advertisement in newspapers, leaflets and online websites, the effect of each tool varied depending on different target customers. To attract new customers, advertisements on newspaper and posters had positive effects. Regarding current market such as students, they knew about Tết pop-up restaurant

through Facebook, posters at school and Saimaa university webpages. It was surprising when 40 per cent of the survey participants answered that they got information from their friends, husbands and students. This result revealed that word-of-mouth proved to be a very powerful marketing communication tool. It was important to make Linnala Restaurant popular so that loyal customers can introduce it to their friends.

Based on customers' evaluation, Tết pop-up restaurant's food was graded at point number 4 – "Good" over scale from 1 to 5 i.e. from poor to excellent. Serving style was pointed as 3.8, which was between "fair" and "good". The comments explained for this lower point was because of "slow" service. However, this evaluation was an encouraging result because working students were first year international students. This was the first time they participated in a real restaurant model where they cooked and served around 150 real customers in five opening hours.

After closing the restaurant, a staff meeting was organized to figure out weaknesses in operation. Both kitchen and restaurant teams pointed out their difficulties during the day. It took half an hour for the whole kitchen to get familiar with the working system including getting orders and producing dishes. Moreover, there was a gap in middle of the day when the kitchen ran out of prepared food because there were more customers than expected. When staff had to prepare and cook at the same time, it made customers wait for longer than usual. For the future, it would be better if kitchen staff were aware of this issue. The solution can be starting to prepare more before the ingredients actually run out. Moreover, there should be one person responsible for take-away because surprisingly there were many take-away orders.

Regarding restaurant group, there were both advantages and disadvantages when each person was responsible for particular tables. Serving speed was sometimes slowed down when one person delivered so many plates at the same time. The food got cold when it needed to wait for the waiter come back. This issue was solved when all group members helped each other.

4.2 Sharing experience

The authors had an opportunity to act as project managers who were totally responsible for this pop-up restaurant day. This thesis was an interesting topic because the authors can apply theoretical knowledge and get many valuable experiences. There were different issues to be solved at every stage. Unpredictable situations happened frequently because it required support from different groups to help organize a successful Tét pop-up restaurant day, which was mentioned in networking section. It was sometimes stressful when the authors had to prepare different plans because of uncertainty. It took time and effort to contact people, to wait and to follow up before receiving replies.

In addition to challenges, the authors learned great soft-skills relating to teamwork. Firstly, teamwork was applied between both writers. This had both advantages and disadvantages to do a joint thesis. Decision making process took longer time in comparison with being done individually. During planning stage, both writers always tried to persuade each other. Instead of self-making decisions, clear and persuasive explanations must be given. This working tip helped to minimize mistakes and to make better decisions. Many useful ideas were brought up through discussions. Another useful tip was good time management. With big amount of work to do, following schedule and deadlines was extremely important. Both authors always wrote down “to-do” list together which stated each person’s responsibilities and deadlines. This method limited the occurrence of missing plans and enabled the whole picture of the project to be foreseen. Secondly, both project managers had to deal with cooperating volunteers, who worked in the kitchen and restaurant. The managers were responsible for running the operations so they had to give explanations, instructions and decisions by themselves. All problems caused by the lack of experience were discussed and taken into consideration. After doing this thesis, the experiences collected proved to be great lessons. Fortunately, the authors had a chance to practice being managers of a realistic project.

Working with volunteers gave both project managers a great lesson on how to motivate them because “motivation is a key, if implicit, component of the human resource management process”. Without appropriate motivation, there is a lack

of enthusiasm to achieve goals, to deliver quality service, or a lack of concern for other colleague's welfare. (Bowdin, Allen, O'Toole, Harris & McDonnell 2006, p.166.)

The best tip to motivate students is finding beneficial reasons for the work so that they do not feel the project as a waste of time but a great chance to learn new things. According to expectancy theory by Vroom, the perception of a link between efforts and rewards is crucial to motivate employees. Therefore, volunteers can be motivated by self-interest in participation, such as the obtainment of new skills, career progression or learned experiences. (Robinson et al. 2010, pp.125-127.)

Lack of time, poor social affiliation, inadequate skills and experiences are deterrents to volunteering. However, it can be improved by allowing flexible voluntary working hours, clear and specific instructions. Moreover, volunteers can choose tasks based on their interests. For example, students were allowed to decide whether to work in kitchen or in restaurant. Additionally, people would be more likely to volunteer if they were asked directly; their friends also participated or had possibilities to make friends; and if the role benefitted their future career development (Robinson et al. 2010, p. 128).

In addition, team members were encouraged to give opinions. It helped generate more ideas for development. Being open-minded to accept new ideas was important because in event management, uncertainty was inevitable and unpredictable. Hence, with an open mind, the work process became smoother, more effective and less stressful.

4.3 Future development

There were many suggestions from customers to have more pop-up restaurant days, which serve different international cuisine in the future. This is good news for students who want to continue our project to increase market shares of local residents for Linnala Restaurant. According to results from survey, effective marketing communication tools are newspaper, poster, facebook and Saimaa University of Applied Sciences' website. If the pop-up restaurant day can be organized more often e.g. quarterly, it will save a considerable amount of

marketing efforts because customers are aware of this. These activities also provide many benefits for students. In kitchen classes, students can make a plan for one pop-up restaurant day at the end of their semester. In this way, they will have opportunities to practice their professional skills, which will benefit their future careers. And profits from these restaurant days can be used to sponsor for students' activities for example field trips, culture events or extra curriculum.

In addition to delicious cuisine, live music performance and decoration received positive feedback from customers. To attract more customers, Linnala Restaurant can cooperate with Imatra music bands to hold small concerts inside the restaurant. Residents can come to listen to music performance while they are having lunches. Linnala Restaurant has the advantage of good location, big operational space and facilities to hold such events. This is a place where local residents can enjoy activities and students have more opportunities to practice.

Another possible thesis topic can be "Being a chef in one day" program. Anybody who desires to act as a chef can raise his idea. The student will prepare a detailed plan including budgeting, marketing and human resources. That "Chef" can cook for his party, ceremony or even a pop-up restaurant using Linnala Restaurant's facilities and students' support.

Furthermore, Linnala Restaurant can take advantages of students from Art department in term of marketing communication. Art students can make good marketing video clips for restaurant, which helps save the budget. Exhibitions from Art department can attract residents' attentions. Therefore, Linnala restaurant can cooperate with Art students to organize exhibition on Classic Menu Day. It differentiates the restaurant from other competitors because not many restaurants in the region are able to do this. In general, the contribution from Art department needs to be taken into consideration, as it seems very beneficial to the restaurant.

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Appendices

Appendix 1 Survey 1

Tutkimus aasialaisesta pop-up ravintolapäivästä *Survey for an Asian pop-up restaurant day*

1. Kertoisitteko kokemuksista aasialaisista ruoista? Mitä Aasian keittiotä olet maistanut? (esim. kiinalainen, thaimaalainen)
*Please share your experience about Asian cuisine.
What Asian cuisines have you tried? (E.g. Chinese, Thai)*

Jos Linnala järjestäisi aasialaisen teemapäivän...

If Linnala restaurant organizes an Asian pop-up restaurant day...

2. Mitä seuraavista tarjoilutavoista suosisit?
Which kind of serving style would you prefer?
- Länsimaista: ruoat omilla lautasilla
Western-style: each customer has his/her own plate.
 - Aasialaista: ruoat aseteltuna pöytiin joista jokainen ottaa
Asian-style: dishes are placed on the table and everybody shares.
3. Valitse tyyppi jota suosit.
Kindly choose menu type which you prefer.
- A la carte: Asiakas valitsee listasta haluamansa
A la carte: guests choose from a list of options
 - Table d'hôte: ennalta valikoitu valikoima ruokia tarjolle
Table d'hôte: pre-established courses are served.
4. Kuinka paljon olet halukas maksamaan aasialaisesta ruoasta?
How much are you willing to pay for such an Asia meal?
- 10€ tai alle
Equal or less than €10
 - 11€ - 20€
From €11 to €20
 - Muu? Minkä verran?
Other (please specify): _____

☺ Kiitos! ☺
☺ Thank you! ☺

Feedback on Asian Classic Menu

1. How do you feel about the Asian serving manner?

Mitä mieltä olet aasialaisten tarjoilutavasta?

.....

2. How about the taste of the food? (too spicy, too salty, too sweet or good)

Entä ruoan mausta? (Liian mausteinen, liian suolainen, liian makea vai sopiva)

.....

3. Do you have any recommendations to improve the Restaurant?

Onko sinulla mitään ravintolan parantamisehdotuksia?

.....

4. In general, could you please rate:

Yleinen arviointi:

	1	2	3	4	5
	Poor	Satisfaction	Fair	Good	Excellent
	Huono	Tyydyttävä	Kohtalainen	Hyvä	Loistava
Asian Food					
Aasialainen ruoka	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asian serving manner					
Aasialainen tarjoilutapa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>


Survey in Vietnamese Pop-up Restaurant

- Have you ever had lunch in Linnala restaurant?
Oletko ennen käynyt lounaalla ravintola Linnalassa?
 Yes/ Kyllä No/ Ei
- How do you know about Vietnamese pop-up restaurant?
Mistä sait tiedon Vietnamilaisesta Pop-up ravintolasta?
 Facebook
 Poster/ Mainosjuliste
 Newspaper/ Sanomalehti
 Leaflet/ Mainoslehtinen
 Saimaa UAS website/ AMKin nettisivu
 Other/ Muu :
- In general, could you please rate:
Yleinen arviointi:

	1	2	3	4	5
	Poor	Satisfaction	Fine	Good	Excellent
	Huono	Tyydyttävä	Kohtalainen	Hyvä	Loistava
Vietnamilainen ruoka Food	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aasialainen tarjoilutapa Serving style	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- What would you recommend us to improve Linnala restaurant?
Miten haluaisit meidän kehittävän Ravintola Linnalan toimintaa?

.....



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Come to enjoy Vietnamese New Year cuisine in Imatra

Monday, 13 January 2014 11:44

Vietnamese New Year lunch event will be held on 1st of February at Saimaa UAS Linnala Campus. At the same time event is part of the Restaurant Day.

This time the center of the attention is one of the world's biggest celebrations, the Vietnamese New Year. The event at Linnala Restaurant includes a traditional Vietnamese celebratory New Year feast, live music and other interesting things that showcase the Vietnamese culture.

– "Before we have only celebrated Vietnamese New Year together with our friends, but this year we wanted to offer a chance to get familiar with the biggest celebration in Asia to everyone who lives in Imatra", explains **Xuan Dinh**, one of the project managers.

There is a wide array of light and delicious Vietnamese dishes available, and the meal includes a starter, main course and a dessert together with the beverages. Many signature dishes of Vietnamese cuisine will be introduced in Restaurant day, such as lemongrass chicken and chargrilled pork with vermicelli noodles. Furthermore, vegetables summer rolls are the special option for vegetarian. Moreover a Vietnamese typical lunch –menu is the best way to experience new gastronomy style from Vietnam. The doors are open for everyone between 11am and 3pm. The price of the meal is 12 euros. It is possible to also buy the food as a take-away.

On the year 2011 founded Restaurant day -event arrives to Imatra already for the third time thanks to the Vietnamese students from Saimaa UAS.

More information:

Anh Ha, project manager, puh. 041 706 7318

Xuan Dinh, project manager, puh 044 926 9128

Website: <http://www.saimia.fi/ravintolalinnala/>

Facebook: <https://www.facebook.com/pages/Vietnamese-Tét-Pop-up-Restaurant/475408985902794>

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The poster features a vibrant red background with traditional Vietnamese motifs. On the left, there are two large, ornate yellow lanterns with intricate patterns and tassels. In the bottom left corner, there is a watermelon and a slice of grapefruit. In the top right corner, there are yellow flowers. The text is centered and right-aligned, with the main title in large white letters and event details in yellow. Logos for Saimaan ammattikorkeakoulu and Ravintola Linnala are in the top left. A quote in yellow text is positioned above the main title. The date, location, and time are listed below the title, followed by the price and contact information at the bottom.

 **Saimaan**
ammattikorkeakoulu

 **RAVINTOLA LINNALA**

*Have you tried Vietnamese food...
... and experienced Vietnamese culture before?
if NOT, for sure you will be surprised !*

Vietnamese TẾT **Pop-up Restaurant**

Saturday, 1st February 2014
Linnala Restaurant
Tietäjänkatu 3, 55120 Imatra
From 11:00 to 15:00

Lunch: € 12

Phone: 040 648 2229 - www.facebook.com/vietnamese.restaurantday



Vietnamese typical lunch minimum 2 persons

Spring roll – Cha gio
rice paper, ground pork, bean thread vermicelli, onion, carrot, fish sauce, shrimp, mushroom

Cucumber and shrimp salad
cucumber, carrot, chicken, shrimp, pork, peanuts, lime juice, fish sauce

Lemongrass chicken 
fish sauce, lemongrass, garlic, chicken, vegetable oil, onion, rice

Stir-fried cabbage
cabbage, garlic, cooking wine, vegetable oil, soy sauce

Fruit
Watermelon

€12,00/person



Authentic flavor

Summer roll – Goi cuon
dried vermicelli noodles, rice paper, shrimp, lettuce, pork, garlic, fish sauce

Rice with pork and egg custard – Com suon cha
ground pork, bean thread vermicelli, wood ear fungus, pepper, eggs, pork, soy sauce, garlic, fish sauce, rice

Fruit
Watermelon

€12,00



Healthy treat

Chicken salad with cabbage – Goi ga
chicken, cabbage, onion, peanut, fish sauce, lime juice

Chargrilled pork with vermicelli noodles - Bun thit nuong
honey, pepper, onion, garlic, pork, cucumber, lettuce, fish sauce, vermicelli noodles, carrot

Green paste with coconut milk – Che dau xanh
green bean, sugar, coconut milk, vanilla, flour

€12,00

Vegetarian delight

Vegetarian summer roll – Cha gio chay
mushroom, carrot, lettuce, hoisin sauce, peanut butter, rice paper

Vegetable stir-fried noodle – Bun xao chay
vermicelli, cabbage, carrot, mushroom, soya sauce, rice paper

Green paste with coconut milk – Che dau xanh
green bean, sugar, coconut milk, vanilla, flour

€12,00

Drinks

Tea	€1,50
Coffee	€1,50
Cacao	€1,50
Grilled mungbean cake-Banh dau xanh nuong	€2,00



RAVINTOLA LINNALA

<http://www.saimia.fi/ravintolainnala/>

<https://www.facebook.com/vietnamese.restaurantday>