

A Comparison of Taste of Helsinki and Tallinn Restaurant Week : Possible Cooperation & Benefits

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<p>The aim of this Bachelor's Thesis is to analyse restaurant events happening in Helsinki and Tallinn, compare them and create a new event that joins both cities in cooperation.</p> <p>Two events were chosen, Taste of Helsinki and Tallinn Restaurant Week, as they have a common purpose and target market.</p> <p>The theoretical framework studies the strategies of event organising, the factors of consumer buying behaviour and the consumer buying decision process. The Twin-Capital project is examined and presented in support of the possibility of cooperation between Tallinn and Helsinki.</p> <p>Both events are described and compared, and both theoretical and hands-on research has been done to determine their impact on the restaurant business and the tourism in the city area. As part of the hands-on research, the opinions of the event organizers and those who participate in the event marketing have been collected through questionnaires, which were sent to them via e-mail and, in one case, delivered through an interview.</p> <p>The results reveal a positive response to the possibility of cooperation in a joint restaurant event, as well as personal opinions on the matter of how would that event be organized.</p> <p>The research confirms the potential benefits of a restaurant event for both cities, within the Twin-Capital project environment and it gives an inspiration for further development and studies.</p>	
Keywords Event, Taste of Helsinki, Tallinn Restaurant Week, cooperation, Twin-Capital project	

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1 Introduction

1.1 Background

The idea for this thesis was developed during the author's many visits to Tallinn (Estonia) and the discovery of the diversity of dining culture in Estonian restaurants. The experiences encountered in Helsinki's (Finland) restaurants were surprisingly bland compared to what was awaiting in Tallinn, even without taking into account the prodigious price differences. The author's nationality also plays its role, as she discovers with true passion and delight the Finnish and Estonian cuisines. While attending of Tallinn Restaurant Week (further referred also as TRW) —described in chapter 3.2— the natural question arose: Why Helsinki does not organize events such as Restaurant Week? And why these two close cities do not cooperate in the restaurant dining circles?

Restaurant events have always driven hundreds to thousands of initial consumers into places they have never been before and very likely always wanted to visit (Sharples and Hall 2008). This kind of events give those potential customers a reason to dine within the marketed restaurants for reasonable prices.

The idea of a Restaurant Week was born in New York City. The Taste Festival idea was created in London. Both events help to establish and increase business for restaurants. Restaurant Week has grown in popularity globally since its inception in 1992 (Mealey 2014a). Taste Festivals don't stay behind either: even though the first Taste of London was launched in 2004, the event has spread into 21 countries all over the world since then (Taste Festivals 2014a). According to Mealey (2014a), such events bring substantial business to the participating restaurants, as well as to the town where it is held, which receives an increase in tourism. It is great publicity for the local cuisine and, naturally, for the chefs themselves.

1.2 Thesis objectives

This Bachelor thesis introduces restaurant events taking place in Helsinki and Tallinn. One of the many reasons why these two capitals and their restaurant events activities are compared is that these cities have been described as a Twin-Capital. Considering Helsinki's and Tallinn's common history, proximity and interlinkedness through transport connections, definition of Twin-Capital as one single destination can be justified (Niemi 2012, 8). The setting definitely offers an opportunity to market the destination as something unique and the restaurant event, Restaurant Week or Taste Festival, in this case, might be the key to a successful cooperation.

This thesis will further suggest that the collaboration between Helsinki and Tallinn would work if the Restaurant Week event or Taste Festival were to be used as the means to increase the Twin-Capital's tourism. This will definitely require implementation of tailored marketing techniques in order to meet the expectations of different tourist groups and their purchasing behaviour (Niemi 2012, 47). That is why the theory framework will focus on factors which influence the consumer buying behaviour which impacts the Restaurant Week and Taste Festival success.

1.3 Approach, Method and Material

This Bachelor thesis compiles research based on personal experience, facts and previous works on the topic from other authors.

This thesis will attempt to improve understanding of Tallinn Restaurant Week and Taste of Helsinki —described in chapter 3.4— by making use of extensive research and a detailed case study. This will be supported by the information gained by interviewing professionals working at both restaurant events, which will help shed light on the validity of a possible collaboration.

The data from the interviews will be collected and presented through qualitative research method and will try to prove relevancy of the theory presented within a real world environment.

The material for the thesis will consist of the writers' personal experiences as an attendee of Tallinn Restaurant Week 2014, interviews of the organizing parties of Tallinn and Helsinki restaurant events and research materials gathered from various sources.

1.4 Thesis aim

The aim of this thesis is to examine two restaurant events: Taste of Helsinki, happening in Helsinki, and Restaurant Week in Tallinn, and to point out that Helsinki is in genuine need of organising Restaurant Week with the collaboration from Tallinn, as mentioned previously. To support this examination, questions are presented to the organizers, and to other people involved in the management of both restaurant events and the participating restaurants.

The results will be obtained from the research itself and the interview forms which will be described in further detail in chapter 4. The research will attempt to find out the main rea-

sons to organize Restaurant Week or Taste Festival in Helsinki and Tallinn and what is expected from the event's outcome, taking into account a possible cooperation. Academic literature will be used to support the comparison between the two restaurant events, with the intention of addressing all of the mentioned subjects by providing answers to the following questions:

- What are the Restaurant Week and the Taste Festival? Do they bring benefits to the restaurant businesses and to tourism in the area?
- Could a joined restaurant event from two cities help validate the Twin-Capital project?
- Would there be a willingness to cooperate among organizers of Taste of Helsinki and Tallinn Restaurant Week?
- Is there a need for Helsinki to arrange its own Restaurant Week?

2 Theoretical framework

The purpose of the theoretical framework presented in this chapter is to explain how various processes and concepts relate to each other, while providing justification for the topic researched in this thesis. First the theory will concentrate on what is necessary for organizing an event which is strongly intertwined with consumer behaviour knowledge. To put the restaurant event into a perspective of cooperation between Helsinki and Tallinn, the Twin-Capital project is introduced.

2.1 How to organize a restaurant event?

According to Sharma (2007), an event can be described as a public assembly for the purpose of celebration, education, marketing or reunion. Events can be classified on the basis of their size, type and context.

However an event can be characterised as an experience, as stated by Rutherford Silvers (2012, 4). An experience is carefully crafted to deliver an impact on the person who is attending. The activities, environment, and layers of multisensory effects are integrated into the design of an event. The positive event experience is one in which the mechanics are imperceptible to the attendee and the intended impact is delivered effectively.

Tallinn Restaurant Week and Taste of Helsinki belong to the event genre called Business and Corporate Events, which is described as: "Any event that supports business objectives, including management functions, corporate communications, training, marketing, incentives, employee relations, and customer relations, scheduled alone or in conjunction with other events" (Rutherford Silvers 2012, 5). The table of event genres can be found in appendix 1.

The reason why the Tallinn and Helsinki restaurant events fall into this categorization is that they both support the business of the many participating restaurants and other hospitality operators, such as hotels, which might get extra room reservations during the period of time the event is taking place. Tallinn Restaurant Week and Taste of Helsinki include customer relations or customer services, as the main clientele of these events are consumers being served pre-planned dishes, therefore the restaurants gain and retain a customer (Mealey 2014a). The following chapters will describe the various steps when organizing an event.

2.1.1 Planning

Planning is vital to the success of events, which can be complex and might have unusual requirements. When planning an event, one should always keep in mind the idea behind it as well as its theme. (Vallo & Häyrynen 2008, 98.)

The starting point of all plans is identifying the objectives and aims of the project. The planning will be much easier if the basic information is kept in the same place. The planning process helps identify any possible problems beforehand and takes into account things that might go wrong during the implementation. Project plan is an essential tool to help with the overall planning and all the activities included in the process that will lead to the event. The key characteristic of a project plan is that it is up to date and available to all of the members included in the planning process. (Shone & Parry, 2013, 84-87)

Planning is closely followed by organizing. To organize a restaurant event one must start with the basic information: who, what, where, when and, most importantly, why as mentioned above by Vallo & Häyrynen. With stress put on intended guests and their likes and dislikes, demographics, type of function, history of the event, (which means being aware of what has worked before and what has not), the period of time the event will take place in and other concurrent events happening simultaneously. The purpose of the event must be put together with goals and objectives to determine expectations defining the scope and the specifications that results in an event that satisfies the customer's needs and desires. The organizer must choose a manager and, together, prioritize a hierarchy of objectives for it. (Rutherford Silvers 2012, 7, 32)

When organizing an event in Finland, finding the suitable date can become troublesome business, due to the great differences between the four seasons. Especially when dealing with international guests, this needs to be considered from their perspective; what seems like perfect weather for a Finn to have a spring convention can translate into a horrible experience for guests coming from much warmer countries, where temperature might remain at +20 C° throughout the year (Wolf 2005, 10-11). Taste of Helsinki takes place in the outside environment, in a park called Kansalaistori. In 2014 that proved to be unfortunate, as it was pouring rain for most of the event which hindered the scheduled program.

The scheduling of dates does not only take seasonal weather into consideration, but also the conflicts associated with the dates or event sites, particularly when organising a restaurant event. Certain secular holidays or local celebrations often affect the availability of resources or levels of service at a particular site. Religious affiliations can affect the suit-

ability of certain dates or time periods, thereby affecting attendance and attitudes about the event hosting organization. The same consideration includes a determination of what will be competing with the event for the time, money, and emotional investment of the attendees. Concerning the restaurant event organizer, there must be a certainty that there is no other restaurant event scheduled at the same time to compete with. As the restaurant event might be increasing tourism to the local area, it will be necessary to evaluate the assets of other tourism destinations and events. (Rutherford Silvers 2012, 39, 40)

When deciding on the duration of the event, one should also consider whether one-day enrolments will be available for those who aren't able to attend the whole event. The event organizer might also want to ponder whether the potential customers are more likely to attend an event in the beginning or middle of the week, or if they would prefer a weekend (Campbell, Robinson, Brown & Race 2004, pp. 47-48). The duration of Taste of Helsinki is four (4) days and Tallinn Restaurant Week lasts seven (7) days. Both events extend into the weekend, which is a good range of possible dates offered to the attendees.

2.1.2 Marketing, financing and sponsorship

To deliver a successful event, it is critically important to define the needs for it. As mentioned in chapter 2.1.1, the purpose of the event is the foundation that drives all other decisions. When determining the event, one must include context, content, and mandate. (Rutherford Silvers 2012, 36)

Once needs are identified and the prioritized goals and objectives established, the event should be built around the purpose and vision of the organizers. This achievement, in turn, will be conditioned by the needs of the various stakeholder groups and sponsors with an interest in the event. Such groups may include local communities, various levels of government, potential attendees and participants. Given that many festivals and events are not one-off, but occur at regular intervals –yearly in the case of both Taste of Helsinki and Tallinn Restaurant Week–standing plans can be used in a number of operational areas. Standing plans are made of policies, rules and standard procedures and serve to reduce decision-making time by ensuring that similar situations are handled in a predetermined and consistent way. (Bowdin, Allen, O'Toole, Harris & McDonnel, 2006, 125) Once the standing plans are created, one can move to the next step of planning and organizing, which is taking care of marketing.

The most critical component of organizing an experience throughout the event is to establish the appropriate expectations through effective communications and marketing materi-

als. Collateral material is used in marketing and can be made up of any media or information. This can include brochures, newspaper ads, websites, banners, posters and stationary, but also blogs and mass mailings or emails. Anything that helps to promote a product or service to people (Magloff 2014).

What the organiser must keep in mind is that all promotional or collateral materials created for an event can be considered part of a legally enforceable contract between the event producer and the attendee. The event must be able to provide what was promised, at the same price that was announced, and delivered when it was said it would be delivered. The purpose of an event's collateral materials is to create interest in the event and provide information about it so that the customer will decide to invest in it and attend. (Rutherford Silvers 2012, 126)

Many collateral materials for events are a form of promotion, meant to stimulate the potential attendee to act, and to purchase the event ticket. People's purchasing decisions are most often based on emotion rather than logic, and on perception rather than reality; therefore, Briggs (2001, 94) disagrees with Rutherford Silvers by stating that the event marketing materials should focus on the benefits of attendance rather than its features.

The organizer must target the potential customer wants and desires, matching them to the benefits of the event experience to be had. Those benefits should then be highlighted in the collateral materials. The materials and tactics must be designed and planned from the inception of the event to ensure they communicate the correct message, in the correct mediums, at the correct times, so that they will be cost-effective and build excitement at the desired pace. All collateral materials should incorporate the theme or logo of the event with a consistent style and placement. Symbols, logos, or graphic representations associated with the event or an event organization are a form of "branding": they project an image and link the product, or event, in this case, with an easily recognizable and consistent perception of value to the consumer. (Briggs 2001, 94 and Rutherford Silvers 2012, 127, 128)

According to Briggs (2001, pp. 149-150), the preferable way of marketing and promoting an event is through physical printed items, such as brochures, newspapers, magazine and similar items, which become tangible evidence of the purchased experience, or soon to be purchased. However, according to Middleton (2001, 285), the trend is toward the Internet (specially social media platforms, such as Facebook, Twitter, LinkedIn, and other communities of interest, and e-mail), for reasons of cost and speed with the potential added benefit of having the material redistributed to an even greater audience.

How to market an event becomes significant no matter the size, type, or theme of the event itself. Budget can become the one thing that determines what type of marketing to use for the event. The budget available for some events might be very large, while for other events it might be quite modest. Therefore, the marketing must be planned according to the size of the budget and it must shift its focus to effective public relations rather than advertising. (Shone & Parry 2013, 92,93)

Additionally, Vallo & Häyrynen (2008, 139) have a good point about budget planning when they say: "It is a good idea to go through previous projects with the same characteristics. When creating the budget all previous knowledge on the target audience is very helpful".

Robinson, Wale and Dickson (2010, 46-47) have another opinion on successful financial management of an event, which, according to their work, does not necessarily mean making a profit, even though in most cases it does. The financial planning of an event consists of many different factors and requires great attention to detail and careful planning. The aim of the financial plan is to cover all costs with ticket sales, donations, grants, funding and sponsorships. Planning this ahead requires forecasts developed by different processes and an evaluation of the potential of the event.

Sponsorships, either provided as cash or in-kind support such as products or services, is central to the revenue and resources of new and continuing events. Event organizers and marketers are usually actively engaged in tasks such as identifying potential sponsors, preparing sponsorship proposals and managing their ongoing relationships with sponsors. In simple terms, sponsorships are the purchase of exploitable rights and marketing benefits that arise from direct involvement with a special event. Most importantly, sponsorships are a strategic marketing investment, not a donation or a grant, which means that events and festivals must view sponsorships as working business partnerships.

(Bowdin & al. 2006, 229)

The events discussed in this thesis are both sponsored by different partners: the main partners of Taste of Helsinki are Electrolux and Reaktor, and Tallinn Restaurant Week is sponsored by The Estonian Restaurant Association and LHV bank (Tallinn Restaurant Week 2014 and Taste of Helsinki 2014). A good grasp of the effects that sponsorships have on customers helps to understand the engagement of corporate and government bodies in events and festivals. Knowledge and familiarity with a corporation as well as attitudinal and behavioural effects have been linked with event sponsorship: The spon-

sor's investment creates goodwill among attendees, which in turn influences their attitude and behaviour towards the sponsor's brand. (Meenaghan 2001)

2.1.3 Managing

Event management includes the creation process, not just what happens at the event itself. The event is the product of a management process. It may take place over a period of hours or days, but the management process may take place over many months or years. Project management is a system that describes the work before the event actually starts, the event itself and, finally, the shutdown of the event. The implementation process in project management includes the application of all plans, such as carrying out the promotional schedule, hiring staff and confirming contracts. The beginning of the implementation can consist of various meetings and communication between various parties. (Bowdin & al. 2011, 263, 266)

Such communication starts already with restaurant owners. In a restaurant event concept the selection of restaurants is the most important part of project management. The selection of participating restaurants must be based on the purpose, role, goals and objectives of the event. Restaurant selection includes knowing what features each participant should possess to fit in with the nature of the whole event: theme, scope, complexity, and physical and budgetary requirements. In the restaurants events in Helsinki and Tallinn, the core is fine dining for lower menu prices. (Rutherford Silvers 2012, 60, 61)

How attendee registration into the event is managed and organized gives a lasting first impression of the event, and of how the attendee can expect to be treated throughout the event experience. These days, most participants expect to be able to register for events online. There exist many tools that are practical and affordable for the organizer. Products range from tools that only handle the event registration, to general packages that can process many different types of payments, or even to powerful, feature-rich software that can take registrations and even help the organizer to manage the rest of the event. The registration process must be well organized, efficient and easy to fill out for the individual. Rules and regulations should be clearly displayed. "Rules and regulations" meaning, in this case, that payment and cancellation policies and procedures should be laid out. These policies should be clearly stated on the registration forms and on collateral materials including deadlines for special requests and prorated refunds. (Quinn and Andrei, 2011)

For example, specific rules and regulations are provided in the Tallinn Restaurant Week websites where customers reserve their seats in restaurants. The information stated is that the maximum number of guests that can participate in Tallinn Restaurant Week is six (6) and the minimum is two (2). The rule has been set to allow as many people as possible to participate in the event. The bookings made are final and non-refundable and unused vouchers of reservations lose their validity. (Tallinn Restaurant Week 2014)

During Tallinn Restaurant Week, the attendee books a table at a restaurant of their choosing via the event website; later, the event ticket serves as a proof of payment and the restaurant prepares a table with the attendee's name clearly displayed. This gesture feels more personal and the guest feels welcome early on after entering the restaurant. From the writer's experience, the booking procedure and admission to the restaurant went with ease. That experience was already a good sign assuring of the event's proper organization.

One of the basic rules of Taste of Helsinki is that the payment for dishes at the location is done with the festival's own currency, which is non-refundable after converted. The organizers use this method to ensure visitors spend all of their currency while still at the festival. Even though it is celebrated outdoors, no outside food items or beverages are allowed within the festival premises. Persons under 18 years of age are only allowed to enter if accompanied by adults. (Taste of Helsinki 2014)

Ticketing is closely linked with the budget. The organizer determines the ticket price depending on the revenue requirements of the event, the desirability or proximity of the seat assignment, and the selling costs such as taxes, service and so on. Ticketing is also a control mechanism, as it not only informs of how many people are attending, but it allows for visitor management: ticketing is a way to make sure that the bookings stay within capacity, which allows the organizers to ensure the safety of the participants by staying within the carrying limits of the different venues.

The ticketing system should be set up in a way that generates automatic e-mail confirmations of the bookings. Nevertheless the organizer must also hire and educate staff that should be available to contact through the official e-mail address or telephones of the event, in order to respond to different kinds of questions or service problems from participating restaurants as well as attendees. (Shone & Parry 2013, 248)

For instance, Tallinn Restaurant Week organizers have discontinued their phone service, so that they can be more efficient and improve the quality of customer response. By introducing the technologically advanced TRW Reservation and Ticketing System they provide

comfort, convenience and trust, making the reservations easier. Reservations can be made conveniently via their official website and questions can be asked through their official e-mail address. (Tallinn Restaurant Week 2014)

It is essential, at this point, to emphasize the core of restaurant events: the menu. Menu selecting for each participating restaurant is a joint effort between the organizer, the restaurant owner and the head chef. The menu must meet the nutritional needs of those consuming the food and beverages, as well as meet the goals, objectives, and purpose of the whole event. The menus selected will have both an emotional impact and a physical effect on the attendees. Certain foods can improve or detract from an attendee's perception of the whole event: for example, heavy meals will leave customers lethargic and unappreciative. (Rutherford Silvers 2012, 287)

The menu is planned according to the cost and market availability of the actual foodstuffs such as seasonal restriction or shortages and freshness of ingredients. The main purpose of both Taste of Helsinki and Tallinn Restaurant Week is to achieve fine dishes with a small budget. In this case, the organizer relies on large amounts of attendees in order to balance the costs. (Mealey 2014). More on this topic will be explained in chapter 3.1.

To put a perspective on the whole process of event planning as mentioned above, Manask (2002, 4) points out, that the restaurant event can also, if presented indolently, indifferently, or even just inconsistently, diminish the event's renown and curtail the degree of support it finds in sponsors and potential attendees.

According to Sharples and Hall (2008, 24), the organization of food events is different to that of any other event. Their connection to a product such as food, which is not only a part of everyday life, but also has particular cultural, economic and environmental significance, means that food events have to meet a different range of consumer and producer expectations. Food events are connected to promotional food products, but it is extremely important for food events to produce a certain quality assurance.

2.1.4 Closing down and evaluating

After the event, there is a range of administrative tasks to tie up. These include the completion of the accounts, the payment of final bills to contractors and the final marketing activities, such as closure press releases and providing information about future plans or follow-up events. (Shone & Parry 2013, 306)

In the case of Taste of Helsinki festival, which takes place outdoors, in a park area, it is important to leave the site in the condition it was found. Existing facilities that were there before the event must be restored to their correct standard, and it must be ensured that the cleaning has been done properly and anything accidentally broken has been repaired or paid for.

Event evaluation is critical to the event management process. It is a process of critically observing, measuring and monitoring the implementation of an event in order to assess its outcomes accurately. The event industry is young and still struggles in some areas to establish legitimacy and gain acceptance as a professional field. One of the best means for the industry to gain credibility is for events to be evaluated honestly and critically, so their outcomes are known, their benefits acknowledged and their limitations accepted. It is at the very heart of the evaluation process where insights are gained, lessons are learnt and events are perfected. Proper evaluation of an event at the hands of its organizers and managers, and to the dissemination of this evaluation to their stakeholders and interested groups will not only enhance the reputation of their events, but also their own reputation as true professionals. (Bowdin & al. 2006, 412)

It should be noted, however, that event management is emerging as a separate area of research, focused away from hospitality, tourism and leisure (Shone and Parry 2013). This shift has also been reflected in academic research with the emergence of journals such as *Events Management* and *Journal of Convention and Event Tourism*, as well as textbooks with authors such as Bowdin (2011), who attempt to describe events as a subject in its own right. There has also been an increase in the number of qualifications offered in event management, especially within universities that have a long tradition of hospitality management. (Ferdinand and Kitchin 2012, 255)

Sharples and Hall (2008) state that organization, should incorporate an understanding of consumer behaviour into its marketing and promotional strategies. Most importantly, food events should ideally be held as part of a broader marketing strategy which includes businesses, communities and product development, rather than being held for their own sake. For example, according to Hall and Mitchell (2008) an attractive market for a food event will be one in which the market segment has a relatively unsatisfied interest, motivation or need that the food event can satisfy.

These affirmations open up another topic of the theory framework needed to deeply understand the subject matters being researched in this thesis: consumer buying behaviour.

2.2 Consumer buying behaviour

It becomes obvious throughout the theory framework that the tasks of organizing an event go hand in hand with consumer behaviour.

Kokko (2005, 72) has an interesting rhetorical question: "At what stage a customer is a customer?" According to Cartwright (2000, 19) a customer can be defined as one for whom the organization satisfies a need and who is delighted in respect of their wants. Grönroos (2000, 35) uses the term relational customers, which refers to customers not purchasing and consuming the services or goods marketed by the organization. The essence of Grönroos thinking is that a genuine relational intent can only be shown, if all potential customers are treated equally when compared with buying customers.

Consumers, particularly those who reside in major cities, have an enormous range of leisure activities on which to spend their disposable income, which is the actual income remaining after deducting taxes. This means that a festival or event, which, by definition, can be categorized as a leisure activity, will attract only those who expect to satisfy at least one of their perceived needs. Therefore, any festival or event needs to be designed to satisfy the identified needs of its target market. (Bowdin & al. 181)

Consumer buying behaviour is the sum total of a consumer's attitudes, preferences, intentions and decisions regarding the consumer's behaviour in the marketplace when purchasing a product or service (Grimsley 2003-2015).

It is affected by many factors and it is essential for the marketer to understand the basic logics and interdependence of these factors. Although the initiation of much of the research has come from the development of marketing itself, valuable and varied combinations have been made by researchers from a number of other academic disciplines –ranging from economics and management theory to psychology, sociology and social anthropology. (Adcock. 2001, 75)

In this thesis, Perreau's (2013) notes on consumer buying behaviour will be used as a guideline to discuss the subject. Perreaus' notes are strongly influenced by well respected authors in the consumer behaviour field: Kotler & Armstrong (2001).

Manask (2002, 1) states that a desire for memorable dining experiences or special events purchase is an exclusive motivator, and motivation is included in one of the four (4) factors influencing consumer behaviour—in psychological factors, to be exact. The following part

of the theoretical framework will focus on description of all four (4) factors, which are the psychological, cultural, social and personal factors that affect the consumer buying behaviour.

2.2.1 Psychological factors

Psychological factors refer to thoughts, feelings and other cognitive characteristics that affect the attitude, behaviour and functions of the human mind. These factors can influence how a person thinks and later affect his decisions and relationships in his daily life. (Park and Kim 2003)

According to Perreau (2003), psychological factors which influence consumer behaviour can be divided into 4 categories: motivation, perception, learning and, finally, beliefs and attitudes; many other authors had formed the same distinction, including: Solomon (2013) and Kotler & Armstrong (2001).

Food tourism is defined by Hall and Mitchel (2001, 308) as "visitation to primary and secondary food producers, food festivals, restaurants and specific locations for which food tasting or experiencing the attributes of specialist food production regions are the primary motivating factor for travel". Such definition, according to Sharpless and Hall (2008, 5), does not mean that any trip to an event is food tourism, it is the desire to experience a particular type of food or the food production of a specific region that must be the major motivation for such travel.

Motivation is a basic concept in human behaviour and, thus, it also is in consumer behaviour. Motivation can be described as the driving force within individuals that moves them to take a particular action. This driving force is produced by a state of tension, which exists as a result of an unfulfilled need. Motivated behaviour is an activity that is directed towards the attainment of a goal or objective. (Evans, Jamal and Foxall. 2006,4)

Decrop (2006, 33, 37) has another perspective on motivation when he states that it serves as an initial desire to escape the home environment. Venturing outside the home environment may thus be considered as a consequence of psychological factors, or wants, elicited by the desire of reaching the goal or goals (Decrop 2006, 9; Yoon and Uysal 2005, 45).

To increase sales and encourage consumers to purchase, organizations should try to create, make conscious or reinforce a need in the consumer's mind so that he or she devel-

ops a motivation for purchasing. The consumer will then be much more interested in considering and buying the products or services offered. (Perreau 2013)

To sum up the above, motivation is what will drive consumers to develop a purchasing behaviour. It is the expression of a need which became urgent enough to lead the consumer to want to satisfy it.

Another category of psychological factor is presented by Sharma (2006) when stating, that consumers constantly synthesize all the information they have about a company to form a decision about whether that company offers value. In a sense, consumer perception is an approximation of reality.

Solomon (2013, 70), however, describes the perception in more detail; a sensation can be defined as the immediate response of people's sensory receptors (eyes, ears, nose, mouth, skin) to basic stimuli such as light, colour, sound, odour, and texture. Perception is the process by which people select, organize, and interpret these sensations in order to give them meaning. Depending on a person's experiences, beliefs and personal characteristics, an individual might have a different perception than another.

To bring back the explanation of perception into the field of marketing, Shah (1998-2015) considers perception as the act of selecting, organizing and interpreting information in a way which produces a meaningful experience of the world. There are three different perceptual processes, which are selective attention, selective distortion and selective retention. In the case of selective attention, marketers try to attract the customer's attention, whereas, in the case of selective distortion, customers try to interpret the information in a way that will support what they already believe. Similarly, in the case of selective retention, marketers try to retain information that supports their beliefs.

The next psychological factor, learning, refers to the process by which consumers change their behaviour after they gain information or experience. It's the reason one does not buy a bad product or service twice. Learning does not just affect what the consumer buy; it affects how he/she shops. People with limited experience about a product or service generally seek out more information than people who have used a product or service before. (Creative Commons 2012)

The last category of psychological factors is beliefs and attitudes. A belief is a conviction that an individual has on something. Through the experience acquired, his/her learning

and external influences (family, friends, etc.) will develop beliefs that will influence his/her buying behaviour.

An attitude can be defined as a feeling of an object, or predisposition to act in a certain way toward that object. Attitudes allow the individual to develop a coherent behaviour against a class of similar objects or ideas.

Beliefs as well as attitudes are generally well-anchored in the individual's mind and are difficult to change. For many people, their beliefs and attitudes are part of their personality and of who they are. (Perreau 2013)

2.2.2 Cultural factors

Culture is crucial when it comes to understanding the needs and behaviours of an individual. Throughout one's existence, the influence of family, friends, cultural environment and societal context will teach them the values, preferences and common behaviours of their culture. (Perreau 2013)

To summarise, "culture refers to the shared beliefs, customs, behaviours, and attitudes that characterize a society". Culture is handed down throughout generations and is often considered the broadest influence on consumer behaviour. The culture prescribes the way in which the individual should live, and it has a huge effect on what is perceived as necessary purchases. (Creative Commons 2012)

Cultural factors can be divided into three: subculture, social classes and cultural trends. Subcultures can be defined as groups of people who share the same values based on common experiences or a similar lifestyle, and their general influence is subsequently affected by social class, which acts as a determinant of behaviour. Social class is determined by a series of variables such as occupation, income, education and values. People within a particular social class share similarities among each other, but they can move from one social class to another in due time and circumstances. (Chand 2015)

The term "cultural trend" refers to trends widely followed by people, which are amplified by their mere popularity and by conformity or compliance with social pressure. The more people follow a trend, the more others will want to follow it. Trends affect the behaviour and shopping habits of consumers, they may be related to the release of new products and services or become a source of innovation.

Consumers will be influenced, consciously or unconsciously, by these trends, due to social pressure, a desire to conform or belong to a group or simply because of the high visibility provided by media. (Perreau 2013)

2.2.3 Social factors

Social factors influence consumer behaviour significantly. They fall into three categories: reference and membership groups, family and social roles, and status.

An individuals' behaviour patterns, likes and dislikes are influenced by the people surrounding them to a great extent. One always seeks confirmation from the people around them and seldom does things that are not socially acceptable. (Chand 2015)

Reference groups have the potential of forming a person's attitude or behaviour. The impact of reference groups varies across products and services. In broad terms, reference groups are defined as those that provide some more or less exact frame of reference for their form of behaviour, lifestyle, desires or consumer habits. (Shah 1998-2015)

On the other hand, family has deeper influence on the buyers' decision making. Many of the products and services individuals buy and do not buy are a reflection of what their parents bought while growing up. Family influence forms an environment of socialization in which an individual will evolve, shape their personality and acquire values. As well as develop attitudes and opinions on various subjects, such as politics, society, social relations and desires. (Creative Commons 2012)

The membership groups of an individual are social groups to which they belong and which will influence them. These groups are usually related to social origin, age, place of residence, work, hobbies, leisure, etc.

The influence level may vary depending on individuals and groups, but, in general, common consumption trends are observed among the members of the same group.

The individual can also be influenced by a group to which he doesn't belong yet but wishes to be part of, the "aspirational group". This group will have a direct influence on the consumer who, wishing to belong to this group and look like its members, will try to buy the same products and services. (Perreau 2013)

For example being a part of the so called "foodie" group makes an individual want to join the group in attending the restaurant event. The expression "foodie" stands for a person who likes food.

2.2.4 Personal factors

Decisions and buying behaviour are also influenced by the personal characteristics of each consumer, such as age, way of life, purchasing power, revenue, lifestyle, personality and self-concept.

A consumer's buying behaviour will vary throughout their life. Their lifestyle, values, environment, activities, hobbies and habits will go through a growing process.

For example, during their life, an individual could change their diet from unhealthy products (fast food, ready meals, etc.) in their youth, to healthier ones, during a family-centric middle age, to finally needing to follow a low cholesterol diet to avoid health problems.

The family life cycle of the individual will also have an influence on their values, lifestyles and buying behaviour, depending on marital status as well as the geographical area where they live. (Perreau 2013)

The purchasing power of an individual, based on the income and capital, will have a decisive influence on their behaviour and purchasing decisions.

The personal income of a person is determinant for buying behaviour. The gross personal income of a person consists of disposable income and discretionary income. The disposable personal income refers to the actual income (i.e. money balance) remaining at the disposal of a person after deducting taxes. The discretionary personal income refers to the balance remaining after meeting the basic necessities of life. This income is available for the purchase of shopping goods, durable goods and luxuries. An increase in the discretionary income leads to an increase in expenditure, which improves the standard of living of a person. (Chand 2015)

Lifestyle is defined as the ways consumers spend time and money; the lifestyle of an individual includes all of their activities, interests, values and opinions, and it will influence their behaviour and purchasing decisions. For example, a consumer with a healthy and balanced lifestyle will prefer to eat organic products and go to specific grocery stores, and might do some jogging regularly.

In a purchase that requires a high level of involvement, such as attending an event, consumers will consider various choices and develop beliefs about each choice; afterwards, they will develop feelings about the effects of the event; and, finally, they will act and decide whether to purchase or not. With a behavioural influence, however, customers will act first (purchase), then develop beliefs about their purchase, which will lead to developing feelings about the product or service. (Friesner 2014)

By identifying and understanding the factors that influence customers, restaurant event organizers have the opportunity to develop strategies, marketing messages and advertising campaigns more efficiently and in line with the needs and ways of thinking of their target consumers. This strategy will be a real asset to better meet the needs of their customers and increase sales. (Perreau 2013)

Evans, Jamal and Foxall (2006) agree with Perreau's statement by pointing out that understanding customers will help the organization to develop and distribute their own product, get the right price point and develop successful promotional activities.

Once this factors about consumer behaviour are understood, it is important for those in charge of organization to gain the customers' loyalty, which can lead to a number of benefits, such as reduction in marketing costs, as loyal customers are a good source for spreading positive word of mouth (Evans, Jamal and Foxall. 2006, 264). Nevertheless, it is crucial to keep in mind that there exist other types of consumers.

Concerning consumer loyalty and satisfaction, it is important to consider what has been labelled as "consumer terrorists". These consumers claim too often to have a neutral opinion, to be quite dissatisfied and even completely dissatisfied when asked about their satisfaction levels. They normally switch products and services due to unsatisfactory experiences, the impact of which leads them to share their bad and frustrating experiences as often as possible. When the bad word of mouth spreads, it gets worse each time a story is told and the actual facts become distorted. They can spread ill will concerning the organization. (Evans, Jamal and Foxall. 2006, 274)

In the next paragraphs, opposing theories will be analyzed as it is important to consider different viewpoints.

Marketers and organizations put their sincere effort in understanding and influencing consumer behaviour, but, in spite of it, companies have not been successful at conceptualizing consumer behaviour. This is because consumers show in their behaviour, as today the consumers are using one product or service, tomorrow they may ask for another, and the day after tomorrow they may ask for a completely new product or service. Therefore at one end it is possible to compare the behaviour of the consumer to a chameleon that changes its colour as per the surrounding. Additionally, the consumer also engages and creates with the existing brand as a starting point, using materials to produce different outcomes for their own creative purposes. That results into a new term, "black-box", which refers to the buyer's or consumer's mind: An object inside of a black box won't be observ-

able from the outside, just like it's impossible to know what kind of thinking is taking place inside the consumer's mind. (Debasis 2013, 2)

2.3 Consumer buying decision process

In the previous theoretical framework the factors that influence consumer behaviour were established. In the following chapter, the focus will be on what drives the consumer to make the purchase decision.

The purchase decision is the fourth stage in the consumer decision process, and the point in which the purchase actually takes place. During this time, the consumer may form an intention to buy the preferred product or service because they have evaluated all the alternatives and identified the value that it will bring them. (Boundless 2014)

In 1968, Engel, Blackwell and Kollat developed a model of consumer buying decision process in five (5) steps, which will be the main reference in this thesis: Problem and need recognition, information search, evaluation of alternatives to meet the need, purchase decision and post-purchase behaviour. These agree with the five (5) factors that Kotler and Armstrong (2001, 193) suggested in more recent years for the consumer's decision-making process.

Vavra and Pruden (1998) explain, that it has been widely accepted that, in making a purchase decision, consumers pass through a series of stages of varying investigation and commitment, a buying decision process often defined by the stages of awareness, interest, desire, and action (purchase). These stages are often described by the acronym AIDA. This set of factors is very much like the previous one, differentiated only by the nomenclature. The interpretation of these factors is very similar.

2.3.1 Need recognition

The need recognition is the first and most important step in the buying process. If there is no need, there is no purchase. This recognition happens when there is a delay between the consumer's actual situation and the ideal and desired one.

However, not all the needs become buying behaviour, as the length of the delay between the two situations is quite important. But the product price, ease of acquisition, and other factors involved in obtaining this ideal situation have to be perceived as acceptable by the consumer, based on the level of importance he attributes to the need.

In addition to a need resulting from a new factor, the gap between the actual situation and the ideal situation can be caused by three different situations. Either the current situation

has not changed, but the ideal situation has; or, the ideal situation remains the same but the actual situation has changed; or, finally, both situations have changed. (Perreau 2013)

Neal, Quester and Hawkins (2002) call “need recognition” a “problem recognition” and explain the term for potential event or festival consumers as “the difference existing between what they would like to experience and what they have to do to satisfy that need”. Getz (2005) states that there can be different needs concerning events and festivals: “Events and festivals fulfil physiological needs (exercise, relaxation), interpersonal needs (social interaction) and personal needs (new experiences, fulfilment of fantasies)”. The speed at which people decide whether to attend an event partly depends on their event purchase involvement —that is, their level of interest in the purchase process, once it has been triggered.

2.3.2 Information search

Once a need is recognised, consumers start to search for information, which is the second step of buying behaviour. Consumers become selectively exposed to various stimuli and they try to make sense of them. The marketer uses various props to stimulate the consumer, that is, through the use of colours, sound, touch, taste, or smell, to evaluate and observe the product or service. The information search is a strong reflection of psychological factors concerning stimuli and perception as described in chapter 2.2.1. (ICMR, 2012)

Through a process of perception, consumers select, organize and interpret stimuli. These are more likely to be perceived when they conform to the consumers' past experiences and current beliefs about a product or service. Stimuli are believable and not too complex, they relate to a set of current needs and, finally, they do not produce excessive fears and anxieties. Retained information is stored in the consumer's memory, which also is a storage-room for past information and experiences. (Assael 1998, 83)

When looking for information, most consumers try to determine the relevant criteria on which to base their decision –the nature of event performers, the location, other attractions in the area, the ticket price and so on. The consumers also try to determine the extent to which the event will satisfy their needs. (Bowdin & al. 2006, 196)

Perreau (2013) agrees with Bowdin (2006), but with points to collected information rather than stimuli to explain the search for information. The customer will search more or less information depending on the complexity of the choices to be made, but also their level of

involvement. Then the consumer will seek a guidance in their decision-making process from internal information and external information.

Internal information is already present in the consumer's memory. It comes from previous experiences and opinions of a product or service, and it is sufficient for the purchase of everyday products that the consumer already knows. But when it comes to a major purchase, with a level of uncertainty or a stronger involvement, and the consumer does not have enough information, they must turn to another source, which is what Perreau calls "external information". This is the information about a product or service received from friends or family, reviews from other consumers or the press. Not to mention, of course, official business sources, such as advertising or a seller's speech.

During the decision-making process and the consumers' buying decision process, they will pay more attention to their own internal information and the information from friends, family or other consumers. It will be judged more objective than the information received from an advertising, a seller's speech or a commercial brochure of the product or service.

2.3.3 Evaluation

Modern consumer society has an abundance of choices and is saturated with information. The consumer must put a stop to their information search and choose a product or service from several alternatives. They must decide and narrow down product and service alternatives to an acceptable number and eventually choose one that will be the most suitable to their needs. In order to do so, consumers will evaluate the attributes of the products and services on two levels. The objective characteristics (such as the features and functionality of the product) and the subjective (perception and perceived value of the product or service or its reputation). (Solomon 2013)

The consumer will use the information previously collected in the search for information and their perception or image of a product or service to establish a set of evaluation criteria, desirable or wanted features, classification of the different products or services available and evaluation of which alternative has the most chance to satisfy them. (Perreau 2013)

The process will further lead to what is called an "evoked set" or "consideration set". That is, the set of products or services with a probability of being purchased by the consumer because they have a good image of it or the information collected is positive.

On the other hand, a so called "inept set" is the set of products or services that have no chance of being purchased by the consumer, because they have a negative perception or

have had a negative buying experience with the product in the past. Finally, the “inert set” is the set of products or services for which the consumer has no specific opinion.

The higher the level of involvement of the consumer and the importance of the purchase, the higher the number of solutions the consumer will consider important. Similarly, the number of considered solutions will be much smaller for an everyday product or service, or a regular purchase. (Solomon 2013)

The evaluation of event possibilities differs from what was explained above. It is fair to assume that consumers rarely weigh up whether they will attend more than one or two events on a given day. Instead, they are likely to choose between an event or festival and the cinema, a private party or an entirely different leisure activity. Services that a customer has not previously attended, such as events, are quite hard to evaluate. The consumer experiences some uncertainty due to the financial, social, psychological, sensory, performance and time-related risks involved. (Lovelock and Wirtz, 2004)

2.3.4 Purchase decision

Now that the consumer has evaluated the different solutions of products and services available to respond to their need, their decision will depend on the information and the selection made in the previous steps, which, in turn, are based on the perceived value, product’s features and capabilities that are important to them.

But the buying decision process may also depend or be affected by things such as the quality of the consumer’s shopping experience of the store or online shopping website such as, in this thesis case, reservation the ticket for restaurant event, and other factors being the availability of a promotion, a return policy or good terms and conditions for the sale. (Perreau 2013)

The purchase decision is the fourth stage in the consumer decision process and when the purchase actually takes place. During this time, the consumer may form an intention to buy the preferred brand because they have evaluated all the alternatives and identified the value that it will bring them. (Boundless 2014)

A consumption situation includes a buyer, a seller, and a product or service –but many other factors as well, such as the reason the consumer wants to make a purchase and how the physical environment makes them feel. Smart marketers understand these patterns and plan their efforts to coincide with situations in which the consumer is most prone to purchase. For example, the consumer’s moods change radically even during the day, so at different times their interest in what a marketer offers may waver. Social media plat-

forms are looking at ways to adapt quickly to situational changes. Facebook is testing real time ad targeting based on user's status updates and wall posts. Theoretically, a user who posts near the end of their work day is more likely to react on a leisure event restaurant promotion than at any other time. (Solomon 2013)

According to Kotler, Keller Lane, Koshy & Jha (2009), the final purchase decision, can be disrupted by three factors: Negative feedback from others and the consumers' level of motivation to comply or accept the feedback. For example, after going through the need recognition, information search, and alternative evaluation stages, one might choose to purchase a ticket to a restaurant event, yet a close foodie friend might share negative feedback, which could drastically influence personal preference. Finally, the decision may be disrupted due to a situation that one did not anticipate, such as losing a job.

During the purchase decision stage, the consumer must decide the following:

First of all, who should they buy from. This is influenced by price point, terms of sale, and previous experience with or awareness of the seller and the return policy.

Once this is settled, the consumer must decide when to buy, which can be influenced by the store atmosphere or environment, time pressures and constraints, the presence of a sale, and the shopping experience.

During this time the consumer might decide against making the purchase decision. Alternatively, they may also decide that they want to make the purchase at some point in the near or far future, perhaps because the price point is above their means, or simply because they might feel more comfortable waiting. (Kotler & al. 2009)

2.3.5 Post-purchase behaviour

Once the product is purchased and used, the consumer enter the last step of the buying decision process and will evaluate the adequacy in meeting their original needs, and whether or not they have made the right choice in buying this product. They will feel either a sense of satisfaction for the product or service of their choice, or a sense of disappointment if the product or service has fallen short of their expectations. An opinion that will influence the consumers' future decision and buying behaviour.

If the experience with the product was average or disappointing, the consumer is going to repeat the 5 stages of the consumer buying decision process during the next purchase, excluding the previous product or service from their evoked set.

On the other hand, if the product has brought satisfaction to the consumer, they will then minimize the stage of information search and alternative evaluation for the next pur-

chases, and buy the same product next time. This results in customer loyalty, explained below. (Perreau 2013)

Customer loyalty can be defined as how likely it is for previous customers to continue to buy from a specific organization. Some organizations employ loyalty programs which reward customers for repeat business (Business Dictionary 2015). Tallinn Restaurant Week and Taste of Helsinki do not have any loyalty programs yet (Tallinn Restaurant Week 2014; Taste of Helsinki 2014b).

The post-purchase evaluation may have important consequences for the product or service. Once the consumers have attended an event, they will start to compare what was expected with what was experienced. Consumer expectations arise from a combination of marketing communications planned by the event or festival organizer, word of mouth from friends and family, previous experience with this or similar events, and the event's brand image. (Bowdin & al. 2006)

A satisfied customer is very likely to become a loyal and regular customer. This loyalty is a major source of revenue for the organization: when there is a combination of all purchases made by a customer throughout their entire life, which is called lifetime customer value that can be positive or negative. Consumers will also be able to share their opinion of the product or service. Whether with their family or with their circle of friends on a much broader scale, through social networks or on consumer product review websites. (Perreau 2013)

To summarise the process of decision-making, the consumer identifies a need that may be satisfied by attending an event or other leisure experience, searches for information about such an experience in different media, and then evaluates the alternatives available. Most consumers then examine how the leisure experience compares with a list of the attributes they desired. Alternatively, event-attendees may be looking for innovative events to satisfy their curiosity. After experiencing the event, the consumers re-evaluate the experience for its quality of service and its capacity to satisfy their needs. (Bowdin & al. 2006, 193)

2.3.6 Consumer buying behaviour in restaurant events

"Unfortunately, very little research has been carried out about consumer decision-making explicitly in the hospitality sector", states Kokko (2005, 78).

According to Davis and Stone (1991, 25), there are six main motivating factors for a restaurant visit: (1) A celebration; (2) meeting friends; (3) getting a break from normal routines; (4) not having to cook at home; (5) enjoying food and beverages not available at home and (6) an invitation.

Kokko (2005, 78) explains that most of the motives above refer to the restaurant's role as a third place, which practically means that the restaurant is seen as a non-threatening gathering spot outside of work and home. This description can be applied to restaurants events as well. This kind of informal places are needed in order to put aside concerns of work and home, and to relax and talk. "Without such places, the urban area fails to nourish the kinds of relationships and the diversity of human contact that are the essence of the city", states Oldenburg (1989). More on the topic of restaurants and how their events benefit the city can be found in chapter 3.6.

To apply Perreau's theory of the consumer buying decision process to the topic of restaurant events, the organizers of the restaurant event can improve their marketing strategy to be effectively present with their customers at each stage of their buying behaviour by improving the knowledge of the consumer buying decision process. Thus, they can raise and create a need, strengthen their relationship with their customers and increase their sales. The start of the buying behaviour of the consumer is the need recognition. If there is no need, there is no purchase. That is why the generation or reinforcement of a need in the consumers' mind, which will trigger the buying behaviour, has a fundamental importance for any event organizer.

Restaurant organizers must focus on the activation or recall of a need —whether physiological, functional, social or change-related— for the consumer through their advertising campaigns.

2.4 Project Twin-Capital

According to the MacMillan Dictionary (2009-2015) a twin town "is a town that has established a formal connection with another town in a different country to encourage visits and exchange information".

There are twelve countries around the world which have multiple capital cities for a variety of reasons. Most of these countries split administrative, legislative and judicial headquarters between two or more cities. For example, the Netherlands' legal capital is Amsterdam, but the actual seat of government and residence of the monarchy is in The Hague. (Rosenberg 2015)

Helsinki and Tallinn are capital cities located in Northern Europe, with only 65 kilometres of Gulf of Finland separating them. According to a research done by Tapaninen, Sundberg and Posti (2011, 8), the amount of passenger traffic on the Helsinki-Tallinn route has varied between 5.7 and 7.0 million passengers during the 2000–2010 period.

There are many signs of increasing social and business relationships between Finland and Estonia. There is a high number of Estonian citizens visiting friends and family in Finland, and there is an almost equal amount of Finns and Estonians travelling for business between the countries. It can be estimated, that the passenger traffic will continue growing, but on a moderate growth rate. (Terk 2012, 44)

The short distance between Helsinki and Tallinn and the amount of visitors they exchange is a favourable factor for the development of the Twin-Capital project. Even if the project might mean in its early existence only mental support, information exchange, educational exchange and friendly environment, there is hope that it might influence both cities and their inhabitants also within the upcoming years.

More than seven million trips (mainly two-way trips) are made between Tallinn and Helsinki every year. The density of both passenger and cargo traffic is high. As Estonia and Finland have complementing interests regarding the would-be North-South transport corridor, the idea is to unite the forces to make plans together through the project within the Twin-Capital concept: "Rail Baltic". The railway connecting Baltic with Central Europe. A side project of Rail Baltic is building a tunnel under the waters of Gulf of Finland, between Helsinki and Tallinn. Today, the project has started to take shape in the form of commitments from the central governments of the countries along the transport corridor. Rail Baltic is planning to further expand the logistical connections between Helsinki and Tallinn, and to provide a window of opportunities for the twin city region. (Lepik 2012, 4)

The plan of a tunnel is not the only project of physical connection of Helsinki and Tallinn. Pro Toto is a Helsinki-based design and research practice established in 2011, which focuses on architecture, urbanism, strategic design and cultural analysis under the supervision of architect Martti Kalliala. They have been speculating on the possibility of building an artificial island —Talsinki— in the Gulf of Finland, between Helsinki and Tallinn. The project's premise and *raison d'être* is a proposed railway tunnel —the world's longest— which would connect the two capitals: the island would be built as a side-product from the tunnel's excavated granite rubble. The original financial strategy was published in 2008. In 2011, in the book *Solution 239-246, Finland: The Welfare Game* (Sternberg Press) the

idea was developed further: the island was imagined as a developing state, a social laboratory resort for both Finland and Estonia where novel forms of societal organization could be tested and experienced first-hand in a physical reality instead of as mental abstractions. (Pro-toto 2011)

It is quite logical that the idea of creating a twin city or a twin-region emerged in the early 1990s, within a context of rapidly developing contacts, with the added advantage of physical proximity. The trade ties and mobility flows between the two countries have grown in the last few years, triggered by Estonia joining the EU and the adoption of the euro by both countries. (Terk 2012, 8)

The concept of the Helsinki-Tallinn twin city and twin city region has been embedded in the official rhetoric of the city and regional administrations in Estonia and Finland for several years already. Many visions, development plans, reports and presentations have been compiled. However, the progress so far has been modest compared to the ambitions spelled out in the plans. (Krigul and Lepik 2012, 45)

According to Lepik (2012, 4), the argumentation is that tighter integration of Estonia and Finland supports the competitiveness of both countries in the Baltic Sea Region. The development of a twin city based on the two adjacent capitals, Helsinki and Tallinn, could serve as an important driver of regional integration between the two countries and have a significant impact on the geo-economic situation on the Eastern shore of the Baltic Sea. Regrettably, despite a number of visionary documents that have been created over the years on all political levels, the region has not yet truly developed together. Despite several statements, in practice, there has not been a cooperation in the twin city region spatial planning.

An important milestone in introducing the twin city idea within the framework of territorial integration was the publication of the book "Helsinki-Tallinna - kaksois kaupunki. Tarua vai totta?" ("Helsinki-Tallinn twin town. True or False?") in Helsinki in 1995. Several Estonian and Finnish visionaries, including the Estonian writer Jaan Kaplinski, who is considered the launcher of the term Talsinki, shared their ideas of what the twin city prospect could mean for both countries.

The Estonian-Finnish integration could be considered initially rapid yet uneven in its components. From the integration speed viewpoint, the leading components were above all in tourism (which was initially greatly related to shopping trips) and, secondly, contacts between companies. Other elements of integration like banking or education were developed at a significantly lower rate. (Terk 2012, 8)

Talsinki is often used to imply that the commercial centre of Tallinn has become the living room of the Helsinki population. Every summer, thousands of tourists from Helsinki go on day trips to Tallinn, where they spend their entire time in shopping in the various department stores and markets in the city centre and the Old Town, attracted by the low prices. Very few tourists venture outside the centre, and fewer still travel to other Estonian cities. (Kaivo 2012)

An important moment was when the twin city concept started incorporating specific policy-related content. The Helsinki-based Estonian researcher Mart Saarma advanced the idea in 2001 to link the two capitals by a “science bridge”. This idea was intensively addressed in the following years by the NPA Helsinki-Tallinn Euregio, which developed the ideas of Talsinki as a city of knowledge and culture and attempted to contribute to these developments in various ways. (Terk 2012, 8)

In 2011 the Helsinki-Tallinn Euregio initiated the publication of the book “Talsinki/Hellinn” with the subtitle: “Twin city residents are a growing engine of changes” which attempted to address the creation of the twin city from a citizen-centred viewpoint and presented a number of visionary ideas for making progress in this direction. (Terk 2012, 8)

In the twin city scenario project by Terk (2012, 18), he predicts that by 2040 the twin city will be formed as a closely integrated joint labour area. The differences in the quality of social services in Helsinki and Tallinn will diminish to a large extent. Talsinki will become a considerable development centre in Northern Europe, one which will be capable of competing with Stockholm and Copenhagen. The construction of the tunnel between the capitals will seem as a logical step for further integration of the city space and surrounding regions.

It is important to highlight that the Twin Capital project also faces obstacles.

Triple-helix cooperation, explained below, has recently become a popular topic between Finland and Estonia, as it is a particularly complicated type of cooperation. Many enterprises, more so in Estonia than in Finland, face problems in cooperating with the research institutions and universities of their own country. If the cross-border element and cultural differences are added to the existing problems, the situation becomes even more difficult. (Krigul and Lepik 2012, 45)

The concept of the Triple Helix of university, industry, and government relationships was created in the 1990s by Etzkowitz (1993) and Etzkowitz and Leydesdorff (1995), encom-

passing elements of precursor works by Lowe (1982) and Sábato and Mackenzi (1982), and it interprets the shift from a dominating industry-government dyad in an Industrial Society to a growing triadic relationship between universities, industry and government in the Knowledge Society. (Stanford University 2011)

The Twin-Capital project arises doubts, and the public of each country has its own issues to work through. It became evident that the Estonian society is considerably more open to the representatives of Finland than Finland is to their Estonian counterparts. In Finland, the problems lie in reclusion, division of the market, labour relations and prejudices against the Estonian operators and their products and services. A large number of barriers were identified which can be grouped into: (a) disparities in the society (welfare society and strong trade unions in Finland versus market-orientation and flexible employment rules in Estonia); (b) disparities in services (well developed and innovative Information and Communication Technology sector, but cheap labour force and services in Estonia, versus inflexible systems and expensive labour force in Finland); (c) mental barriers (mistrust from the Finnish side versus flexibility from the Estonian side); (d) different working cultures (rigid, well-planned, long-term decision-making in Finland versus hectic, fast and irregular plans and their implementation in Estonia); (e) differences in legal environments. (Krigul and Lepik 2012, 48)

Vimma (2005) brings an interesting point of view in an article published in City, stating: "Back in the days Tallinn was an international city, when Helsinki was still a miserable village. The fifty-one (51) years of Soviet Union occupation made very drastic changes to Estonia. But Estonia is back on its feet now and it can be seen. For example in the Old Town district of Tallinn there is a famous club Pegasus, which offers luxury environment and excellent service, compared to Helsinki's most famous club Studio 51, which might look like dark average pub with poor service. Estonian living standard (although still not on the level of Finland) has improved drastically. In fact, many goods are more expensive in Estonia than in Finland (e.g., some food supplies, clothes, etc.)".¹

Terk (2012) contradicts Vimma by acknowledging that cultural differences are present, but stating that they are explicitly recognized and generally seen as opportunities. While Finns and Estonians share many characteristics, they are also different. Estonia and Finland

¹ Original text in Finnish, translated by Veronika Harnová

complement each other. The Finnish deliberateness and planning versus the Estonian readiness to take chances and experiment.

Whether these differences hinder or constitute a chance for cross-border exchanges and integration can be debated. The fact that they are acknowledged is, as such, a positive element for further integration. Both cities are keen to develop cultural events with the aim to attract tourists and residents to each side of the gulf, building on cultural identities. Weak fluency in the neighbouring language is reported as one barrier for further integration, and this is rapidly increasing with the younger generations. English is increasingly used for cross-border communication. Differences in business culture are also reported as a hindrance for co-operation for Estonians active in Finland. (Nauwelaers, Maguire and Marsan 2013)

Kaivo (2012) has a certain hope for the Twin-Capital project, but he emphasizes that the implementation of such a project requires hard work. He states that, in recent times, there has been a disproportionate amount of resources and time thrown at treating and managing the European debt crisis. Much less political attention has been paid to the prosperity and growth of the citizens of Finland. Local government reform is not yet proven to be a success story in Finnish territorial policy. Finland and Europe need more dynamic regional development, entrepreneurship, economic growth and jobs. Therefore, Finland would be smart to pay substantially more attention to Talsinki type projects and their effective promotion and implementation. The operating environment must be attractive to companies, innovators and workers. Without concrete measures and metropolitan areas in co-operation, these objectives will not be achieved.

This national perspective would allow the decision-makers to focus strongly on the vital Talsinki metropolitan area development. But even inside the Helsinki metropolitan area the cooperation between Espoo, Vantaa and Kauniainen is quite slow and unproductive. That is why people need hard motivation and the skills of Finnish and Estonian cultural and economic cooperation in order to increase all levels of development.

To conclude this chapter, Nauwelaers, Maguire and Marsan (2013) suggest the great idea of branding the Twin-Capital. Branding is a motivation on both sides of the border to overcome its peripheral location within Europe, and, for example, attract investments and tourism. Developing a larger offer for cultural events on both sides of the gulf is also an objective which is seen as beneficial for both participants. It supports the wider branding of the region while also promoting greater cross-border integration and identity along cultural lines. Branding both regions as one is also considered useful for attracting foreign investment to better compete with other investment locations, notably Stockholm. Design branding is another field that both sides of the border seek to promote.

3 Research

After presenting the theoretical framework in the previous part, it is time to introduce the subjects of the research. At this stage, this thesis has set a theoretical basis which will shed light on the interviews carried on by the writer of this thesis. The following research will take into consideration suggestions of academic literature and implement them into real elements influencing the restaurant event processes, as well as the target market in the Twin-Capital project environment. The events will be described according to the general concepts, such as Restaurant Week and Taste Festivals, as well as the exact events of Tallinn Restaurant Week and Taste of Helsinki.

With the development and recognition of a management system, comes the ability to transfer this system to other events - that is, the ability to franchise. The successful event or festival becomes a model that can be developed into another event anywhere in the world. The value is not only in the single event, it is in the method used to organize the event (Bowdin & al. 2006, 446). The following Restaurant Week and Taste Festivals are clear examples of event franchising.

3.1 Restaurant Week

A Restaurant Week is a dining event, where a group of restaurants in an area coordinate to offer a set menu for a certain meal, at a fixed price. This price is usually lower than the price which is ordinarily paid at a restaurant. (Stein 2014)

The first Restaurant Week was thought up by Tim Zagat and Joe Baum. Tim Zagat is the founder of Zagat Survey which covers restaurant guides in cities all over the world. The late Joe Baum was a top restaurateur, creating famous dining rooms as the Rainbow Room and Windows on the World which was very successful restaurant at the top floors of the North Tower of the World Trade Center in Lower Manhattan New York City (Morabito 2013).

The pair planned the first Restaurant Week in 1992 to coincide with the Democratic Convention, which is a series of presidential nominating conventions held every four years since 1832 by the United States Democratic Party (Democrats 2015). The weeklong event was such a success it has grown to encompass four weeks in New York City, instead of one week. The concept has also spread across the country to cities and states, who participate in their own version (Mealey 2014a). For example according to Sardone (2014),

there are over 42 cities taking part in Restaurant Week in United States, in Canada there is Toronto Restaurant Week and beside Tallinn there is also London Restaurant Week.

Restaurant Week varies from place to place and can last less than a week or more than a week. The general concept is that local restaurants partner with local tourist organizations or chambers of commerce to promote a week of lunch and dinner specials. As was suggested in the theory by Bowdin, Allen, O'Toole, Harris & Mc Donnel (2006, 125). Such groups may include local community, government at various levels, potential attendees and participants

Other partners may include local businesses, banks and food vendors. Restaurants offer reduced prices for a *prix fixe* menu, the term is explained in the text bellow. The idea being that what restaurants lose in check averages they gain in sales volume. Some restaurants in New York report increased volume as high as 40% during Restaurant Week. (Mealey 2014a)

For example, Tallinn Restaurant Week is partnered and sponsored by bank LHVbank, Tallinn City Tourist Office & Convention Bureau and Estonian Restaurant Association (Eesti Restoranide Liit). Taste of Helsinki event on the other hand does not follow Restaurant Week concept, it is organized by private person Barry MacNamara who received the licence from Taste Festivals Ltd. and follows their concept. Taste of Helsinki is in partnership with Electrolux and Reaktor. More on this topic can be found in following chapters where Tallinn Restaurant Week and Taste of Helsinki are described in detail, that are chapters 3.2. and 3.4. (Tallinn Restaurant Week 2014 and Taste of Helsinki 2014)

Local restaurants pay a membership fee to participate in Restaurant Week and in return, they receive promotion and advertising and other advantages, such as online reservation options. (Mealey 2014, c)

The term *prix fixe* literally means fixed price. It is a French term that refers to a type of limited menu featuring a preselected list of dishes at a set price. The most common type of *prix fixe* menu is a multi-course meal with a set price. A *prix fixe* menu may include an appetizer, soup, salad, entrée and dessert, all for a set price per person. The options may include just one menu selection or a few different menu selections. *Prix fixe* menus are very common in Europe, most American restaurants use them only occasionally. (Mealey 2014b)

In a case of Tallinn Restaurant Week 2014, restaurants offered a lunch menu which consisted of a main dish and desert, the fixed price was 10€ (euro) and also dinner menu which included appetizer, main dish and desert for 20€ fixed price. Taste of Helsinki 2014 event had a different pricing as the tickets offering certain menu was starting at 17€, visitors could also decide to buy just one dish from each restaurant which were priced from 5 - 6€. (Tallinn Restaurant Week 2014 and Taste of Helsinki 2014)

The concept of a *prix fixe* menu is the core of the Restaurant Week idea. It is important to understand this notion as it underlines the whole purpose of Restaurant Week in order to create better business for restaurants.

Another illustration for *prix fixe* menu usage is serving a menu during busy days like Mother's Day, Valentine's Day or New Years Eve. This can help keep the kitchen stay under control. It allows the cooks to better prepare for a busy shift and can help keep a restaurant running smoothly. A *prix* menu can be run along with the restaurants regular menu. There are no set rules to choosing foods for a *prix fixe* menu. It can reflect the regular menu; perhaps a slightly dressed up version of house favourites. Or it can be a group of new special restaurant wants to try out. (Mealey 2014b)

For example a restaurant Dominic, participating in TRW is running regular menu in the same time of the event because of the large amount of reservations made a long period of time beforehand. As the head sommelier of restaurant Dominic, Imre Uussaar, mentioned (Uussaar 18 February 2015) see appendix 9., for their restaurant it would be better if TRW was organized in February, that way they would certainly provide more places for the event visitors.

In event of Restaurant Week all the participating restaurants should follow the same guidelines concerning a set price and similar menus. Pricing for Restaurant Week needs to accommodate both lower and higher valued restaurants. That is the agenda for all the restaurants so they would offer their best food. The idea behind Restaurant Week is to showcase restaurant's food to customers who may not eat there regularly.

(Mealey 2014a)

To see the reasons for the encouraged business growth even though all the restaurants in the area are offering specials at the same price at the same time it is necessary to introduce some advantages this concept proposes.

The purpose of Restaurant Week is to encourage dining out during typically slow seasons, mainly January - March, though Restaurant Weeks can be any time of the year, depending on the location (Mealey 2014c). Tallinn Restaurant Week was happening in first November week of 2014 yet Taste of Helsinki was arranged in second week of June 2014. Restaurant Week is also more than just getting people out to dinner. It is a community wide event that brings both people and local businesses and organizations together. There are many other activities that accompany the promotion, from cooking contests to beer tastings. For example, during Vermont Restaurant Week they offer parents night out promotions, food themed movie showings and readings from authors writing on topical food issues. In Boise, Idaho, discounted parking is available during restaurant week, to encourage dining out in the city's downtown district. In Santa Fe, local hotels offer special packages for Restaurant Week, as well as cooking demonstrations. (Mealey 2014c) These side programmes are more common within the festival area of Taste of Helsinki, especially the cooking production (Taste of Helsinki 2014).

With more and more people watching their budgets and limiting their dining out, events such as Restaurant Week become more appealing. For many people, restaurant events are a chance to dine out at multiple restaurants over the course of several days. (Mealey 2014c)

To apply Perreau's (2013) theory of the consumer buying decision process to the topic of restaurant events, the organizers of the Restaurant Week can improve their marketing strategy to be effectively present with their customers by improving the knowledge of the consumer buying decision process. Thus, they can raise and create a need, which is in this case low budget fine dining experience, by doing so, they strengthen relationship with their customers and increase their sales.

For instance, Tallinn Restaurant Week had 15,000 visitors in 2013, and 18,000 visitors in 2014, which shows that attendee interest is growing. Taste of Helsinki had close to 10,000 visitors in 2013, and 8 500 in year of 2014, the number of visitor was lower because the weather in June 2014 was very cold and rainy. Though the estimated number of visitors for the upcoming summer is, according to Jansson (2013), already 12,000, which means the popularity is rising in Helsinki as well. (Tallinn Restaurant Week 2014 and Taste of Helsinki 2014)

Restaurants aren't the only businesses to benefit from Restaurant Week. It helps increase tourism, therefore increasing businesses for hotels, stores and other local businesses. Cities and countries can use Restaurant Week as a platform to showcase their area and

build their culinary reputation. In New York City where there are plenty of restaurants who don't need promotion, many still join in Restaurant Week, recognizing the common good it offers. (Mealey 2014c)

According to restaurants participating in TRW 2014, which answered the e-mail questionnaire, all of them were certain of joining the event next year.

Some examples of valued restaurants that join these events is for Taste of Helsinki Michelin star restaurant Ask, local fresh food restaurant Juuri and another Michelin star recognized bistro-styled restaurant Demo. For Tallinn Restaurant Week among the valued and popular restaurant that joined the event are for example restaurant Kaerajaan with modern Estonian cuisine, restaurant Chedi with modern Asian cuisine and restaurant Tchaikovsky with Russian and French combination of a cuisine, which in 2013 according to Flavours of Estonia was announced as the 1st choice in Tallinn and the 2nd best in Estonia. (Tallinn Restaurant Week 2014 & Taste of Helsinki 2014, Telegraaf 2015)

The Pros and Cons of Restaurant Week are that on the plus side, Restaurant Week encourages diners to try new restaurants, and in some cases creates an affordable way to try expensive restaurants. The event can also help a restaurant by filling tables.

On the negative side, some diners prefer not to order from a Restaurant Week menu as many restaurants keep costs down due to the fixed pricing constraint. Restaurants can be crowded during these events. And smaller restaurants can find it difficult to manage their regular offerings along with a Restaurant Week menu. (Stein 2014)

To summarize the topic of this chapter, it is recognized that events such as Restaurant Week bring business not only to restaurants, but to the area where it takes place during an otherwise slow season. The event attracts customers to a new dining experience at an affordable price and, even though the original intent was that only expensive restaurants would participate, nowadays, restaurants of all price ranges take part in these events. Pricing decisions vary by area, but some events feature one set price for a three course lunch, and a different price for a three course dinner. Other events such as Taste of Helsinki feature a tier of pricing for one or both meals.

3.2 Tallinn Restaurant Week

"Tallinn Restaurant Week declares the first week of November as the week to celebrate good food and good restaurants. For one week Tallinn becomes a foodie heaven." (Culture 2014-2015).

"Since 2011, Tallinn Restaurant Week invites citizens and visitors to celebrate the wonderful food experience that can be enjoyed in the Capital. On offer is Estonian food both modern and traditional, mainly from local seasonal produce and several other modern cuisine styles." (Tallinn, 27 October 2011)

Eestimaitseid (2014) stated that the conceptions of the dining places became more diverse in the past years. Former boundaries were overcome and old understandings were broken. Fine dining gathered new strength and the opposition with casual dining in Estonia is becoming intriguing. Instead of two or three restaurants rapidly developing Estonian food culture, there are now at least a dozen. Restaurant Week has had a big part in that process as well.

The Estonian Restaurant Association (ERL) is initiator of the Tallinn Restaurant Week. The initiative started a little over 4 years ago with 2 restaurateurs which then decided that it was about time to present Tallinn restaurants to showcase themselves with pride.

The aim is to promote dining out as a cultural experience among locals and visitors alike. The quality of some of Tallinn's restaurants participating in Tallinn Restaurant Week has developed to a level such as some of the world's largest cities. Tallinn Restaurant Week organizers are convinced that the dishes on offer will provide consumers with the kind of enjoyment and gourmet experience which they wouldn't normally find in their own kitchen. (Tallinn Restaurant Week, 2014)

Tallinn Restaurant Week is a week of discovery, of eating out in various restaurants, sharing and comparing experiences, made possible by very accessible pricing – a two course lunch is priced at 10€ and a three course dinner at 20€. Seats can be purchased via the TRW Reservation and Ticketing System at Tallinn Restaurant Week official websites. Bookings need to be made at least one day in advance, but thanks to its popularity, many places are fully booked already the first day of opening the reservation system. (Tallinn Restaurant Week, 2014)

The reservation system is rather special for the Tallinn Restaurant Week. To participate, the potential attendee must reserve seats in the restaurants of their choice and pay for the seats online only. After making the reservation and payment the ticketing system will issue a reservation confirmation voucher with a unique ID code that will be sent to the attendee via email as confirmation of their booking with Tallinn Restaurant Week. That confirmation voucher specifies the date, time, restaurants and the number of guests. When entering

the restaurant the attendee only needs to show the voucher ID code to the restaurant staff, without it the guest is not entitled the Tallinn Restaurant Week offer but can order from the normal menu of a restaurant. (Tallinn Restaurant Week, 2014)

On days of 1 - 7 November 2014 Tallinn Restaurant Week was represented by so far the largest number of participants of total 44 restaurants and, more than 18 000 seats have been reserved. The participating restaurants and their Restaurant Week menus are announced one week before the beginning of the event. The meals are set menus based on dishes from the restaurants' à la carte selection and represents the style of each restaurant. The dishes make use of fresh and local ingredients as much as possible (Culture 2014-2015). According to Tallinn (27 October 2011) the popularity of Tallinn Restaurant Week has increased significantly every year.

Compared to the theory introduced in chapter 2.1. How to organize an event?, Tallinn Restaurant Week has succeeded in organizing the event throughout the years without difficulty. According to Neudorf Kristi (Neudorf 5 February 2015) see appendix 6., manager of restaurant Kaerajaan, last autumn 2014 the Tallinn Restaurant Week was organized very well. Other respondent of the questionnaire, Svea Savik (Savik 18 February 2015 - appendix 11.), Chef at Bocca restaurant admitted that the management and organization of TRW is getting better every year.

It is possible to draw parallels between the organization of TRW and the market segmentation theory by Sharples and Hall (2008,33) mentioned in chapter 2.1. The market segment of Tallinn Restaurant Week 2014 was done in a sufficient size to make the event viable, as there is a wide range of restaurants participating, meaning that every potential customer will find a place to their own specifications to visit. The market segment has the potential for growth, as the food tasting and food experiencing trend is rising constantly, which means that the potential consumers have a relatively unsatisfied interest, motivation or need that the food event can satisfy.

The good market segmentation can be seen already in the restaurants as Meelis Vili (appendix 14), manager of Hermitage restaurant, said: "This year, customers were more aware of what TRW is at all. We could see also the foreigners, which was a pleasant surprise. Although one couple came to our restaurant one week after their reservation time."

Shone and Parry (2012, 306) state in chapter 2.1.4 Closing down and evaluating, that after the event there is a range of administrative tasks to tie up. These include the completion of the accounts, payment of final bills to contractors and final marketing activities such

as closure press releases and providing information about future plans or next year's event. Both TRW and Taste of Helsinki are including great deal of information about their future plans for the next year on their official web pages, on social media such as Facebook and Twitter, while keeping their audience updated on the newcomer restaurants participating or mentioning the chefs included in the event and their success in different kinds of competitions.

3.3 Taste Festivals

Taste Festivals Ltd. is strongly supported by an IMG Company, which runs a series of food festivals around the world. As of 2014, these have taken place in twenty one (21) cities around the globe, including Taste of Cape Town, Melbourne, Auckland, Toronto, Moscow and, in Europe, Rome, Amsterdam, Paris and more. The events typically have the prefix "Taste of", although the company joined forces with celebrity chef Jamie Oliver to organise The Big Feastival for the first time in 2011. Typically, the restaurants participating in the event operate mini-kitchens, these include Michelin starred restaurants, along with live demonstrations from chefs. (Taste Festivals 2014a,b,c)

Taste Festivals launched in 2004 with the first Taste of London. A second London based event runs later in the year, entitled Taste of Christmas. It runs on similar principles to the main Taste of London event. In 2013, the Taste festivals were acquired by IMG. From just one show in London, UK, eleven (11) years ago, Taste has rapidly grown to become part of the social season for foodies, restaurant-lovers, and chef groupies. Taste represents delicious food prepared by the city's greatest restaurants, world and local famous chefs, fresh drinks and entertainment, set in outdoor surroundings. (Taste Festivals 2014b)

The events have their own currency called Crowns which are used to purchase food from the restaurant's kitchens stands and is the only accepted method of payment in the whole festival. Yet each country has different currency, for example Taste of Helsinki has the Finnish markka, which was used in Finland before it was replaced by the euro in 2002. Crowns are part of the entry tickets and every consumer can buy beforehand as many as he or she wishes. (Taste Festivals 2014a)

"This food and drink festival is the ultimate marketing tool, allowing restaurants and entrepreneurs to target a specific demographic that is actively seeking opportunities to sip, sample and shop from a wide range of premium products. With the best in the industry gathering in huge numbers, Taste of London has become the largest networking event in the UK's foodie calendar. And other cities are taking an example of that. From Journalists

to Sommeliers, Deli owners to big retailers, buyers to industry legends – this is an opportunity to showcase brand/products alongside the best in the business and to find out what's new in the world of food and drink." (Taste Festivals 2014b)

Taste festival is the only event that offers both trade and consumer opportunities for restaurant and other businesses such can be an artisan producer or a big brand, Taste provides an exceptional platform from which to interact with and sell to knowledgeable food lovers. To join this event as a business means to educate and communicate key brand messages, promote food and drink ranges and get associate with the most prestigious brands, chefs and restaurants in the industry. (Taste Festivals 2014b)

An example of how the process works in Taste of London is presented as following, which is very similar to how Taste of Helsinki operates but in a smaller scale. "As well as accessing 55,000 of London's most sophisticated foodies face to face, Taste of London exhibitors can benefit from inclusion in pre-event marketing, including coverage on the show website and monthly newsletters which go to over 90,000 taste visitors. Taste in general offer full marketing and PR support, including images, copy and competition opportunities." (Taste Festivals 2014b)

3.4 Taste of Helsinki

Taste of Helsinki follows the concept of Taste Festivals. The Helsinki's taste event is a boutique picnic, where anyone can try gourmet dishes of the top Finnish restaurants and choose from broad range of wines. It is a rare event in the context of large-scale cooperation. The aim is to jointly show not only the Finns, and the international audience how the Finnish cuisine is good and thriving. The festival takes place in the centre of Helsinki in Kansalaistori park, which made a start to yearly occasions since 2012. (Jansson, 2013, Krenn & Hietala, 2013)

The event is based on the story of Irish man Barry, who fell in love with a Finnish woman Mira and moved with her to Finland. Event director Barry MacNamara has personally acquired a license for the event from London, organized and coordinated the event on the practical arrangements. (Heinrichs, 2012)

Brand Events Finland Oy owns and runs Taste of Helsinki, which is one of the largest gourmet food and wine festivals in the Nordic region. In its first 3 years, 26 500 people were served over 140 000 plates of food from a selection of the best restaurants in Helsinki and Finland, and over 100 000 glasses of wine, Champagne and beer.

(MacNamara July 2011)

Helsinki received the licence of Taste as the first Nordic city to international food cultures network. The Finns managed to join even before Paris - the Culinary Mecca.

(Krenn & Hietala, 2013)

The idea of Taste of Helsinki is to sell the Finnish cuisine at its best at an affordable price such as 4 to 6 euro for a dish. In 2012 participated eleven (11) restaurants, which offered 36 dishes and there were 9 500 visitors. In 2013 there were twelve (12) restaurants participating with 9 000 people visiting. According to Taste of Helsinki (2014b), the year of 2014 was so far the most successful with eleven (11) restaurants offering surprising amount of 45 000 portions of 30 dishes to 8 500 visitors. And for upcoming summer of 2015 there are already big expectations with confirmed beer partner Laitilan Kukko, which has been with Taste of Helsinki since the beginning. (Taste of Helsinki 2014b, Jansson 2013 and Ilta-Sanomat 2014)

Event partners Electrolux and the Reaktor is accompanied by Paulig, Taittinger, Tamminen, Novelle and Laitila Beverages Wirvoitusjuomatehdas. (Taste of Helsinki 2014)

According to the director of Electrolux, "the fact that the home appliance business is the key supporter of the event means, that Taste of Helsinki will gain a credibility and will be seen as an integral part of the city of Helsinki and in the upcoming years as well." Electrolux concluded with a three-year agreement that they are the major event resources and safeguard for its continuance. Taste of Helsinki future was at stake, when the City of Helsinki rental demand exceeded the budget for the event. Salvation arrived from Reaktor software, which took part in the domestic food culture, and participated in the payment of rent. (City Lehti Digital 2013)

Taste of Helsinki festival is using the currency of festival markka. One markka is one euro and it can be exchanged in the festival area. Pre-purchased festival ticket costs 40 euros, which includes the entrance, 25 euros/markka banknotes and coins, and access to related events. There is also a ticket to a mere 19 euros, which is entrance ticket only. (Kiiski 2013)

Taste of Helsinki pricing tactic is that the dishes rates are pushed down, but the festival has an entrance ticket. This is to keep the mass-attendance event in a limited space that it will attract mostly food interested people. According to Barry MacNamara, Finns are sensitive to purchase tickets to outdoor festivals in advance especially due to the weather. MacNamara admits that he gets nervous probably until the last minute. As MacNamara says: "The weather is the festival director's worst enemy or best friend" (Jansson, 2013).

Each restaurant of the event offers appetizer, a main course and a dessert. Guests can assemble their own favourite menu for a total of more than 30 - 36 dishes available. Suitable for vegetarians on the initial of main dish there are eight vegetarian portions served. (Krenn and Hietala, 2013)

On the topic of vegetarian portions, a restaurant trend prediction for 2015 by chef of Kevin West, author of *Saving the Season* book and director of Grand Central market California, supports the increase of vegetarian dishes. "We are just at the leading edge of the vegetable-driven restaurant trend. Not necessarily vegetarian or vegan places, but menus that reverse the standard arrangement of a big slab of protein accompanied by a few sad looking vegetables. The economic and ecological justifications for less-meaty menus are unavoidable". (Tasting Table 2015)

The program of Taste of Helsinki includes live music such as Finnish jazz, cooking lessons obtained through a number of cooking demonstrations and wine experts cooperating together with Finland's best chefs, such as Tomi Bjärck and Kari Aihinen and other activities of champagne, cider and beer tasting (Heinrichs, 2012). MacNamara said: " We want to continue to be a boutique-style event. However, we are going to offer something new every year: this time (2013) it's top chefs, led by chef school, which produces a three-course meal" (Krenn & Hietala, 2013).

According to MacNamara, Taste of Helsinki is not economically motivated and, in fact, it regularly struggles to break even. But the result is worth it. The idea shared by MacNamara, the chefs, the local food traders and the wine suppliers is to create a showcase for fine dining, by bringing the food to the centre of the city at affordable prices. Much of the raw materials are locally sourced. Even though vegetarian dishes appear in the menu, there are disappointingly few (Jansson, 2013). Ecology is an important part of the event also. In particular, event designed menus are inspired by organic and local food, as well as domestic wild food. Cutlery is compostable and wine tasting is only in one glass per customer (City Lehti Digital 2013).

One of the reviews of Taste of Helsinki 2014 was that it was a great event with only two faults. At the same time as Taste of Helsinki event there was happening the "Kuopio Tanssi ja Soi" event (Kuopio is Dances and Plays). The second fault was that some dishes were too big, that in the end became unnecessary waste. It would have been smarter to offer small dishes for people who want to try wider range of those many restaurants. The rainy weather of 2014 festival obviously cannot be influenced and it produced its own challenges but the tents of restaurants were reasonably set even though there was not space for all visitors and some had to spend their time in the wide open rainy area equipped with their own umbrellas. That was one of the factors why there was moderate amount of people as it was difficult to juggle glasses of wines, dishes and umbrellas in ones' hands.¹ (Wordpress 2014)

Päivi Palovaara (appendix 17), restaurateur in restaurant Bistro O mat, one of the participants of Taste of Helsinki in the previous year's shared her experiences saying, that the first year had the most customer visits as they expected, second and third year had little less, which was a disappointment. But Palovaara admitted that, she will visit the next Taste of Helsinki, not as a participant but as a visitor.

To correspond with the theories of the organization of an event by Rutherford Silvers (2012, 39) it can be seen that, the Taste of Helsinki has made it its weakness in organizing the event in the same time as other event is happening. And also according to Wolf (2005, 10-11) planning the date of an event is difficult in Finland thanks to the quickly changing weather, which influences Taste of Helsinki outdoor event directly.

The purpose and objectives are set very well and clear in collateral material of Taste of Helsinki, such as Facebook, Twitter, newspapers, blogs, Visit Helsinki's official website. "Visit Helsinki" was included in the questionnaire for this thesis, as they actively cooperate with several event organizers both private and public. These objectives corresponds with Magloff (2014) and Rutherford Silvers (2012, 126) statements in chapter 2.1.2 Marketing, financing and sponsorship. However Taste of Helsinki official website, has not been active during autumn and winter, which makes the process of looking for information longer and one might find unreliable sources.

The Taste of Helsinki organizers has made a good job in segmenting and focusing on their target market, as the event is presented to adult food lovers in event magazines such

¹ Original text in Finnish, translated by Veronika Harnová

as Nordic Style magazine, Gloria, City Newspapers and other. Agreeing with Bowdin's post-purchase consumer behaviour (2006, 193), where consumer expectations arise from a combination of marketing communications planned by the event of festival organizer, there are many blogs and reviews online mentioning the experiences received in participating on the Taste of Helsinki event.

The market segmentation done by Taste of Helsinki organizers seems to be appropriate. They have learned about the Finnish customers using indicators such as income, which is shown in the fact that the organizer is aware that Finns can and are willing to pay entrance ticket starting at 17€ to 50€, even though the individual dishes have lower price. Continuing by population, there is 600 000 inhabitants in Helsinki, which is very low compared to other European cities, but sufficient enough for Taste Festival as the space of the area is rather limited and focused on the groups of food lovers. Another factor the organizers considered is success of markets in similar communities and they assessed the competition to make sure there are not already too many markets operating in the community, there are other restaurant events such as "Ravintolapäivä" (Restaurant day) and "Syö Helsinki" (Eat Helsinki), but their concept is very different from Taste of Helsinki, which avoids the direct competitiveness. A good contributing factor, which was thought through by the organizers is that Taste of Helsinki is held as part of a broader marketing strategy with respect to business, community and product development rather than being held for their own sake. (Sharples and Hall, 2008, 33)

Ravintolapäivä and Syö Helsinki events are not compared to Tallinn Restaurant Week because of their different concepts, aims and target markets.

3.5 Comparison of Tallinn Restaurant Week with Taste of Helsinki and suggestions for possible cooperation

Cooperation in the tourism industry is increasingly gaining a foothold in recent times. Within the field of local destination management, organizations have been using the cooperation approach for many years. It is becoming clear that cooperation is the only viable means to maintain competitiveness in the marketplace. With many examples from inter-destination collaboration around the globe –such as the Greater Mekong Sub region, the East ASEAN Growth Area and Copenhagen-Malmö– confirming the benefits, the potential advantages can no longer be overlooked. This holds particularly true for peripheral destinations such as Tallinn and Helsinki, where cooperation would broaden the destination domain. (Fyall and Garrod 2005; 5, 44, 289. In Niemi 2012,1)

Cooperation has thus provided a much sought after solution with most significant benefits, including sustainable growth of opportunities and cost efficiency, along with more efficient product development and use of resources. Thus, it can be said that the implementation of a collaborative destination marketing strategy, in this case being a joined restaurant event for both cities, is becoming an obligatory rather than advantageous approach. (Fyall and Garrod 2005; 6, 8-9, 14, 315; Pernia 1999, 51)

Tallinn and Helsinki, together, are a very attractive tourist destination. While competing as neighbouring destinations, the two cities also complete each other as part of a larger visitor experience –i.e. involved in cooperative competition. The different historical and cultural backgrounds provide interesting links to the development of tourism in these capital cities. (Haaga-Helia University of Applied Science and Estonian School of Hotel and Tourism Management EHTe 2012)

Milla Visuri (Visuri 26 February 2015, appendix 5), the press officer in management of Helsinki city company Tukkutori, has the following opinion on the cooperation between Tallinn and Helsinki: "There are about 10 Estonian food markets in Helsinki and I would like to welcome a very international cuisine and food culture in our city. In some occasions we really should make more effort on working together with our neighbouring countries including Scandinavian countries as our food culture is very similar in resources, ingredients and methods of cooking. Still we can learn a lot from each other and from an international perspective it might allure even more to combine the region, its chefs, foods and events even more."

Tukkutori is responsible for fostering and enhancing food culture in Helsinki and organizes and cooperates with some food related events, such as Street Helsinki and more. (appendix 6)

Tiiu-Tuuli Sulg (Sulg 16 February 2015, appendix 4), the product development coordinator of the Estonian Tourist Board, brings the Estonian point of view into the equation: "There is always a possibility to cooperate, but in the same time I don't believe that a joined restaurant event would be manageable at the moment. In my opinion I would see co-working for Helsinki project focused on a marketing in tourist program field, which would include two different events in two cities."

The cooperation between Estonia and Finland already exists. According to Terk (2012, 42) Estonia and Finland complement each other –the Finnish deliberateness and planning versus the Estonian readiness to take chances and experiment. Estonia has also helped

Finnish enterprises to improve their competitive position thanks to a more favourable and more liberal business climate, a part of which is the lower cost of labour.

The question is, can the Helsinki and Tallinn restaurant sectors cooperate? To answer this question, the restaurant culture development must be briefly introduced:

According to Kokko (2005), the Finnish restaurant sector has traditionally been quite an open industry, despite some legislative restrictions related to the sale of alcoholic beverages. Ironically, the strict legislation increased the level of vulnerability, which became particularly relevant during the difficult years in the Finnish economy in the early 1990's.

Finland itself is a relatively small market, and therefore, its hospitality industry is also small in international terms. Looking at the future, the trend seems to point at a bigger share of household disposable income being spent on hotel and restaurant services. Finally, one should be aware of the Finnish restaurant industry's geographical differences: Helsinki and its metropolitan area cannot directly be compared with any other city or area in Finland, as restaurant operations are highly concentrated. A very good example of this is the postal code area "Helsinki 0100", where within three square kilometres, in the heart of Helsinki, a total of 80 000 restaurant seats exist in 250 different restaurants. The total sales of these restaurants represent almost 10% of the total restaurant sales in Finland. There is no comparable concentration anywhere in Europe.

(Räisänen 2001; and Kokko 2005)

Tallinn, since regaining independence in 1991, has been determined to catch up in quality of life standards with its Nordic neighbours. Thanks to its robust ties with Finland and Helsinki, the city's economy has grown exponentially. One could claim that the friendly competition between Helsinki and Tallinn began right after the restoration of Estonia's independence (Terk 2012, 7).

In the restaurant sector, many stylish restaurants are plating up fashionable New Nordic cuisine, and a design trend taking its cues from Scandinavia has been skyrocketing every since the Soviet era ended. (Bain 2014)

Unlike in many other capital cities, Tallinn's Old Town restaurants are not all tourist traps. The scars of its Soviet past are not only clearly visible, but add an appealing gritty edge to the city (Sullivan Paul 2013).

This brief overall picture of the economy and restaurant business history of both cities should prepare the reader for a comparison between Tallinn Restaurant Week and Taste of Helsinki, since the historical progress within the field does influence how the events are organized and presented.

Both events offer a fine dining experience, yet TRW makes it possible for attendees to visit the premises of all the restaurants, while Taste of Helsinki brings all the restaurant's chefs and cooks into one single outdoors area. It is truly a matter of opinion whether it is preferable to sit in the comfortable and secure environment of a restaurant or stride along the park and try different dishes from various restaurants.

There are different opinions on whether the event should be in the outside or inside environment, however according to a chef of Manresa restaurant in California, his restaurant trend prediction for 2015 is: "I think we're going to see a subtle shift toward more comfort—but I'm not talking about comfort food. Diners are going to move away from loud environments, uncomfortable chairs, and communal tables toward more personal service and "creature comforts" so to speak." (Tasting Table 2015)

Both events share a target market and purpose: to present new culinary experiences to food lovers and to showcase restaurants and their chefs skills to the wider audience within the business circles.

TRW started its yearly culinary week in autumn 2011 with 19 000 seats available for 11 500 visitors (Tallinn 27 October 2011), and Taste of Helsinki did so one year later in summer 2012, with the capacity of the Kansalaistori park for 2 500 people (Jansson, 2013).

In 2014, Tallinn Restaurant Week had 44 restaurants participating with 18 000 visitors, while Taste of Helsinki had 11 restaurants with 8 500 guests. (Tallinn Restaurant Week 2014 and Taste of Helsinki 2014)

The above-mentioned facts already show, that Taste of Helsinki is a relatively small scale event when compared to TRW. Unless it expands and moves into a bigger outdoors area, it does not seem that Taste of Helsinki could become a big competitor to TRW. On the other hand, this is only a symbolic comparison, which poses the question: Would it be possible to organize a restaurant event in Helsinki on the same level as TRW? Or would a joined event of both of these cities provoke even bigger interest among the food lovers and within the restaurant business and create something new?

Barry MacNamara, organizer of Taste of Helsinki, admitted in an interview (McNamara 23 February 2015) held for the purposes of this thesis that:

"Tallinn Restaurant Week is very different from Taste of Helsinki, the food tasting is happening within the premises of the restaurants, I don't see the comparison there to Taste of Helsinki. Taste of Helsinki tries to be different every year. We always invite 5 new restaurants into the group of 11 restaurants and usually 3 restaurants are from around Finland. The restaurants are never only from Helsinki, we have restaurants participating from Kirkkonumi, Vaasa, Turku and Tampere.

For the upcoming Taste of Helsinki 2015 we have already asked some restaurants in Tallinn if they would want to participate, and got 2 positive answers. The negotiation is in progress. For the future Taste of Helsinki we would like to invite even more restaurants from Tallinn.

And more for the future: We also plan to expand and create Taste of Tallinn, we would like to invite people from Tallinn and create culinary cooperation with them."

Questions about TRW being in competition with Taste of Helsinki were asked as well to Sulg, product development coordinator in the Estonian Tourist Board, and her answer was: "Certainly not, these two events do not compete with each other, rather complement one another especially in the context of the Twin-Capital project".

The same question was answered by Visuri (appendix 5), press officer in management of Helsinki city company Tukutori: "I do not think that TRW is a competition to Taste of Helsinki. Each city is unique in its own way and there are similar events throughout the Nordic countries including St. Petersburg. In my opinion mutual and somehow similar events only makes the appeal stronger for the foodies and food related public and media."

To summarize, the theoretical idea of cooperation between the Tallinn and Helsinki restaurant sectors seems to be eliciting positive responses. The Taste of Helsinki and TRW concepts do not act as competitors, but rather as an inspiration to each other. Planning of future events uniting Tallinn and Helsinki restaurants is already in motion.

3.6 Can restaurant events improve tourism in Helsinki and Tallinn?

A major trend worldwide over the past decade was the growth and expansion of the events industry. Having emerged as an industry in its own right during the 1990s', the events industry continues to grow, fuelled by economic growth and the increase in leisure spending in most western countries. Events have become an essential element of contemporary life, linked inseparably with tourism promotion, and corporate marketing. (Bowdin & al. 2006, 440)

From an economic point of view, tourists visiting a place or region are consumers who buy goods and consume various services, such as transportation to and within the region, accommodation, restaurants and cafes, and cultural and leisure activities. They pay for the goods and services provided, and this creates a monetary flow from the source region, where tourists live, to the target region. The income from the tourists is distributed between the industries involved, and part of it is channelled to the salaries of the industry workers. The income increase caused by tourism is channelled further into the regional economy via purchases of goods and services. (Laakso, Kostianen, Kalvet & Velström 2013)

According to statistical sources and calculations (see appendix 2), there were approximately 346 000 tourist visits by residents of Estonia to the Helsinki-Uusimaa region in 2011. This region is located in the south coast area, with Helsinki being at its centre, it covers approximately 10,000 km², and it has 1.5 million inhabitants. The estimated sum of their total expenditure in the region was EUR 66 million. Approximately 50 to 60% of the Estonian tourists come from the Tallin-Harju region, which is a region in the northern coast, and includes the capital, Tallinn, with 4,333 km² and 550 000 inhabitants. Tourist flow in the opposite direction is multiplied by almost five: there were 1.6 million tourist visits to the Tallinn-Harju region by Finnish residents. Their total expenditure was EUR 289 million in the visiting region. The proportion of Finnish visitors from the Helsinki-Uusimaa region was nearly 60%. (Laakso & al. 2013)

An analysis of the economic flow related to the tourism industry reveals, for example, that Finnish tourism meant an influx of an estimated EUR 240 million, and that Finnish tourism is responsible for 2.5 to 5% of the total employment of the Tallinn-Harju region. The total effect of Estonian tourists on the Helsinki-Uusimaa region was EUR 54 million in 2011. (Laakso & al. 2013)

To improve the development of the tourist industry it is important for both regions to collaborate in order to attract visitors from other countries. Fortunately, this is already being carried out nowadays. The idea is to promote the possibility for joint visits to the Helsinki-Uusimaa and Tallinn-Harju regions. As the volume of visitors between these two regions has basically reached its ceiling, it would be unpractical to start a project with the aim to attract more Finns to Estonia (especially Tallinn) without improving the conditions of the travel destination. (Laakso & al. 2013)

It is less well known that Estonian tourist visits to Helsinki-Uusimaa have grown very fast during the last 10 years, even if the number of visits and total expenditure is not as high as in the other direction. The growth is at least partly connected with increased migration from Estonia to Finland, which generates demand for visiting family members, relatives and friends. The City of Helsinki aims at developing event-based tourism in connection with the increasing supply of arts and sports events. Due to good accessibility, the population of Tallinn-Harju provides a large potential for this kind of tourism. (Laakso & al. 2013)

According to Sharples and Hall (2008, 25), farmer's markets and other production aspects of local food, such as a restaurant event, can be an attraction for tourists. Both industry and public events can contribute to a region's tourism development by attracting visitors from outside of the local area. Food and wine events tend to happen on a public level, rather than as private functions, which are regarded as providing an opportunity for destinations to establish themselves as food tourism destinations, promote the regional brand and contribute to regional economic development (Brown 2002).

For the tourists, food is a way to experience new cultures and flavours¹. Especially, while consuming food with others, people create a form of social relationships². Furthermore experiencing local cuisine through demonstration or experiential interaction allows a tourist to take ownership in a destination³. The personal nature of this interaction translate into a deeper appreciation for the culture⁴, which generates an emotional identification and connection with a destination (Sharples and Hall 2008, 66).

Events are powerful tools that make a vital contribution to the implementation of the objectives of city marketing. The role of self-expression in all this is an important one, and this

¹ Mitchell and Hall, 2003; Rusher, 2003; Long, 2004

² Long 2004

³ Mc Kercher and du Cross 2002

⁴ Long 2004; McKercher and du Cross 2002

applies to organizers, residents and visitors. Thanks to events, a suitable identity can be created and supported, and this is done from the inside out, from the culture and character of the city. This holds true both for events that have been organized in city for decades and for new events that give voice to the character of the city, develop it and support it. Considering how they promote character, events can be regarded as crucial counterparts of the monoculture of an increasingly globalized world, not only that, but events reinforce subcultures and create togetherness. (Gerritsen and Van Olderen, 2014, 131)

Helsinki has been considered mostly a business oriented destination, especially at the beginning of the decade, when there were more business visitors than leisure ones. The last few years saw a decrease in business visits, while the number of leisure visits kept increasing. On the other hand, the main reason for visiting Tallinn is leisure; 71% of the visitors in Tallinn are there for leisure purposes, and only 29% of them are visiting the city for business. (Haaga-Helia University of Applied Science and Estonian School of Hotel and Tourism Management EHTE 2012, 1)

According to the Numbeo (2014) database (see appendix 3), restaurant prices in Helsinki are 86,85% higher than in Tallinn. To exemplify this difference, consider this: a meal in an inexpensive restaurant in Tallinn costs 7 euros, but in Helsinki it would cost 11,5 euros. In a mid-range restaurant, a three course meal for two persons would cost 30 euros in Tallinn, but 70 euros in Helsinki. The percentage difference in the first case is that the prices are 64% higher in Helsinki, and in second example, the price different is of 133%.

For comparison, according to Eurostat (2015), the 2013 turnover of accommodation and food service in Estonia was EUR 5,012.8 million, while in Finland it was EUR 22,508 million.

TRW and Taste of Helsinki have dedicated their purpose to attract broad audience from abroad as well, that would suggest that there is a hidden agenda to support tourism in the area (Tallinn Restaurant Week 2014 and Taste of Helsinki 2014).

Maarit Pitkänen (see appendix 7), marketing communications director at Visit Helsinki, which is a company running the city of Helsinki's official website for tourism and travel information, and works with the city's convention bureau¹, reacts to a question about restaurant events supporting tourism: "We definitely see that food (not only food events) is a

¹ Visit Helsinki 2015

very important theme for attracting visitors, and therefore we have highlighted that a lot in our marketing. Also what comes to Taste of Helsinki, we include them actively in our marketing channels and support them that way."

Sulg, from the Estonian Tourist Board, was asked her opinion on whether the Tallinn Restaurant Week could support business and tourism in the city area. Her response follows: "TRW supports mainly businesses at the moment, not much tourism yet. The most visitors of TRW are locals, there are some foreign tourists but only to some extent. In my opinion I would see co-working for Helsinki project focused on a marketing as tourist program that would include two different events in two cities."

Tallinn Restaurant Week enjoys some popularity abroad, which benefits the tourism industry of Tallinn. Luiz Hara (2014), trained chef, food, wine and travel writer, recommends TRW to the London audience in "Reviews for The London Foodie, Wine and Travel"; saying that: "With direct, 3-hour flights from London's Gatwick, Tallinn is easily accessible and a perfect city break for a long weekend away from home. I was thrilled to be invited by the Estonian Tourist Board to this intriguing part of Europe to discover and report what culinary surprises the country had in store for Tallinn Restaurant Week".

Concerning Taste of Helsinki, Visuri provided the answer to the question of whether it supports business and tourism in the city area: "Yes, I think so. Taste of Helsinki is already a known event due to its long existence since four years. I do not know how many regular tourists do find their way to this special event though. For foodies it is a good opportunity to get to know the best restaurants in Finland, not only in Helsinki. For the restaurants they get a wider audience, a gathering, where they can exchange ideas or host workshops and lectures for a broader public. Although I see the event as one of the local boosts of the food city Helsinki has become during the past years. Also I think it is more important to get the locals to participate, not only tourists or visitors".

The quality of this unique culinary tourism experience had by the visitors depends on the extent to which they (guests) can interact with the residents (hosts). The success of this kind of tourism on the part of the destination depends on its ability to create an enriching tourist experience and to optimize the economic and socio-cultural impacts of tourism. (Sharples and Hall 2008, 73)

This statement goes hand in hand with Rutherford's (2012, 4) opinions, already mentioned in chapter 2.1. How to organize an event?, being as follows: "An experience is carefully crafted to deliver an impact on the person who is attending event. The positive event ex-

perience is one in which the mechanics are imperceptible to the attendee and the intended impact is delivered effectively."

3.7 Interview form

A qualitative sampling method was chosen in order to obtain data for this thesis. Questionnaires were sent via e-mail to the organizers of Tallinn Restaurant Week and Taste of Helsinki, to other participants in the marketing and management of the event, and to the restaurants which took part in the events in 2014. The contacts were gathered from official websites of both events and its participants. Some managers were contacted the contact information provided on their LinkedIn profiles.

The questionnaires were sent in the most suitable time —the event's off season, February and March 2015 —as both Helsinki and Tallinn events were in the early preparation stages for upcoming events this summer and autumn. This time was selected so it wouldn't be too busy for the respondents to answer. Both sides are very active during the whole year.

The questionnaires for those involved in TRW were translated to Estonian to ensure full understanding and increase the possibility of replies. Fifty-two (52) e-mails were sent during the period of one and a half months (February) and ten (10) replies received, which were translated back to English.

The questionnaires for Taste of Helsinki were sent in English, as it is assumed, that those involved in public relations in Helsinki are very comfortable with responding in English, as well as experienced in it. Twenty-five (25) e-mails were sent during the period of one month (February) and four replies were received.

The questions for organizers and those involved in the marketing for the event were, among other things, focused on the subject of personal opinions about whether or not a restaurant even would support business and tourism in the city area; whether or not the Helsinki and Tallinn events are in competition with each other, and about the possibilities of cooperation between them. The questions for participating restaurants concerned the issues of how well the event was organized, how satisfied they were with its outcome, and what do they think about the idea of a joint event between the two cities.

A phone interview was held with the director of Taste of Helsinki, Barry MacNamara. This interview was considered as the most important factor influencing the outcome of this re-

search. During the interview, the issues discussed were: what is Taste of Helsinki in general, what is MacNamara planning for the future, what are his personal opinions about the core suggested ideas in this thesis and what are MacNamara's experiences with restaurants in Tallinn.

The questions asked in the e-mails varied according to the recipient's profession. All the questions and answers can be found in appendixes 4 to 17.

The first questionnaire drafts for the event organizers consisted of eleven questions, which got later shortened to six questions. The cause for that was the lack of replies; it was reasoned that sending less questions, but more relevant ones, might encourage busy professionals to take some time to answer.

The questionnaires for participating restaurants included three questions, which were later extended into four questions. At the beginning of this research, the idea was to ask the restaurant managers only about their experiences with the event organization, but later on another question was added, which centred on their opinions about a possible joint event.

The amount of questionnaires sent within one and a half months period increased with the author's growing interest of what people in the business think about it and as the research developed. The author reached out to about 70 people involved in the events of TRW and Taste of Helsinki.

4 Results

Events play a key role in the strategic positioning and profitability of hospitality organizations. Current trends in events management mean that hospitality organizations have had to rethink their products. This often means introducing innovative ways of delivering a high quality product whilst maintaining minimal costs and thus competitive pricing.

(Ferdinand and Kitchin 2012, 253)

This thesis has introduced one of the alternatives of innovative thinking with a very positive response from the interviewed event participants and organizers. 100% of the respondents manifested support for the idea of a restaurant event shared between Tallinn and Helsinki. However, many added their own suggestions to it.

The research answered the core questions of this thesis, listed at the chapter 1.4. Thesis aim, in satisfactory manner. Summed up, the responses are as follows:

When considering whether Taste of Helsinki and Tallinn Restaurant Week would bring benefits to the restaurant businesses and to tourism in the area, it became obvious that the events would improve business for the restaurants, but wouldn't have an impact on tourism yet.

According to the experiences of managers of event participating restaurants, most of the visitors are locals and, in their opinion, the event is meant for local foodies to get to know the restaurants in the area.

From the Helsinki side, the average point of view is that, considering that food event trends are on the rise, it is more important to get locals participating than focus on the tourists. However, responders from Tallinn showed enthusiasm about foreign participation at TRW, and recognised that people are more and more aware of what the event stands for.

The Twin-Capital project was rather unknown to the audience in question, and those who knew about it had a marginal knowledge on unrelated topics. The idea of a Twin-Capital project creating an environment supportive enough for an event called Talsinki Restaurant Week was with doubts. The general opinion was that one day in the future it might happen, but it doesn't seem likely that it will be soon.

From the respondents in the marketing field, the potential was recognised and it was admitted that there was the possibility for mutual events. A joint event would make Helsinki or Tallinn a stronger contender in the eyes of the food related public and media. From an

international perspective, a mutual event might call even more the attention of those who are already interested in combining region, food, chefs and events.

From the restaurant sector, especially in Tallinn, the idea was considered good, as, according to their experience, there is already a great deal of Finnish visitors in the restaurants. However, certain doubt was expressed on how beneficial a mutual event would be for their own business.

The question about the willingness to cooperate among organizers and participants of Taste of Helsinki and Tallinn Restaurant Week was answered with a lot of enthusiasm. There is definitely a willingness to carry on a mutual project, but issues on how to organize such cooperation were uncertain for the near future.

Both events are strong on their own and they complement each other. However, Tallinn and Helsinki should make an effort to work together and learn from each other at the present moment.

Visit Helsinki replied that, the cooperation is mainly in marketing in different forms. According to two of their speakers in the marketing department, they warmly welcome a new event to the city and, as they already cooperate with private and public event organizers, they would embrace the new opportunity with open arms. Pitkänen says: "We definitely see that food (not only events) is a very important theme for attracting visitors and therefore we have highlighted that in our marketing. What concerns Taste of Helsinki, we include them actively in our marketing channels and support them that way".

The restaurant respondents admitted that they would participate in a Helsinki event; to be exact, 4 out of 8 restaurants would participate. One restaurant pointed out that they would only consider participation if their costs remained the same as they are during Tallinn Restaurant Week.

The final core question was if there is a need for Helsinki to arrange its own Restaurant Week. The reason why Helsinki might arrange Restaurant Week came out of the many speculations of respondents in how they personally would suggest the joint event organization:

While having Taste of Helsinki functioning on its own, the Helsinki Restaurant Week could become a separate event, which would support Tallinn Restaurant Week. That being accomplished, it would create a joint event happening in two weeks, where one week would take place in Helsinki and the following in Tallinn.

For instance, one of the speculations on how would the joint event work was Barry MacNamara's: "Your idea is good, but the question is how would it work? Would it be every second year in each city and both cities would take part in sharing the cooperation? Because the travel would be very difficult, if there would be, for example, six (6) and six (6) restaurants participating from each city, to transfer the enormous amount of food and equipment over the seas from one city to another would be very challenging."

(MacNamara 23 February 2015)

Some managers of Estonian restaurants suggested that the restaurant event concerning Tallinn and Helsinki should be arranged in both cities separately, to benefit the customer, time management and for the sake of both cities supporting each other. There was a timing suggestion put forward: the existing TRW should be celebrated in November, but Helsinki Restaurant Week could be arranged, for example, in April. Another suggestion was that the ideal time for a joint event would be in February, as it is low season for restaurant business in general.

The answers revealed a surprising fact: only a very small number of the respondents were aware of the restaurant event happening in the other capital. In the cases where the respondents knew about the other restaurant event, they admitted to not having visited it yet.

To summarise all the responses and to follow the data collected about Taste of Helsinki and Tallinn Restaurant Week, it seems that there is a clear willingness for cooperation and enthusiasm in joining forces. However, the organization of Helsinki restaurant event under the Twin-Capital project still creates many debates and gives rise to many questions.

4.1 Discussion

A joint restaurant event between Helsinki and Tallinn may prove helpful at the initial stages of developing the Twin-Capital's brand image. There is a significant growth potential in targeting tourists by offering them a multi-destination product (Nordic Innovation Centre 2008, 28).

In this sense, the role that cooperation in the Twin-Capital project plays in reshaping the decision makers' attitudes cannot be over emphasized. The initiative can facilitate cooperation in tourism education and research and development, as well as bring these two

cities closer through any kind of events and help the governing bodies realize the need for collaborative competition, for the benefit of the industry in both destinations.

The information compiled in this thesis can assist in further development of similar ideas for Helsinki and Tallinn projects, which might serve to improve the attractiveness of both cities. However, tourism in the Twin-Capital should—in addition to the current provision of market analysis— focus on promoting the significance of mutual events as facilitator of collaborative competition along with the elements related to it (Fyall and Garrod 2005, 291).

The whole process of discovering the potential of the joint event between Helsinki and Tallinn is what fuelled this research. The positive reactions of people tightly involved with the restaurant business and events industry proved to the author of this thesis that this kind of project has possibilities of being implemented in the future. The results and obtained opinions are reassuring of the freshness of the idea and revealed that steps are being taken into a somewhat similar direction.

This research could have been improved in the feedback area, as there have been a small amount of replies to the e-mail questionnaires, even though a considerable amount of time was given to respond. If anything could have been done differently, the writer of this thesis would have sent the e-mails officially through the university email account, instead of a personal one, to reassure the potential respondents of the legitimacy of the research. The language translations were done to ease the experience toward the Estonian participants, therefore less answers were received from Helsinki. The translation of questionnaires into Finnish could have probably improved the answering rate.

In a perfect world, the writer would have been able to organize a discussion with all the people involved in these two events on the topic of cooperation and a joint event, which would bring even more suggestions to the table.

The objective of this thesis is to encourage and inspire people involved in the restaurant business to think broadly and explore possibilities concerning food and restaurant event ideas. For anybody who might want to continue with a similar line of research, the information collected in this thesis can be used for further development.

The theory framework of this thesis supported the researched area very well, yet the consumer buying behaviour and consumer buying decision process could be detailed and related to Tallinn Restaurant Week and Taste of Helsinki in much more depth but it would

be taking this thesis into a different field of study. Consumer buying behaviour is the sum total of a consumer's attitudes, preferences, intentions and decisions regarding the consumer's behaviour in the marketplace when purchasing a product or service (Grimsley 2003-2015), which is why it would be hard to go into this topic without distracting from the main purpose of the thesis.

That is why author of this thesis rather focused on the target market and its marketing of TRW and Taste of Helsinki. The chapter 2.3.6 Consumer Buying Behaviour in Restaurant Events justifies the difficulty of this subject in the sense of how little research has been carried out so far (Kokko (2005, 78).

4.2 Afterword

Hopefully, this thesis can generate further studies related to restaurant events and their role in relation to the Twin-Capital's brand image. The research can be developed further and, ideally, it can inspire a project thesis aiming to bring these concepts to reality. This thesis will have fulfilled its purpose should it inspire people in the event organizing industry.

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Appendix 1. The Event Genre of Event Management

Business & Corporate Events	Any event that supports business objectives, including management functions, corporate communications, training, marketing, incentives, employee relations, and customer relations, scheduled alone or in conjunction with other events.
Cause-Related & Fundraising Events	An event created by or for a charitable or cause-related group for the purpose of attracting revenue, support, and/or awareness, scheduled alone or in conjunction with other events.
Exhibitions, Expositions & Fairs	An event bringing buyers and sellers and interested persons together to view and/or sell products, services, and other resources to a specific industry or the general public, scheduled alone or in conjunction with other events.
Entertainment & Leisure Events	A one-time or periodic, free or ticketed performance or exhibition event created for entertainment purposes, scheduled alone or in conjunction with other events.
Festivals	A cultural celebration, either secular or religious, created by and/or for the public, scheduled alone or in conjunction with other events. (Many festivals include bringing buyer and seller together in a festive atmosphere.)
Government & Civic Events	An event comprised of or created by or for political parties, communities, or municipal or national government entities, scheduled alone or in conjunction with other events.
Marketing Events	A commerce-oriented event to facilitate bringing buyer and seller together or to create awareness of a commercial product or service, scheduled alone or in conjunction with other events.
Meeting & Convention Events	The assembly of people for the purpose of exchanging information, debate or discussion, consensus or decisions, education, and relationship building, scheduled alone or in conjunction with other events.
Social/Life-Cycle Events	A private event, by invitation only, celebrating or commemorating a cultural, religious, communal, societal, or life-cycle occasion, scheduled alone or in conjunction with other events.
Sports Events	A spectator or participatory event involving recreational or competitive sport activities, scheduled alone or in conjunction with other events.

(Source: Speaking of Events by Julia Rutherford Silvers,

<http://www.juliasilvers.com/embok.htm>)

Appendix 2. Estimated indicators of tourism from Estonia to Helsinki-Uusimaa and from Finland to Tallinn-Harju in 2011

Indicator	Tourists from Estonia to Helsinki-Uusimaa	Tourists from Finland to Tallinn-Harju
Number of tourist visits, 1000	345,9	1639,4
Total expenditure, M€	66,4	289,1
Share of all foreign tourists, %	11,7	57,6
Share of total expenditure of all foreign tourists, %	7,3	59,8

(Source: Economic flows between Helsinki-Uusimaa and Tallinn-Harju regions, H-TTrans Plan)

Appendix 3. Cost of Living Comparison Between Helsinki and Tallinn

Indices Difference 2014

Consumer Prices in Helsinki are 43.29% higher than in Tallinn

Consumer Prices Including Rent in Helsinki are 59.96% higher than in Tallinn

Rent Prices in Helsinki are 118.32% higher than in Tallinn

Restaurant Prices in Helsinki are 86.85% higher than in Tallinn

Groceries Prices in Helsinki are 78.59% higher than in Tallinn

Local Purchasing Power in Helsinki is 77.00% higher than in Tallinn

Restaurants	Tallinn	Helsinki	Difference %
Meal, Inexpensive Restaurant	7.00 €	11.50 €	+64.29
Meal for 2, Mid-range Restaurant, Three-course	30.00 €	70.00 €	+133.33
McMeal at McDonalds (or Equivalent Combo Meal)	5.55 €	7.00 €	+26.13
Domestic Beer (0.5 liter draught)	3.00 €	6.00 €	+100.00
Imported Beer (0.33 liter bottle)	2.00 €	5.00 €	+150.00
Cappuccino (regular)	2.27 €	3.49 €	+53.35
Coke/Pepsi (0.33 liter bottle)	1.08 €	2.37 €	+119.70
Water (0.33 liter bottle)	1.10 €	1.67 €	+51.75

(Source: Numbeo, database of user contributed data about cities and countries worldwide)

Appendix 4. E-mail questionnaire-translation (All translations from Estonian has been done by Inge Ivask)

tourism@eas.ee

Monday, February 16, 2015 6:50 PM

Tiiu-Tuuli Sulg - Product Development Coordinator (Health and Estonian food)

EAS Turismiarenduskeskus - Estonian Tourist Board

1. Do you think that Tallinn Restaurant Week can support business and tourism in the city area?

TRW supports mainly businesses at the moment, not much tourism yet. The most visitors of TRW are locals, there are some foreign tourists but only to some extent.

2. Have you heard about Taste of Helsinki event?

Yes, I have, but haven't visited it personally.

3. If yes, do you think that Taste of Helsinki is a competition to Tallinn Restaurant Week?

Certainly not, these two events do not compete with each other, rather complement each other (especially in the context of the following questions).

4. Have you heard about Twin-Capital project Tallsinki/Hellinn?

Yes, I have heard about many discussions on Talsinki, but mainly in the relation to transport links.

5. If yes, do you believe there could be any possibility of cooperating with Helsinki restaurants and create new Restaurant Week in the future?

There is always a possibility to cooperate, but in the same time I don't believe that such an event would be organized at the moment.

Restaurant Week started in New York (NYC Restaurant Week, London Restaurant Festival, etc.) as a tradition, and it is strongly associated with the town's name, it is a form of branding. For Tallinn it is very important, that is why I don't believe it would be good to change the name of the event. Talsinki Restaurant Week would work as separate event, maybe in some exceptional case one day in the future.

6. What kind of cooperation would you suggest?

Tallinn Restaurant Week and Taste of Helsinki are happening in different places and in different time (autumn in Tallinn and summer in Helsinki), so in my opinion I would see co-working for Talsinki project focused on a marketing as tourist program that would include two different events in two cities (TRW and HRW).

Appendix 4.1 E-mail questionnaire-original

tourism@eas.ee
Monday, February 16, 2015 6:50 PM

Tiiu-Tuuli Sulg - Product Development Coordinator (Health and Estonian food)

EAS Turismiarenduskeskus - Estonian Tourist Board

1. Kas arvate, et Tallinn Restaurant Week toetab Tallinna majanduse ja turismi kasvu?

Kindlasti toetab TRW majanduse kasvu, turismi kasvu toetab see täna vähemal määral. Suuremas osas täidavad restoranide nädal kohalikud elanikud, aga kindlasti on külastajate hulgas ka turiste.

2. Kas olete kuulnud Taste of Helsinki sündmusest Helsingis?

Kuulnud olen, külastanud mitte

3. Kui jah, siis kas arvate, et Taste of Helsinki pakub konkurentsi Tallinn Restaurant Week:ile?

Kindlasti ei konkureeri need sündmused omavahel, pigem täiendavad teineteist (eriti järgmiste küsimuste kontekstis)

4. Kas olete kuulnud Twin-Capital projektist Talsinki / Hellinn?

Olen kuulnud mitmeid arutelusid Talsinki teemal, eriti seoses transpordiühendustega

5. Kui jah, siis kas usute, et Tallinn Restaurant Week:il oleks tulevikus võimalust teha koostööd Helsingi restoranidega ja luua uus ühine Restaurant Week?

Võimalust koostööks on alati, samas ma ei usu, et korraldajad seda hetkel väga vajalikuks peaks. Restaurant Week on New Yorgist alguse saanud traditsioon ja juba ajalooliselt seostatakse sündmuse nime selle toimumiskohaga (NYC Restaurant Week, London Restaurant Festival jne), seetõttu ei usu, et sündmuse nime muudetakse. Äärmisel juhul siis Talsinki Restaurant Week vms, aga ei pea seda hetkel väga tõenäoliseks. Kuna need 2 sündmust toimuvad traditsiooniliselt täiesti erinevatel aegadel (Helsingis suvel ja Tallinnas sügisel), siis näen koostöökohana (ka võimaliku Talsinki raames) nende kahe sündmuse koos turundamist programmina, mis koosnebki kahest sündmusest (TRW ja HRW).

6. Millist koostööd Teie soovitate Helsingi ja Tallinna ühise Restaurant Week: korraldamiseks?

Vt. vastust eelmisele küsimusele.

Appendix 5. E-mail questionnaire-original

milla.visuri@hel.fi
Thursday, February 26, 2015 18:40 PM

Milla Visuri - Press Officer in Management of Helsinki Tukkutori

Helsinki Tukkutori - Helsingin kaupunki - Vanha talvitie 10h, Helsinki

1. Do you think that Taste of Helsinki can support business and tourism in the city area?

Yes I think so. Taste of Helsinki is already a known event due to its long existence since four years. I do not know how many regular tourists do find their way to this special event though. For foodies it is a good opportunity to get to know the best restaurants in Finland, not only in Helsinki. For the restaurants they get a wider audience, a gathering, where they can exchange ideas or host workshops and lectures for a broader public. Although I see the event as one of the local boosts of the food city Helsinki has become during the past years. Also I think it is more important to get the locals to participate, not only tourists or visitors.

2. Have you heard about Tallinn Restaurant Week event?

Yes I have heard about it, though I do not much about it.

3. If yes, do you think that Tallinn Restaurant Week is a competition to Taste of Helsinki?

I do not think so. Each city is unique in their own way and there are similar events throughout the Nordic countries including St. Petersburg. In my opinion mutual and somehow similar events only makes the appeal stronger for the foodies and food related public and media.

4. Have you heard about Twin-Capital project Tallsinki/Hellinn?

Yes I have heard about it, but am not so updated what is planned or what kind of decisions are made.

5. If yes, do you believe there could be any possibility of cooperating with Tallinn restaurants and create new Restaurant event of Talsinki in the future?

There are about 10 Estonian food markets in Helsinki and I'd like to welcome a very international cuisine and food culture in our city. In some occasions we really should make more effort on working together with our neighbouring countries including Scandinavian countries as our food culture is very similar in resources, ingredients and methods of cooking. Still we can learn a lot from each other and from an international perspective it might allure even more to combine the region, its chefs, foods and events even more.

Appendix 6. E-mail questionnaire-original

laura.saksala@hel.fi
Thursday, February 19, 2015 14:36 PM

Laura Saksala - Communications and Press Officer at Visit Helsinki

Visit Helsinki - Helsingin Marketing Ltd. - Helsingin kaupunki - P.O. BOX 28, Helsinki

Is Helsinki Convention Bureau or any other city department planning/thinking to organize Helsinki Restaurant Week?

The concept of Restaurant Week event is globally known and it is a fact that this event attracts more visitors and tourists and create a good business for the whole city of Helsinki. Plus it would be a good competition to Tallinn Restaurant Week, which has been organized by Tallinn Convention Bureau for 4 years already.

What is your opinion on this matter. Or Have you ever heard about Restaurant Week event and do you consider Helsinki for being an organizer of such an event?

We, here in Visit Helsinki, mainly market the events Helsinki already has to offer.

However, we do produce some own events as well, such as Lux Helsinki and The New Year Event at Senate Square.

We welcome warmly all new events to the city, we consider them good reasons to visit Helsinki and we market them in our channels gladly.

We highlight in our channels also food events, such as the Restaurant Day, Street Helsinki and the Taste of Helsinki.

With your question, I would suggest you to contact Helsinki Tukutori which is responsible for fostering and enhancing food culture in Helsinki and organizes and cooperates with some food related events, such as Street Helsinki. You can contact for example the Press Officer Milla Visuri, milla.visuri@hel.fi.

I really hope that your project will come true and we will have another food event in the city!

Appendix 7. E-mail questionnaire-original

Maarit.Pitkanen@hel.fi
Thursday, February 5, 2015 15:47 PM

Maarit Pitkänen - Marketing Communications Director at Visit Helsinki

Visit Helsinki - Helsingin Marketing Ltd. - Helsingin kaupunki - P.O. BOX 28, Helsinki

Is Helsinki Convention Bureau or any other city department planning/thinking to organize Helsinki Restaurant Week?

The concept of Restaurant Week event is globally known and it is a fact that this event attracts more visitors and tourists and create a good business for the whole city of Helsinki. Plus it would be a good competition to Tallinn Restaurant Week, which has been organized by Tallinn Convention Bureau for 4 years already.

What is your opinion on this matter. Or Have you ever heard about Restaurant Week event and do you consider Helsinki for being an organizer of such an event?

Events are very important to Helsinki and here at Visit Helsinki we highlight them actively in our marketing all-year-round both nationally and internationally.

Visit Helsinki also produces some large annual events on assignment from the City of Helsinki. These include for example New Year's Eve at Senate Square, Lux Helsinki in January and Helsinki Day in June.

Visit Helsinki is also actively co-operating with several event organizers both private and public, and mainly our co-operation is marketing co-operation in different forms. For example Tori Quarters www.torikorttelit.fi (which is also a company owned by the City of Helsinki) and City of Helsinki's Food Strategy are organizing now second year a row Street Helsinki Festival (=street food festival in center of Helsinki) and we have a close co-operation with them.

We definitely see that food (not only food events) is a very important theme for attracting visitors and therefore we have highlighted that also a lot in our marketing.

Also what comes to Taste of Helsinki (which is absolutely great event!) we include them actively in our marketing channels and support them that way.

Appendix 8. E-mail response - translation

kaerajaan@kaerajaan.ee
Thursday, February 5, 2015 13:09 PM

Kristi Neudorf - Manager of Restaurant Kaerajaan

Restaurant Kaerajaan - Raekoja plats 17, Tallinn

1. Was the Tallinn Restaurant Week organized well? (Any complications occurred that you had to resolve?)

This year, in my point of view the event was very well organized.

2. Were your expectations fulfilled concerning the amount of customer reservations?

The restaurant week went smoothly and our expectations were fulfilled.

3. Do you plan to participate next year in Tallinn Restaurant Week?

Definitely We will participate also next year.

E-mail response - original:

1. Kas Tallinna restoranide nädal 2014 oli hästi korraldatud? (Kas konkreetselt Teie restoranil tekkis komplikatsioone mida Te pidite lahendama?)

Sel aastal oli minu arvates üritus eriti hästi korraldatud.

2. Kas teie ootused, mis olid seotud klientide ja laudade broneerimisega täitusid?

Meie jaoks kulges restoranide nädal sujuvalt ja täitis meie ootused.

3. Kas kavatsete osaleda ka järgmisel aastal Tallinna restoranide nädalal?

Osaleme kindlasti ka järgmisel aastal.

Appendix 9. E-mail response - translation

imre@restoran.ee

Wednesday, February 18, 2015 12:39 PM

Imre Uussaar - Head Sommelier in Restaurant Dominic

Restaurant Dominic - Vene 10, Tallinn

1. Was the Tallinn Restaurant Week organized well? (Any complications occurred that you had to resolve?)

The instructions were good and everything went smoothly, but due to already high season and busy time we could not receive a large number of customers because we had a lot of other reservations already - if the event was done in February, we would certainly provide more places in our restaurant.

2. Were your expectations fulfilled concerning the amount of customer reservations?

Yes.

3. Do you plan to participate next year in Tallinn Restaurant Week?

Yes.

4. What do you think about idea of creating Talsinki Restaurant Week, where restaurants from Helsinki would participate also?

Why not.

Appendix 9.1 E-mail response - original

imre@restoran.ee
Wednesday, February 18, 2015 12:39 PM

Imre Uussaar - Head Sommelier in Restaurant Dominic

Restaurant Dominic - Vene 10, Tallinn

1. Kas Tallinna restoranide nädal 2014 oli hästi korraldatud? (Kas konkreetselt Teie restoranil tekkis komplikatsioone mida Te pidite lahendama?)

Korraldus oli hea ja kõik sujus, kuid tänu niigi kiirele ajale ei saanud me väga palju kliente vastu võtta – kui see teha veebruaris, annaksid kindlasti restoranid rohkem kohti välja

2. Kas teie ootused, mis olid seotud klientide ja laudade broneerimisega täitusid?

Jah

3. Kas kavatsete osaleda ka järgmisel aastal Tallinna restoranide nädalal?

jah

4. Mida te arvate sellisest ideest, et Tallinna ja Helsingi restoranid korraldaksid samaaegselt ühise restoranide nädala sündmuse ja nimetaksid selle näiteks - Talsinki Restoran Week? Kas Teie restoran ühineks selle sündmusega?

miks mitte

Appendix 10. E-mail response - translation

bonaparte@bonaparte.ee
Wednesday, February 18, 2015 13:31 PM

Aile Tarum - Owner of Restaurant Bonaparte

Restaurant Bonaparte - Pikk 45, Tallinn

1. Was the Tallinn Restaurant Week organized well? (Any complications occurred that you had to resolve?)

Yes.

2. Were your expectations fulfilled concerning the amount of customer reservations?

Yes.

3. Do you plan to participate next year in Tallinn Restaurant Week?

Yes, definitely.

4. What do you think about idea of creating Talsinki Restaurant Week, where restaurants from Helsinki would participate also?

A very good idea, we will be sure to join this event!

Appendix 10.1 E-mail response - original

bonaparte@bonaparte.ee
Wednesday, February 18, 2015 13:31 PM

Aile Tarum - Owner of Restaurant Bonaparte

Restaurant Bonaparte - Pikk 45, Tallinn

1. Kas Tallinna restoranide nädal 2014 oli hästi korraldatud? (Kas konkreetselt Teie restoranil tekkis komplikatsioone mida Te pidite lahendama?)

JA

2. Kas teie ootused, mis olid seotud klientide ja laudade broneerimisega täitusid?

JA

3. Kas kavatsete osaleda ka järgmisel aastal Tallinna restoranide nädalal?

JA KINDLASTI

4. Mida te arvate sellisest ideest, et Tallinna ja Helsingi restoranid korraldaksid samaaegselt ühise restoranide nädala sündmuse ja nimetaksid selle näiteks - Talsinki Restoran Week? Kas Teie restoran ühineks selle sündmusega?

VÄGA HEA MÕTE ,KINDLASTI ÜHINEKSIME

Appendix 11. E-mail response - translation

bocca@bocca.ee
Wednesday, February 18, 2015 17:24 PM

Svea Savik - Chef at Restaurant Bocca

Restaurant Bocca - Olevimägi 9, Tallinn

1. Was the Tallinn Restaurant Week organized well? (Any complications occurred that you had to resolve?)

TRW 2014 was well organized and everything went smoothly and without complications. Generally, the managing is getting better every year.

2. Were your expectations fulfilled concerning the amount of customer reservations?

We were completely booked. We had all places filled and we had so many customers we wanted to serve but we didn't have more places. But our clientele could have order more, for example drinks.

3. Do you plan to participate next year in Tallinn Restaurant Week?

Certainly.

4. What do you think about idea of creating Talsinki Restaurant Week, where restaurants from Helsinki would participate also?

Why not. We had at TRW last year quite a lot of the Finnish visitors.

Appendix 11.1 E-mail response - original

bocca@bocca.ee
Wednesday, February 18, 2015 17:24 PM

Svea Savik - Chef at Restaurant Bocca

Restaurant Bocca - Olevimägi 9, Tallinn

1. Kas Tallinna restoranide nädal 2014 oli hästi korraldatud? (Kas konkreetselt Teie restoranil tekkis komplikatsioone mida Te pidite lahendama?)

TRN 2014 oli hästi korraldatud ja kõik laabus ladusalt ning komplikatsioonideta. Üldiselt on korraldus iga aastaga aina paremaks läinud.

2. Kas teie ootused, mis olid seotud klientide ja laudade broneerimisega täitusid?

Üldiselt täitusid. Kasutamata kohti meil ei jäänud. Kliendid võiks rohkem lisa (joogid), tellida.

3. Kas kavatsete osaleda ka järgmisel aastal Tallinna restoranide nädalal?

Kindlasti.

4. Mida te arvate sellisest ideest, et Tallinna ja Helsingi restoranid korraldaksid samaaegselt ühise restoranide nädala sündmuse ja nimetaksid selle näiteks - Talsinki Restoran Week? Kas Teie restoran ühineks selle sündmusega?

Miks ka mitte. Meil oli TRN-il ka eelmisel aastal päris palju Soome külalisi.

Appendix 12. E-mail response - translation

eivi@neikid.ee
Friday, February 20, 2015 17:10 PM

Eivi - Manager of Restaurant Neikid Resto

Restaurant Neikid Resto - Wismari 3, Tallinn

1. Was the Tallinn Restaurant Week organized well? (Any complications occurred that you had to resolve?)

I am restaurant Neikid manager and we took part in the TRW two times, 2013 and 2014. Comparing these two years, in 2014 was the organizational side much better.

Compared with the past it is a good thing that guests are paying for the food in the same time when they are booking the table. If the customers do not come into the place at the right time, our restaurant does not suffer any damage.

In 2013, there were many problems with the reservation system. Especially for the highly popular restaurants during the week the computer system shut down on several occasions. To my knowledge in 2014 this has not happened.

Every morning the team of TRW sent reservations to the restaurant, which contained the dates, times, number of guests and the name so it was easy to track visitors. Neikid restaurant did not have any complications.

2. Were your expectations fulfilled concerning the amount of customer reservations?

Our expectations were met by 100%. The dinner places were all sold out, and we put some additional places. At the lunch at 15:00 in second day of the event there were 1 or 2 places unsold.

3. Do you plan to participate next year in Tallinn Restaurant Week?

Now I think that we will participate again next year to, to introduce Neikid restaurant to new guests or host already existing customers.

4. What do you think about idea of creating Talsinki Restaurant Week, where restaurants from Helsinki would participate also?

Tallinn and Helsinki restaurant week is a good idea. Certainly, we would participate in it. However, from customer's point of view, it is not very convenient. I have personally visited during Restaurant Week a number of restaurants in Tallinn. If the event is taking place at the same time in two different cities, there will be too much pressure to visit all the places because of the journey between Tallinn and Helsinki, it would be time consuming.

For example, if in Tallinn restaurant week, I went to one restaurant for lunch and for dinner to another restaurant (the same day) in that case if the event is at the same time in two cities, there remains many unvisited restaurants.

Such an event would be interesting, but I think restaurants weeks should be at different times.

Does in Helsinki take place also restaurants week, or similar events?

Appendix 12.1 E-mail response - original

eivi@neikid.ee

Friday, February 20, 2015 17:10 PM

Eivi - Manager of Restaurant Neikid Resto

Restaurant Neikid Resto - Wismari 3, Tallinn

1. Kas Tallinna restoranide nädal 2014 oli hästi korraldatud? (Kas konkreetselt Teie restoranil tekkis komplikatsioone mida Te pidite lahendama?)

Tallinna restoranide nädalast olen mina Neikid resto juhatajana osa võtnud kahel aastal, 2013 ja 2014. Võrreldes neid kahte aastat oli 2014 organisatoorne pool tunduvalt parem.

Veel varasemaga võrreldes on hea see, et külastajad maksavad toidu eest lauda broneerides. Juhul kui nad kohale ei tule, ei kanna restoranid kahju. Aastal 2013 oli palju probleeme broneerimissüsteemiga. Seoses Restoranide nädala suure populaarsusega jooksis arvutisüsteem kokku mitmel korral. 2014 aastal minuteada seda ei juhtunud.

Igal hommikul saadab restoranide nädala meeskond vastava päeva broneeringud, kus on kirjas kellaajad, külaliste arv ja nimi, et oleks lihtne külastajaid jälgida.

Neikid restol mingeid komplikatsioone ei tekkinud.

2. Kas teie ootused, mis olid seotud klientide ja laudade broneerimisega täitusid?

Meie ootused täitusid 100%. Õhtusöögi kohad olid kõik välja müüdnud ning panime juurde veel lisakohti. Lõunasöögil jäid 2 päeval 1 või 2 kella 15.00 aega müümata.

3. Kas kavatsete osaleda ka järgmisel aastal Tallinna restoranide nädalal?

Hetkel arvan, et osaleme ka järgmisel aastal, et tutvustada Neikid restot uutele külalistele või võõrustada juba olemasolevaid kliente.

4. Mida te arvate sellisest ideest, et Tallinna ja Helsingi restoranid korraldaksid samaaegselt ühise restoranide nädala sündmuse ja nimetaksid selle näiteks - Talsinki Restoran Week? Kas Teie restoran ühineks selle sündmusega?

Tallinnas ja Helsingis restoranide nädala idee on hea. Kindlasti osaleksime selles. Kuid kliendi seisukohast pole see väga mugav. Restoranide nädala raames külastasin ise mitmeid söögikohti Tallinnas. Kui üritus toimub samal ajal 2 erinevas linnas, jääb nii mõnigi koht kindlasti külastamata sest sõitu Tallinna-Helsinki vahel on siiski aeganõudev. Näiteks kui Tallinna restoranide nädala raames käisin lõunal ühes restoranis, õhtusöögil teises (samal päeval) siis juhul, kui üritus on samal ajal kahes linnas, jääb nii mõnigi restoran külastamata.

Selline üritus oleks huvitav aga arvan, et restoranide nädalad peaksid olema erinevatel aegadel.

Kas Helsingis toimuvad ka restoranide nädalad või samalaadsed üritused?

Appendix 13. E-mail response - translation

kaido.pallo@telegraafhotel.com
Wednesday, February 18, 2015 14:57 PM

Kaido Pallo - F&B Manager of Tchaikovsky Restaurant in Hotel Telegraaf

Hotel Telegraaf - Vene 9, Tallinn

1. Was the Tallinn Restaurant Week organized well? (Any complications occurred that you had to resolve?)

TRW's booking has begun to work better with each passing year, this year there were no complaints at all.

2. Were your expectations fulfilled concerning the amount of customer reservations?

We were one of the first restaurant to be sold out of places.

3. Do you plan to participate next year in Tallinn Restaurant Week?

Certainly, unless otherwise decided.

4. What do you think about idea of creating Talsinki Restaurant Week, where restaurants from Helsinki would participate also?

In itself this is not a bad idea. Whether and how it would work, and how much it would benefit Tallinn restaurants, it is difficult to say.

Maybe we would even participate.

Appendix 13.1 E-mail response - original

kaido.pallo@telegraafhotel.com
Wednesday, February 18, 2015 14:57 PM

Kaido Pallo - F&B Manager of Tchaikovsky Restaurant in Hotel Telegraaf

Hotel Telegraaf - Vene 9, Tallinn

1. Kas Tallinna restoranide nädal 2014 oli hästi korraldatud? (Kas konkreetselt Teie restoranil tekkis komplikatsioone mida Te pidite lahendama?)

TRN-i korraldus on iga aastaga ainult paremini toimima hakanud, nii et etteheiteid sellel aastal üldse polnud.

2. Kas teie ootused, mis olid seotud klientide ja laudade broneerimisega täitusid?

Olime üks esimesi, kes oma kohad välja müüs.

3. Kas kavatsete osaleda ka järgmisel aastal Tallinna restoranide nädalal?

Kindlasti, juhul kui ei otsustata teisiti.

4. Mida te arvate sellisest ideest, et Tallinna ja Helsingi restoranid korraldaksid samaaegselt ühise restoranide nädala sündmuse ja nimetaksid selle näiteks - Talsinki Restoran Week? Kas Teie restoran ühineks selle sündmusega?

Iseenesest ei ole see paha mõte. Kas ja kuidas see toimiks ning kui palju sellest Tallinna restoranidele kasu oleks, on keeruline öelda.

Võibolla isegi osaleks.

Appendix 14. E-mail response - translation

meelis@hermitage.ee
Wednesday, February 18, 2015 13:38 PM

Meelis Vili - Restaurant Manager of Hermitage Restaurant

Hotel St. Petersburg - Rataskaevu 7, Tallinn

1. Was the Tallinn Restaurant Week organized well? (Any complications occurred that you had to resolve?)

Personally, I've taken part of this week 3 times, and 2014 was the best. Example for that reason, the reservation system worked well and did not collapse, as was the case in 2013.

This year, customers were more aware of what is at all TRW. You could see also the foreigners, which was a pleasant surprise. Although one couple came to our restaurant one week after their reservation time.

2. Were your expectations fulfilled concerning the amount of customer reservations?

Reservation system worked very well the only flaw was that we did not have direct contact with customers. Many had special requests, etc. It would be nice if customers are also able to provide feedback on the concept and system of the TRW, I think it would be beneficial to all other participating restaurants.

3. Do you plan to participate next year in Tallinn Restaurant Week?

Certainly, we are participating again next year. This is a tough week for the restaurant but certainly also very exciting. This is a very worthwhile event for Estonians who do not come daily into Fine Dining restaurants and in the same time it is also affordable for them.

4. What do you think about idea of creating Talsinki Restaurant Week, where restaurants from Helsinki would participate also?

I think it would be a good idea, however, I would separate those events. For example, I would do in April one as in Tallinn is already in November, that there would be two (2) such events in one year. I think that a lot of people would take part in both events and in both cities, there is definitely much to learn from each other.

I have received a number of feedbacks from Finns, that it is hard to find in Tallinn good restaurant and they did not like that we offer a very tough competition to Helsinki restaurant!

Appendix 14.1 E-mail response - original

meelis@hermitage.ee
Wednesday, February 18, 2015 13:38 PM

Meelis Vili - Restaurant Manager of Hermitage Restaurant

Hotel St. Petersburg - Rataskaevu 7, Tallinn

1. Kas Tallinna restoranide nädal 2014 oli hästi korraldatud? (Kas konkreetselt Teie restoranil tekkis komplikatsioone mida Te pidite lahendama?)

Isiklikult olen võtnud osa sellest nädalast juba 3dat korda ja 2014 oli kõige parim. Juba sellepärast, et broneeringu süsteem töötas korralikult ja ei jooksnud kokku, nagu oli see juhtunud 2013 aastal J

Kliendid olid rohkem teadlikult, mis TRW üldse on. Oli näha ka välismaalasi, mis oli meeldiv üllatus. Kuigi 1 paar tuli meie restorani 1 nädal hiljem oma broneerimis ajas

2. Kas teie ootused, mis olid seotud klientide ja laudade broneerimisega täitusid?

Broneerimis süsteem töötas väga hästi ainuke viga oli see, et me ei saanud klientidega otseühendust võtta. Paljudel olid erisoovid jne. Oleks tore, kui kliendid saaksid ka oma tagasisidet anda TRW raames, arvan see huvitaks igat restorani.

3. Kas kavatsete osaleda ka järgmisel aastal Tallinna restoranide nädalal?

Kindlasti osaleme ka järgmisel aastal. See on raske nädal restoranide jaoks aga kindlasti ka väga põnev. See on väärt üritus just eestlaste jaoks, kes igapäev Fine Dining restorani ei sattu ja on ka taskukohane.

4. Mida te arvate sellisest ideest, et Tallinna ja Helsingi restoranid korraldaksid samaaegselt ühise restoranide nädala sündmuse ja nimetaksid selle näiteks - Talsinki Restoran Week? Kas Teie restoran ühineks selle sündmusega?

Arvan idee oleks hea aga üritust ma teeks eraldi TRWst. Näiteks Aprillis, et siis aastas oleks 2 sellist üritust. Arvan selles võtaks osa paljud J ja mõlemal linnal on üksteisest õpida kindlasti. Olen saanud mitmete soomlaste käest tagasisidet, et Tallinnas on raske leida söögikohta, mis ei meeldiks ja pakkume väga kõvat konkurentsi soomlastele!

Appendix 15. E-mail response - translation

info@leibresto.ee

Wednesday, February 18, 2015 16:06 PM

Elen Torn - Manager of Restaurant Leib Resto ja Aed (Bread and Garden Resto)

Restaurant Leib Resto ja Aed - Uus 31, Tallinn

1. Was the Tallinn Restaurant Week organized well? (Any complications occurred that you had to resolve?)

Compared to previous years, it has certainly been a tremendous development of the whole system of the restaurant event and now it is very comfortable and accessible.

2. Were your expectations fulfilled concerning the amount of customer reservations?

Our expectations of bookings were absolutely fulfilled, in both the midday and evening reservations. All expectations were met throughout the week, with a total of only 5 cases being no-shows, that is a very good indicator.

3. Do you plan to participate next year in Tallinn Restaurant Week?

Definitely going to participate in the next, and if all goes again as well as before then we will participate in the next and the one after the that, and over-year.

4. What do you think about idea of creating Talsinki Restaurant Week, where restaurants from Helsinki would participate also?

The idea itself is certainly very nice, but very important is the timing of when the event is conducted. Ideally, the event will take place in February, when the two cities restaurants attendance is very low.

Appendix 15.1 E-mail response - original

info@leibresto.ee

Wednesday, February 18, 2015 16:06 PM

Elen Torn - Manager of Restaurant Leib Resto ja Aed (Bread and Garden Resto)

Restaurant Leib Resto ja Aed - Uus 31, Tallinn

1. Kas Tallinna restoranide nädal 2014 oli hästi korraldatud? (Kas konkreetselt Teie restoranil tekkis komplikatsioone mida Te pidite lahendama?)

Võrreldes eelnevatel aastatega on kindlasti toimunud tohutu areng ning kogu süsteem on restoranile väga mugavaks ja kättesaadavaks tehtud.

2. Kas teie ootused, mis olid seotud klientide ja laudade broneerimisega täitusid?

Meie ootused laudade broneerimisel kindlasti täitusid, kuna nii lõunased kui õhtused reserveeringud kõik said täidetud ning kogu nädala peale kokku olid vaid 5 no-showd, mis on väga hea näitaja.

3. Kas kavatsete osaleda ka järgmisel aastal Tallinna restoranide nädalal?

Kindlasti kavatseme osaleda järgmisel ja kui kõik endistviisi hästi sujub ka ülejäärgmisel ja üle-ülejäärgmisel aastal.

4. Mida te arvate sellisest ideest, et Tallinna ja Helsingi restoranid korraldaksid samaaegselt ühise restoranide nädala sündmuse ja nimetaksid selle näiteks - Talsinki Restoran Week? Kas Teie restoran ühineks selle sündmusega?

Idee iseenesest on kindlasti väga tore, kuid väga oluline on ajastus, millal antud sündmust läbi viia. Ideaalis võiks antud üritus toimuda veebruaris, kus mõlema linna restoranide külastatavus on väga madal.

Appendix 16. E-mail response - translation

info@restoranlusikas.ee
Wednesday, February 18, 2015 18:21 PM

Alo Stamm - Chef of Restaurant Lusikas (Spoon)

Restaurant Lusikas - Aia 7, Tallinn

1. Was the Tallinn Restaurant Week organized well? (Any complications occurred that you had to resolve?)

There were no complications.

2. Were your expectations fulfilled concerning the amount of customer reservations?

It had everything to do with all the positive.

3. Do you plan to participate next year in Tallinn Restaurant Week?

Be sure of that we participate in the next one.

4. What do you think about idea of creating Talsinki Restaurant Week, where restaurants from Helsinki would participate also?

If the case is the same, and our costs will certainly remain the same we would participate.

Appendix 16.1 E-mail response - original

info@restoranlusikas.ee
Wednesday, February 18, 2015 18:21 PM

Alo Stamm - Chef of Restaurant Lusikas (Spoon)

Restaurant Lusikas - Aia 7, Tallinn

1. Kas Tallinna restoranide nädal 2014 oli hästi korraldatud? (Kas konkreetselt Teie restoranil tekkis komplikatsioone mida Te pidite lahendama?)

Ei tekkinud

2. Kas teie ootused, mis olid seotud klientide ja laudade broneerimisega täitusid?

Igatepidi oli kõik positiivne

3. Kas kavatsete osaleda ka järgmisel aastal Tallinna restoranide nädalal?

Kindlasti osaleme

4. Mida te arvate sellisest ideest, et Tallinna ja Helsingi restoranid korraldaksid samaaegselt ühise restoranide nädala sündmuse ja nimetaksid selle näiteks - Talsinki Restoran Week? Kas Teie restoran ühineks selle sündmusega?

Kui asi toimub samamoodi ja meie kulud jäävad samaks siis kindlasti

Appendix 17. E-mail response - original

bistromat@bistromat.fi
Tuesday, February 17, 2015 15:08 PM

Päivi Palovaara - Restaurateur in Restaurant Bistro O mat

Restaurant Bistro O mat - Limnellinaukio, Kirkkonummi

1. Was the Taste of Helsinki organized well? (Any complications occurred that you had to resolve?)

Taste of Helsinki was organized very well.

2. Were your expectations fulfilled concerning the amount of customer visiting Bistro O Mat's stand?

First year there was more customer visits as we expected, second and third year little bit less than we expected.

3. Do you plan to participate next year in Taste of Helsinki?

Yes as a visitor.

4. What do you think about idea of creating Taste of Talsinki, where restaurants from Tallinn would participate as well?

Great idea! Two small capitals need each others.