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A Hotel Restaurant as a Food Tourism Destination

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The purpose of the studies is to research hotel restaurants, which can be considered food tourism destinations and create some recommendations for further development. The main research question of the Thesis is: how to make a hotel restaurant a food tourism destination? The final answer for this question is formed in a list of recommendations for hotel restaurants.

In order to make the research process more structured, and narrow down the main topics of study, the following sub-questions were defined: what kind of products and services are needed for food tourists in a hotel restaurant? What marketing strategies can be used to attract food tourists to a hotel restaurant?

This study was conducted in qualitative method and was carried out via interviewing restaurant and hotel employees in Finland, as well as an online research of hotel restaurant concepts around the world. Both methods were based on the sub-questions, and therefore included topics like food tourism and its main elements, studies about modern food tourists and their needs, product and concept development, branding and marketing planning.

The online research included evaluation of different restaurant concept with their ways of operating and serving customers. The main touchpoints were to find out how their concepts are built and how do they promote themselves. The information about each restaurant (Café Boulud, Bazar Mar, Diner by Heston Blumental, Huang Ting) was taken from at least three sources: official web-site, articles from online magazines and Social Media. The method chosen for the interviews was semi-structured, which means that the questions were formed in advanced based on the theoretical framework, however there was still a space for a discussion and personal opinions of the interviewees. Since the interviews were conducted during busy spring-summer season, one of the main challenges was finding the respondents and arrange a suitable time for meeting. Therefore, the dates of the interviews have big gaps between them: 4th of April in Kämp Brasserie, 19th of April in Glo Art Kitchen and 27th of June in Toscannini. The interview with SicaPelle Wining&Dining was conducted via email on 6th of June.

The result of the studies shows that even though the hotel restaurants do not particularly focus on food tourism, they would like to grow in that direction. The descriptions of their concepts can serve as good examples of current food tourism destination and source of inspiration. Moreover, in the end of the Thesis there is a list of recommendations depicted from the study, such as using healthy local products, organising small event on regular basis and more.

| **Keywords** |
| Food Tourism, Food Tourists, Restaurant Concept, Product Development, Marketing |

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1   Evolving hotel restaurants

The Hospitality Industry is one of the most diverse and fast-changing industries nowadays. New concepts are constantly emerging to provide experiences for customers, adapting to the needs of the new world. Service providers are widening their range of activities to customise their products and make customer experience more exiting and unique.

Therefore, hotels around the world are working on new ideas to stand out in their niche. One of the growing trends is launching restaurants within hotels, which are open for the hotel guests as well as for the local clientele, offering unique dining experience.

Since food is considered to be one of the biggest pleasures during travel, some hotels are improving their restaurants to make the cuisine itself as well as the atmosphere and the surrounding worth visiting. For example, the Surrey NYC hotel opened a café Boulud, leaded by a famous chef Daniel Boulud (5 Restaurants with famous Chefs). Thus, hotel guests can have a unique experience of dining in an exclusive French restaurant.

The aim of this thesis is to provide some guidelines and recommendations for hotel restaurants and F&B managers, who would like to make their amenities more attractive for travellers and meet the demands of a growing amount of food tourists.

The main research question of the Thesis is:
How to make a hotel restaurant a food tourism destination?

The sub questions are:
- What kind of product and services are needed for food tourists in a hotel restaurant?
- What marketing strategies can be used to attract food tourists to a hotel restaurant?

The research is focused on finding out how food tourism affects hotel restaurants, considering the its growing popularity. In addition, the work aims to discover, how a hotel can increase its visibility via the restaurant and how can the restaurant become a food tourism attraction and get more clients to the hotel as well. It also discusses what benefits it will bring to the hotel, if it will increase the role of its restaurant in the business concept, and what do hotel managers think about the opportunity.

The work includes several concepts and terms, which a manager will need to know in order to understand the guidelines and all the details of the research. First of all, one of the key concepts is food tourism. The theoretical part of the thesis describes the main characteristics, gives statistical data and explains why the tourism sector is considered to be a growing

trend. Moreover, the definition of Food Tourist is given to show what kind of customers are looking for food tourism destinations, and what needs and motivations they have. The information is categorised and presented in a table, showing food tourist profile.

In addition, since the hotel restaurants may need to make changes in their concepts to become more visible as a food tourism destination, Product Development is also discussed in the work. Part of the research is focused on the ways to promote and sale tourist products. Therefore, the terms like Marketing Planning and Branding need to be defined.

This study was conducted in qualitative method and was carried out via interviewing restaurant and hotel employees in Finland, as well as an online research of different concepts from other countries. The work evaluates different restaurant concepts, which can be considered food tourism destinations, with their ways of operating and serving customers. The main touchpoints of the research were to learn how their concepts are built, how do they promote themselves and how do they see themselves within food tourism.

The online research included analysis of the information about the chosen restaurants from at least three sources: official web-site, articles from online magazines and Social Media. The method chosen for the interviews was semi-structured, which means that the questions were formed beforehand based on sub-questions and theoretical framework and leaving space for a discussion and personal opinions of the interviewees at the same time.

2   Creating basis for the research

The chapter is focused on collecting relevant theoretical data, in order to identify the main topics and create an outline for the research. It includes descriptions of related topics, definitions of major concepts and statistical data. In addition. Theoretical framework helps to increase reliability of the results of the research.

2.1 Definitions of the main concepts

Food Tourism - a pursuit of unique and memorable food and beverage experience, both far and near (World Food Travel Association 2016).

Food Tourists – individuals whose primary motivation to travel to a destination is food and/or food related activities (World Food Travel Association 2016).

Tourism Destination - agglomeration of companies and organizations involved in producing and marketing the overall tourism product within a geographical area; strategic unit providing all necessary resources whose integrated activities allow tourists with the kind of experiences they expect (Höpken, Fuchs & Lexhagen 2014, 3).

Marketing - ascertaining customer needs, tailoring the product as closely as possible to meet those needs, persuading the customer to satisfy his needs and, finally, ensuring that the product is easily accessible when the customer wishes to purchase it (Jha 2010).

Marketing Research - systematic gathering and analysis of data to provide relevant information to aid decision-making (Bowie & Buttle 2004, 37-54).

Marketing strategy - an organization's integrated pattern of decisions that specify its crucial choices concerning products, markets, marketing activities and marketing resources in the creation, communication and/or delivery of products that offer value to customers in exchanges with the organization and thereby enables the organization to achieve specific objectives (Varadarajan 2009, 128).

Brand – an object choice, an enterprise and its offerings, about which a company and its marketplace forge an emotional and intellectual relationship; an identifying mark and an encompassing idea the captures the essence of an enterprise (Walters & Jackson 2013, 5).

Branding - the process of giving a meaning to specific products by creating and shaping a brand in consumers' minds. It is a strategy designed by companies to help people to quickly identify their products and organization, and give them a reason to choose their products over the competition's, by clarifying what this particular brand is and is not (The Branding Journal).

Brand Equity – added value endowed on products and services (Kotler, Bowen, Makens & Baloglu 2017, 169).

Product - anything that can be offered to a market to satisfy a want or need, including physical goods, services, experiences, events, persons, places, properties, organizations, information, and idea (Kotler & Keller 2015, 26).

Product Development - the overall process of strategy, organization, concept generation, product and marketing plan creation and evaluation, and commercialization of a new product (Entrepreneur).

2.2 Food Tourism and its main elements

Food tourism is one of the most growing segments in tourism industry. With the rise of experience economy, more and more people are interested in getting unique experience while travelling, and gastronomy is one of the main and widely available sources of that.

Kivela and Crotts (2006, 355-356) claim that dining out is one of the most popular tourist activities. The tendency does not dramatically depend on a particular age, sex or ethnic group of travellers. Moreover, being an 'experiential' activity, food tourism satisfies new customers' demand for interactive experiences.

Food Tourism is travelling in order to search for, and enjoy, prepared food and drinks (Hall 2003, 14). Hence food tourism destination is a place that tourists are looking for, and which provides food and beverages for their enjoyment. Food tourists can be travellers from other countries or local residents as long as the purpose of their trip is to enjoy food and gain new experience. On the other hand, Hall and Sharples (2005, 314-336) state that food can be not a primal reason for travel but just an element of a trip, which can be an important source of income. The concept has various definitions, depending on in what priority is food for travellers. However, in general all the activities, related to food consumption while travelling are considered to be a part of food tourism.

Food tourism is a growing trend and numbers of tourists are searching for new culinary experiences. As shown in figure 1, according to the Finland's First Food Tourism Strategy (Havas, Adamsson & Sievers 2015, 4-7), food tourism is also about stories, local characteristics and purity, and should be interlinked with the local culture.

Food tastes good

Beverages carefully thought out

Surroundings, design, aesthetics

Location, guidelines, visibility marketing and Sales

Understanding of customers, customized direct services

Cooperation with local producers – also in logistics

Customers allowed to participate

Networking with local enterprises, joint front

Local,traditional and Finnish charachter - but not conventional

Skilled staff, proud of their work

Figure 1. The elements of a successful food tourism business (Havas, Adamsson & Sievers, 2015, 4)

In a survey, conducted by UNTWO organisation among its Members from 29 countries in 2016, responded that gastronomy is a strategic element, that defines their image and brand. Gastronomy was considered to be the third reason for tourists to visit a destination.

70 % of respondents recognised food tourism as a market segment, however only 10 % said that it has enough promotion (UNTWO 2017, 17-21). The figures show clearly that food tourism is a growing trend, which is gaining more popularity among tourists and taken into consideration by service providers. Furthermore, one of the main challenges of the industry segment are promotion and marketing.

Food Tourism is often recognised as a segment of local culture, an element of regional tourism promotion and destination marketing (Du Rand & Heath 2006, 5-11). In addition, food tourism is able to increase existing tourism products, e.g. add value to accommodation services. Being a mixture of natural features, culture, services and uniqueness, food tourism can enhance total tourism experience. Since it is the only product that can be experienced using all the human senses, it can deepen the tourist experience even more (Du Rand & Heath 2006, 5-11.)

Food can make and important contribution to a tourism marketing strategy. Considering the growing trend, many tourism authorities around the world are recognising a potential of food tourism as a powerful tool to brand places, regions and entire countries (De Lera 2012, 115). Nowadays, in some concepts food is considered to be the main tourism marketing tool for promoting a destination. As Richards (2012, 20) said in his article, "foods can become distinctive elements of the brand image of the places and create distinctiveness in the crowded market place".

As a result, many tourism related enterprises are emphasising their relations with gastronomy to attract more tourists, interested in food experience. Many towns and cities are advertising their unique restaurants, cafes, wineries, breweries, farms and so on, connecting it with cultural tourism, since culinary can tell travellers about local culture and traditions. Therefore, gastronomy can be considered a great opportunity to attract more customers and promote a certain destination or a place.

2.3 Food Tourists: Who are they?

Till present day there has been conducted several studies that defined food tourists as a market segment, with their motivations and behaviour patterns. Demographics and psychographics varies between different age, countries and lifestyles. Food tourists were identified as travellers, who who participate in a food or beverage experience while traveling, such as tours at food or beverage factories, wine/beer/spirits tastings, and eating out in unique or memorable foodservice establishments (World Food Travel Association). Mostly, they are between 26 and 55 years old, having strong social needs, which are shown through their desire to dine in groups. Many of them are interested in food tasting, what tells about their

food enthusiasm. Some of the tourist are not considering trying new cuisines as the main purpose for travelling, but an addition to their trip (Levitt, Zhang, Di Pietro & Meng 2017, 2-8). Figure 2 represents a generalized profile of food tourists.

Demographics
- Age: 26 – 55
- Education: Vocational studies – University Degree

Length of stay
- From 1 hour to 1 week

Information Channels
- Social Media
- Hotel and Restaurant websites (TripAdvisor, Table Online, etc.)
- Friends and Family

Motivations
- New Experience
- Exploration
- New food
- Entertainment
- Relaxation
- Socialization

Needs
- Available info
- Options for allergists, G, L, V
- High-quality Customer Service

Factors influencing Decision-Making
- Rating
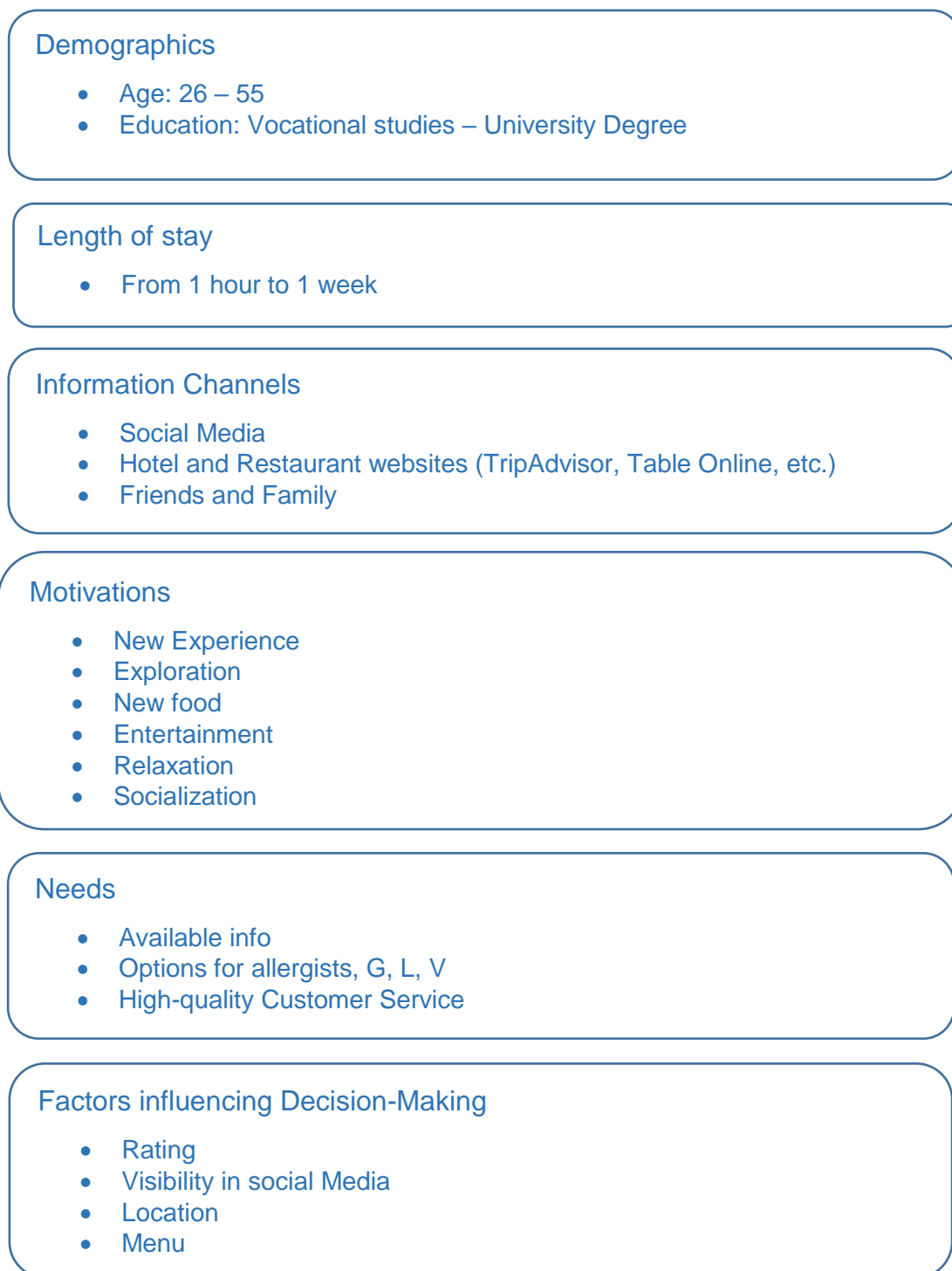- Visibility in social Media
- Location
- Menu

Figure 2. General food tourist profile (Cohen & Avieli 2004, 23; Chang, Kivela & Mak 2010, 989-1011; Smith, Costello & Muechen 2010, 17-35)

To add up, the main concerns of food tourists include hygiene, healthfulness and familiarity of consumed products and culinary (Cohen & Avieli 2004, 23). Talking about key motivators, Chang, Kivela and Mak (2010, 989–1011) claim that the main factors for the tourists are exploration, authenticity, education, and prestige. The studies of Smith, Costello and Muenchen (2010, 17–35) can add novelty and socializing to the list.

Table 1. Various types of food tourists (Wolf 2016)

Profile	%	Definition
Authentic	46 %	Seeks for drinks and food prepared according to recipes and traditions of region –" authentic experience"
Eclectic	44%	Seeks wide variety of experiences/ a little bit of everything
Localist	35%	Seeks locally owned and operated restaurants, from tiny cafes to gourmet restaurants
Social	30%	Seeks local food/drink experiences. Time, talking or meeting friends/family are important
Innovative	23%	Seeks to experiment, often trying innovative things. Seldom returns to the same places
Budget	22%	Seeks inexpensive dining options. May not seek a particular type of food but budget is important.
Adventurer	19%	Seeks unique foods and drinks &may be willing to try anything.
Gourmet	18%	Seeks fine dining and gourmet dining
Organic	17%	Seeks organic and naturally growing ingredients
Ambience	15%	Seeks ambience over food: can include romantic or the restaurants
Novice	14%	Seeks the usual or ordinary. They want to avoid surprises and seek outstanding experiences
Trendy	14%	Seeks trendy, hip & cool food and drink experiences. Being in the forefront is important
Vegetarian	8%	Seeks vegetarian or vegan restaurants and foods

In addition, the latest studies have defined more detailed profile of food tourists and divided it to smaller sub-groups. All of them on the basic needs of the food travelers and what they are looking for. For example, as it is shown in Table 1, Social food travelers are mostly interested in satisfying their social need while doing food and beverage related activities. Therefore, they usually dine out with friends and families and require the place to be suitable for socialization. (Wolf 2016).

However, the biggest food traveler's groups are Authentic, Eclectic and Localist. Authentic tourists are looking for unique foods and drinks, which are made by traditional local recipes

and can be found only in a certain regions or countries. On the other hand. Eclectic tourists are interested in a wide variety of food experiences – from street food to fancy fin dinning. They are ready to try almost anything and can visit multiple restaurant of completely different cuisine. Localist travelers are looking for local enterprises and foodservice providers and avoiding international chain restaurants. (Wolf 2016).

Profile of food tourists is very wide and includes different sub-groups with different needs. Therefore, there are a lot of opportunities for hotels and restaurants to find their niche and create a unique concept.

2.4 Marketing and Product Development

Hospitality Industry is fairly considered to be very dynamic and changing business sector. There numerous concepts, great ideas and products, which are being implemented around the world by professionals. However, many of them are facing one common problem – selling the product. Unfortunately, a lot of hospitality managers are struggling, trying to find the right ways and channels to sell and market their products. Therefore, creating a marketing strategy should be an important part of a new concept.

As in every business, developing a new product has to be done according to a plan, going through different stages. In this case, hotel managers should have a clear idea of what they are going to sell, to whom and how. For that purpose, a comprehensive product development strategy should be developed.
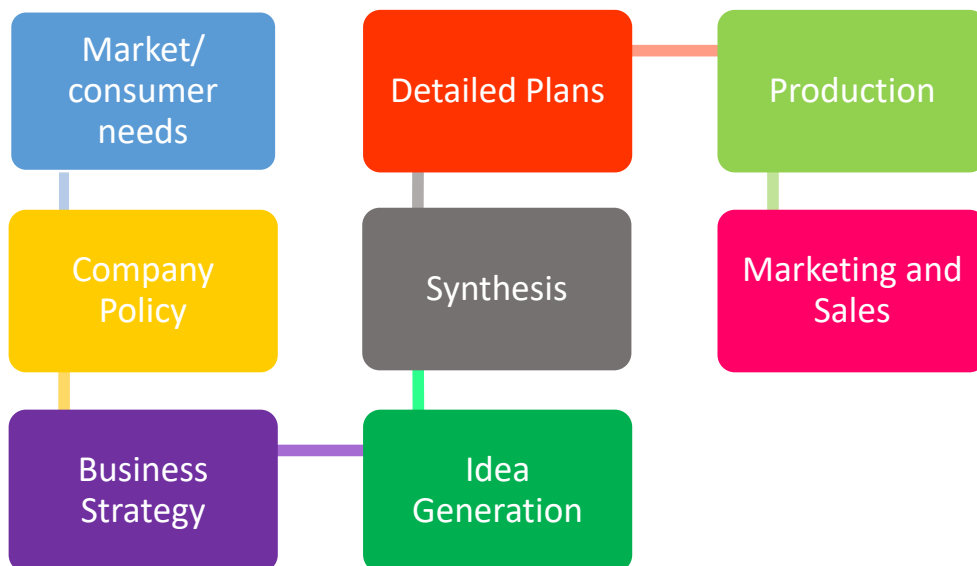

Figure 3. Progression of actions in new business activity (Mital, Desai, Subramanian & Mital 2007)

Figure 3. shows a detailed plan for starting a new concept and all the stages of the process. First of all, it is important to study market and customer needs. Therefore, customer profile should be created and a market research should be done at the early stage of the process. In addition, the developers should think about how the new concept will express the company policy, and determine the company's expectations from the new product (Mital, Desai, Subramanian & Mital, 2007, 18-29). After that, the team members generate a complete idea of a new strategy and create a detailed plan of how it should be implemented. The last stage of the process is identifying relevant marketing tools and channels to make the new business more visible.

Mital, Desai, Subramanian and Mital (2007,18-29) state in their book that in order to develop a successfull product, it should include a few crucial characteristics, such as in Figue 4.
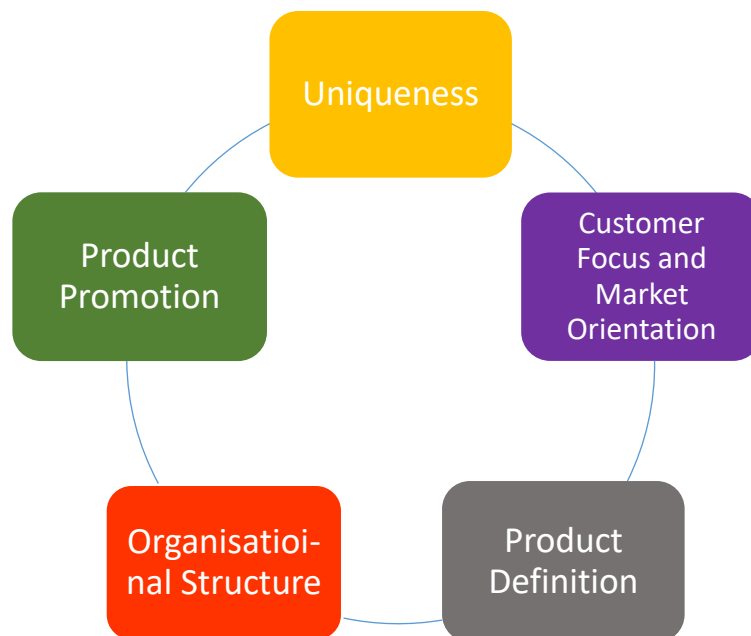
Figure 4. (Mital, Desai, Subramanian and Mital 2007,18-29)

Uniqueness stands for meeting customers' needs and having outstanding features, as well as to provide excellent quality and value for money. Customer Focus and Market Orientation requires understanding the nature of the market and competition, and determining customer needs. Product Definition means making an outline of the concept and business strategy, defining the product's features and benefits it will provide. Organisational structure is creating a good working climate, gathering specialists from all needed fields, supporting communication between the members, having strong and

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motivating leadership. Product promotion means using adequate resources for marketing, and spread information in appropriate channels (Mital, Desai, Subramanian & Mital 2007, 18-29).

Applying to hotel restaurant, the general product development plan should include menu as well as concept development, since it is offering not only high quality food, but excellent service and experience.

The restaurant menu shoud be related to the concept and the tastes of the target group (Radjenović 2014, 12-28). The selection of dishes needs to have special offerings, created by the chef of the restaurant, and the set of ingredients should correlate with the main business idea. However, a hotel restaurant, especially in hotel chains, should not neglect simple all day menu (standard burgers, club sandwiches, ceasar salads, etc.) for regular hotel guests, who seek for familiarity and business travellers, who want to save time. The wine list should be carefully chosen and tasted beforehand with the dishes. The menu and wine list themselves should have clear structure, be comprehensive for customers and easy to read, and give necessary information. In addition, purchasing of equipment and small tools, such as cutlery and dishes depends on the type of menu planned to offer to guests (Radjenović 2014, 12-28).

To add up, an interior design of the place is an important tool to transmit the concept and raise customers' interest. Restaurant setting may contribute to creating that memorable experience, since this is what most of the food tourists are looking for, and increase the lenght of customer stay. Moreover, physical environment can determine customer behaviour and satisfaction (Han & Ryu 2010, 599-611). Restaurant design should clearly represent the theme of the restaurant, be functional for staff and comfortable for guests. Music and lightning should be also taken into consideration. Furthermore, table setting is an important part of a restaurant design that should deliver a certain image to customers and be relevant according to dishes offered.

One of the most important aspects in a restaurant is staff. Therefore, a manager should decide what kind of people are needed for the place, and what should they represent by their service. Chefs and kitchen attendants should be qualified to work, have enough knowledge and experience, be able to work in a team and under pressure. (Radjenović 2014, 12-28).

In addition, waiters are the few members of the restaurant staff guest encounters with, so customer may judge the restaurant by their appearance and service (Radjenović 2014, 12-

28). For that reason, the hiring process should be carefully planned and identify, what qualities, level of knowledge and characteristics are needed.

The way of communication between waiters and customers is determined by the business concept. Therefore, the staff should be trained and instructed before staring work, as well as be informed about the menu and special features of the restaurant.

It is easy to conclude that developing a new product may require a lot of work from different specialists. Having a professional team is crucial for successful product development, since its team members are to work together throughout the process. Therefore, consistent and encouraging management is necessary from top management.

2.5 Brand and Branding

Brand is a symbol that helps to differentiate a business from competitors, and represents identity of a specific product, business or service (Saviolo & Marazza 2013, 6-71). It is a powerful tool of communication with customers and sending them a massage about company's values, as well as creating needed expectations from the product. To gain the power a brand should have a high brand equity, which adds value to services. It can be shown in consumers' perceptions and attitudes towards the brand, price and market share (Kotler, Bowen, Makens & Baloglu 2017, 262–285.)

Table 2. Marketing Advantages of Strong Brands (Kotler, Bowen, Makens & Baloglu 2017, 273)

- Improved perceptions of product performance
- Greater loyalty
- Less vulnerability to competitive marketing actions
- Less vulnerability to marketing cries
- Larger margins
- More inelastic consumer response to price increases
- More elastic consumer response to price decrease
- Greater support and cooperation from suppliers
- Greater support from marketing intermediaries
- Increased marketing communications effectiveness
- Brand extension opportunities

In addition, a successful brand needs to have a few important characteristics, such as being based on relevant values, including storytelling and be consistently expressed through customer/brand touchpoints (Saviolo & Marazza 2013, 6-71). It should be communicated to

customers continuously, delivering experiences promised. The main ways to promote a brand are advertising, world of mouth, social media and the company's Web page. Moreover, since customer mostly experience the brand value during getting services, employees should act as the brand representatives and operate according to its standards. Finally, a company should plan all the aspects of their brand and periodically audit its strengths and weaknesses (Kotler, Bowen, Makens & Baloglu 2017, 262–285.)

2.6 Marketing plan

In order to promote the concept, managers need to create a Marketing plan according to a chosen methodology, which will define how the product will be presented, what place it will take on the market and how it will be sold to customers. According to Bowie and Buttle (2004, 312-341), the plan consists of the following elements:

- Vision, mission, values
- Situation audit
- Objectives
- Marketing planning
- Segmentation, targeting and positioning
- Marketing mix
- Budgeting
- Implementation
- Controls
- Evaluation

Vision, mission, values
The first step of marketing planning is about defining the company's vision (what the company should look like in long term), mission (what is its purpose) and values (the way of communication with stakeholders, employees and customers) (Bowie & Buttle 2004, 312-341). All of the elements help to shape the directions for the company and basic guidelines for all future changes and actions.

Situation Audit
This stage aims to help managers to understand current situation of the company. In order to get the required information, a marketing research is needed. Bowie and Buttle (2004, 37-53) define Marketing Research as systematic gathering and analysis of data to provide relevant information to aid decision-making. The company can utilize the research by itself or with a help of a Marketing professional, what is more expensive but can be more effec-

tive in the long run. Both of them use information system to utilize two types of data: existing data from company sources, such as sales, guest history and customer satisfaction and opinions, and data collated from external marketing research activities such as brand performance, corporate reputation, consumer trends, competitor activity (Bowie & Buttle 2004, 37-54). After conducting the research and drawing conclusions from the analyzed data, managers are able to get a full picture of their current situation and their place in the market.

Objectives

This is an important step, which helps to understand, what the company wants to achieve and where it wants to go. The objectives impact the business and correlate with vision of the company. In addition, they should include qualitative and qualitative statement, which cone a chosen timeframe (Paley 2007, 91-109).

Marketing Planning

Marketing Planning depends on the objectives of the company and how fast it wants to grow. The stage contains of market entering and advertising strategies, product development and branding (Bowie & Buttle 2004, 312-341).

Segmentation, targeting and positioning

The next step defines important strategic decisions, such as how to segment the market, what is the customer target group and what the company's competitive advantages. It also helps to find a suitable position on the market and searching for new opportunities for the company (Bowie & Buttle 2004, 312-341).

Marketing mix

Marketing mix includes identifying marketing strategies and tactics, as well as the ways the company will sell the product. Strategy is a broader concept then tactics, therefore, it defines things like product, price and distribution. Tactics is focused in more detailed actions, such as events and campaigns schedules (Bowie & Buttle 2004, 312-341).

Budgeting

The step aims to make a detailed plan of how the company is going to finance implementation of strategic and tactical plans. It includes defining the costs of resources, construction and employees, as well as the main sources of money and roles of stakeholders. (Bowie & Buttle 2004, 312-341).

Implementation

Implementation plan includes assigning roles, tasks and responsibilities among all employees, engaging external partners and taking care of performance and reaching revenue goals. Moreover, it contains developing effective management/ employee communication, involving employees into the company's development and informing them about the goals and competitors (Bowie & Buttle 2004, 312-341).

Controls

Controlling the process is crucial to understand where the company's position is after implementing the concept. That requires creating relevant tool of getting data about sales figures, revenues, growth, customer and employee satisfaction, monitoring performance. Furthermore, certain standards and markers should be set in order to see the business's position clearer. (Bowie & Buttle 2004, 312-341).

Evaluation

The last stage contains the finale evaluation of the work done. It can help managers to understand what objective were achieved, what went wrong during the process and what should be improved or changed. (Bowie & Buttle 2004, 312-341).

3 Conducting the Research

The research was conducted in order to understand what can make a hotel restaurant a worth visiting food tourism destination. The main research question of the Thesis is: how to make a hotel restaurant a food tourism destination? The sub-questions are: sub-questions were defined: what kind of products and services are needed for food tourists in a hotel restaurant? What marketing strategies can be used to attract food tourists to a hotel restaurant?

The research is based on qualitative research method, which is a type of research that collects and works with non-numerical data and that seeks to interpret meaning from these data that help us understand things through the studies. The type of research produces descriptive data that is later interpreted by using systematic methods of transcribing and analyzing themes and trends (Crossman 2018.) The method was used for this particular research due to the lack of numerical data, that could be relevant for this topic (e.g. number of food tourists coming to hotel restaurants yearly). In addition, it helped to get a deeper insight on the topic from the experiences and opinions of interviewed hospitality professionals, as well as learn about their visions on future development of their restaurants as food tourist destinations.

Current research is based on analysing already existing and successful restaurant concepts via semi-structured interviews with restaurant managers and online data collection. The methods were considered to be the most suitable for the work due to their flexibility as well as an opportunity to give a wider understanding of the topic.

3.1 Review of interesting hotel restaurant concepts around the world

The review is based on collecting data among hotel restaurants around the world, mostly analysing their websites and information in Social Media. The restaurants are located in different destinations and have unique offerings and various menu options. All of them are run within up-scale hotels.

The method is based on Web-content mining, which uses Web-page content as the data source for the mining process. Web-content mining is a part of Wed-mining, a usage of data-mining techniques to automatically discover and extract information from Web documents and services. Web-minig is conducted through four stages:

1. Resource Finding - retrieving data from the multimedia sources on the Web, such as news articles, forums, blogs, and the text content of HTML documents.
2. Information Selection and Preprocessing – transformation of the retrieved data and representing it in logic form.
3. Generalization - discovering general patterns within individual Web sites as well as across multiple sites.
4. Analysis - validation and/or interpretation of the mined patterns.

(Kantardzic 2011, 300-305.)

For this research the information was gathered from online resources, such as restaurants websites, social networks, articles and reviews in different online magazines. To find relevant concepts, key words were used, which lead to a number of web pages with lists and information about various hotel restaurants. After that it was possible to choose the most suitable examples and go to their web site for further research. Some of the restaurant did not have their own web site, therefore hotel chain websites were used. All of the web pages had links to official accounts in Instagram, Facebook or Twitter. Additional information was found similar way through the web search, via using the name of a restaurant as a key word or in social media search. Figure 5 shows the key words and their results, which were used for the analysis. The retrieved data consisted of descriptions of restaurants' concepts, menus, special events, information about with the owners and their visions of cuisine and goals, which they want to achieve with the projects. Moreover, it included reviewing articles in different Internet resources and magazines, such as the New York Times, and their content in popular social networks, such as Instagram, Twitter and Facebook. The information was categorised and presented in structured form (Table 3), including detailed descriptions of the restaurant concepts, and similarities and patterns were defined. After that, it was possible to make conclusions about the main elements and define, what kind of product and services the restaurants provide, as well as what marketing channels they use to sell them. The analysis was divided on identifying what product do the restaurants offer and what marketing strategies and channels do they use to promote it. The whole process took about 50 hours of work and all the relevant information was firstly collected in text format in a Word file, being 'transcripted' or categorized after. Thesis shows shortened version of online research.

Resource finding:

a) Key words - 'hotel restaurant around the world', 'best hotel restaurants' → 5 hotel restaurants with famous Chefs (gottakeepmovin.com), 101 Best Hotel Restaurant around the World (thedailymeal.com);

b) Restaurants - Cafe Boulud (cafebouud.com), Huan Ting (peninsula.com), Bazaar Mar (sbe.com), Dinner by Heston Blumental (dinnerbyheston.com);

c) Reviews and articles - 'Cafe Boulud' by Frank Bruni (New York Times), 'Private Dining at Diner' by Chris Dwyer (Destination MO), 'Jose Andres Bazaar Mardeserves the applause' by Valeria Nekhim Lease (Miami Newe York Times).

Information selection and Preprocessing:

This phase is represented in the general discription of the concepts, describing their location, cuisine, events, design and web pages, including references from the articles.

Generalization:

Generalization was implementd by depicting common topics from the gathered information and finding common characteristics between the restaurants. Thihs can be seen in Table 3 ans well and in marketing strategy analysis.

Analysis:

The analysis consists of conclusions made in the Discussoion section.

Figure 5. Online research phases

The restaurants are Café Boulud, Bazar, Dinner by Heston Blumental and Huang Ting. Most of the restaurants have famous chefs and some of them are chain restaurants and presented in different hotels of the same or different brands. Locations in different parts of the world shows the diversity of the business as well as orientation on various local cuisines.

All the restaurants were chosen since they all are located inside hotels and have potential characteristics of a food tourism destinations, such as usage of local ingredients, having carefully created drink menu, paying attention to design and surrounding, organising special events and creating holistic experiences. In addition, the restaurants are situated in popular touristic places and have unique qualities, which make them attractive places to visit.

Therefore, the venues may already be visited by food tourists, as well as be considering development as a food tourism destination. The restaurants are analysed by two main factors: what is the product offered and its relation to food tourism, and what are the marketing channels and strategies used. The answer to those questions will help to identify, how the restaurants became successful food tourism destinations.

3.1.1 Café Boulud

The restaurant is located in the Surrey hotel, in the centre of New York. It belongs to a famous chef and restaurateur Daniel Boulud, who has several restaurants in the US and around the globe. (cafeboulud).

The Executive Chef of the restaurant is Aaron Bludorn, young and ambitious professional, who was given authority to make improvements in the menu according to his ideas. The wine list is created by sommelier Aaron Fusco, who introduces collection of French wines, wines from smaller producers and aged wines. (cafeboulud).

The menu of Café Boulud is inspired by Daniel's Boulud vision of cuisine, which is described as four muses: *la tradition*, classic French cuisine; *la saison*, seasonal delicacies; *le potager*, the vegetable garden; and *le voyage*, flavors of world cuisines (cafeboulud) and divided in four parts. La tradition section consists of classic French dishes. La sasion offers seasonal dishes, for example Icelandic Codd, since at the time I checked the menu, it was still winter season. Le potager in inspired by Farmers' Market and has vegeterian options. Le voage features dishes from global cuisine, which was Japanese at the moment. Cafe Boulud serves breakfasts, lunch and dinner seven days a week.

In addition, the restaurant serves authentic cocktail in its Pleiades Bar. The bar is decorated by Lauren Rottet in art deco style, inspired by Coco Channel. It functions as hotel bar as well as a bar for restaurant guests. Moreover, the restaurant offers facilities for private parties in two private rooms as well as cocktail parties in the bar. Moreover, Bar Pleiades features Jazz Evenings every Friday for the lovers of music from 30's – 40's.

The restaurant presents itself as 'a destination and a neighborhood gem for casually elegant dining' (cafeboulud). As Frank Bruni desribed in New York Times article, Cafe Boulud has a cosy atmosphere for an older crowd and makes sure that you feel happy and sated, helping to choose the best food and wine options for each guest (The New York Times, 2004).

3.1.2 Huang Ting

Huang Ting is a part of Peninsula hotel in Beijing. The restaurant is designed in traditional Chinese style and takes guest into the times of Qing dynasty, showing antique furniture and heavy wooden doors. The place resembles an old house of noble Chinese man. (beijing.peninsula).

The restaurant offers guests traditional Cantonese cuisine, featuring famous Peking's duck and dim sum. The dishes are completed by local Chinese wines and liqueurs, carefully selected by Huang Ting's resident sommelier.

Furthermore, the Chef of Huang Ting is award-winning Bryan Lee from Hong Kong. He bravely combined traditional and progressive cooking styles to surprise the guests and local dinners. The restaurant serves classic Stir-fried prawn as well as inventive signature dishes like Australian wagyu beef. In addition, health and wellness are an important part in the dining experience in Huan Ting. (beijing.peninsula).

Moreover, the restaurant has a Tea Lounge for its guests which serves more than 50 varieties of premium Chinese tea and dim sweet sum. The resident masters offer tea tastings and theatrically perform famous Chinese Tea Ceremony. (beijing.peninsula).

3.1.3 Dinner by Heston Blumenthal

Being located in Mandarin Oriental Hyde Park, in London, the restaurant is inspired by historic British gastronomy. Dinner belong to a talented and enthusiastic celebrity Chef Heston Blumental. (dinnerbyheston).

The cuisine of the restaurant is based on old British gastronomy, from Tudor era to Alice in Wonderland dining Experience. Creation of the menu required a wide historic research, including 14th century cook books and collaboration with food historians from British Library and the team at Hampton Court Palace. (dinnerbyheston). As a result, the restaurant offers a unique menu, which combines traditional and contemporary cooking styles.

Dinner's design reflects its concept of being modern, yet demonstrating British traditions and history. The hall is decorated with rosewood veneers and carved Tudor Rose center-

piece. Some of the furniture in inspired by samples from Westminster Palace. (Dwyer, mandarinoriental). In addition, the room has floor-to-ceiling glass walls, letting guests see the kitchen.

The restaurant aims to introduce to the guests traditional dishes and remember some glorious old times. Moreover, it makes the experience lighter and more innovative by adding modern elements to the service, food and design.

3.1.4 Bazaar Mar

Bazaar Mar is located within a luxurious SLS Brickel Hotel & Residence in Miami. The restaurant in a part of a bigger chain Bazar, owned by celebrity chef Jose Andres, internationally recognised culinary innovator and television person. (sbe).

The concept of Bazar Mar is based on sea food and Jose Andres innovative cuisine. The restaurant serves different sea snacks, oysters and whole fish. All the dishes evoke the sea, from the taste to appearance. For example, each of Bazaar restaurants have their signature crisps and Bazaar Mar make it in a shape of fish. (Lease 2017).

The design of the restaurant was developed by Philippe Starck and represents the ocean. The main colours of the room are navy blue and white, and the walls are painted with adventures of the sea god Neptune, golden crabs and fish. (Lease 2017).

Bazaar Mar is constantly trying to surprise its guests by offering new dishes and holding new events. For example, the Merienda Hour is a new snack and sip concept, which features special cocktails throughout weekdays (sbe). In addition, one of Andres's goals is to gain more regular customers, therefore he instructed his crew to price signature sashimi plater for 24 $, what is unprofitable for the restaurant (Lease 2017).

The place is made for fancy but unpretentious crowd for simple enjoyment of fresh seafood and smooth service. The place offers relaxed atmosphere of a sea resort for casual and elegant dining. (sbe).

3.2 Conducting the interviews

Part of empirical research consists of interviews, held with restaurant managers and hospitality professionals, who run their businesses within hotels. The method of the interviews was semi-structured, which was used to ascertain subjective responses from persons

regarding a particular situation or phenomenon (McIntosh & Morse 2015, 2). The type of interview is often used to delve deeply into the topic and understand thoroughly the answers provided (Harrell & Bradley 2014, 27). The questions were based on theoretical framework and research questions, and systematically organised according to themes and topics. However, participants were free to answer open-ended questions as they wished. That makes the method unique among interview methods for the level of relevancy it provides while remaining responsive to the participant. In addition, the structured questions help to compare the answers and transform and quantify the gathered data (McIntosh & Morse, 2015, 4). The type of interview was chosen due to the advantages such as flexibility and opportunity to ask additional questions, as well as a clear structure, which made it easier to lead the interview and made sure that all the topics are covered.

Before deciding what kind of questions to ask from the interviewees, it is important to make clear what the purpose of the research is and what the researcher wants to learn. After that, it is important to decide who are to be asked (Harrell & Bradley 2014, 32.) Creating the structure of the interview contains three stages: identifying the domain of the topic under investigation including its boundaries, identifying the categories of the topic, and identifying the question stems (McIntosh & Morse 2015, 6). Identifying the domain of the topic is based on the main question of the current research (How to make a hotel a succesful food tourism destination?) and the sub-questions (What kind of product and services are to be provided by hotel restaurants as food tourist destinations? What marketing strategies can be used to attract food tourists to a hotel restaurant?). The categories are identified by subdivision of the domain to particular characteristics (background information, restaurant concept, food tourism, marketing strategy, selling). Identifying the items means constructing individual articles from the conceptual categories, which form the main structure and questions of the interview (McIntosh & Morse 2015, 7.)

The interviews were conducted among restaurant managers from Glo Art hotel, Kämp Hotel, Klaus K hotel and Onni hotel (interview structure can be found in Appendix 1). The restaurants were chosen due to several reasons, such as being popular destinations for locals and tourists, orientation on local cuisine, as well as availability of the managers. In addition, central location of the restaurants suggested that they were more likely to be interested in attracting food tourists, and therefore have relevant information on the topic. All the interviewees are asked the same questions in the same order, so that it is easier to structure the results and draw conclusions. However, all the questions were open-ended, and the participants were able to fully express their opinion.

All of the interviews had the same structure (appendix 1) and started with asking back-ground information of the participant, such as name, title, the prior work experience in the industry, current responsibilities, duties and tasks in the hotel. Then the interviewee was asked about the concept of the restaurant, what is its theme and menu, what does it offers to customers and what makes it unique and stand out from other restaurants. After that he/she were asked about familiarity with the concept of food tourism, are considering their restaurant a food tourism destination or would like to become one, do they aim to attract food tourists, what do they know about food tourists and what benefits do they see in being a part of food tourism. In the next part the questions are more focused on marketing and selling, therefore the interviewees were asked about their marketing strategies, how do they promote the restaurant, do they use branding as their strong point and how do they in-crease customer interaction.

For the current research four interviews were conducted. Three of the interviews were con-ducted face to face at the hotel restaurants and the discussions took from thirty to forty minutes. The interviews took place on 4th of April in Kämp Brasserie, 19th of April in Glo Art Kitchen and 27th of June in Toscannini. The last participant from Onni hotel was not able to make it face to face and preferred to send the answers to the interview questions by e-mail, since it was more convenient for the interviewee timewise.

3.3 Thematic Analysis of the interviews

In order to analyse the data gathered in the interviews and derive useful information, a method of thematic analysis was used. This is a method for systematically identifying, organizing, and offering insight into patterns of meaning (themes) across a data set (Braun & Clarcke 2014). The method is widely used in working with qualitative data, and based on identifying common way a topic is talked or written about and making sense of those commonalities, which are important in relation to the research topic (Braun & Clarcke 2012.)

The method helps to analyse qualitative data systematically, and requires learning a theoretical background on the researched topic, in order to define guidelines for gathering qualitative data. The main benefits of thematic analysis are its accesibility and flexibility.

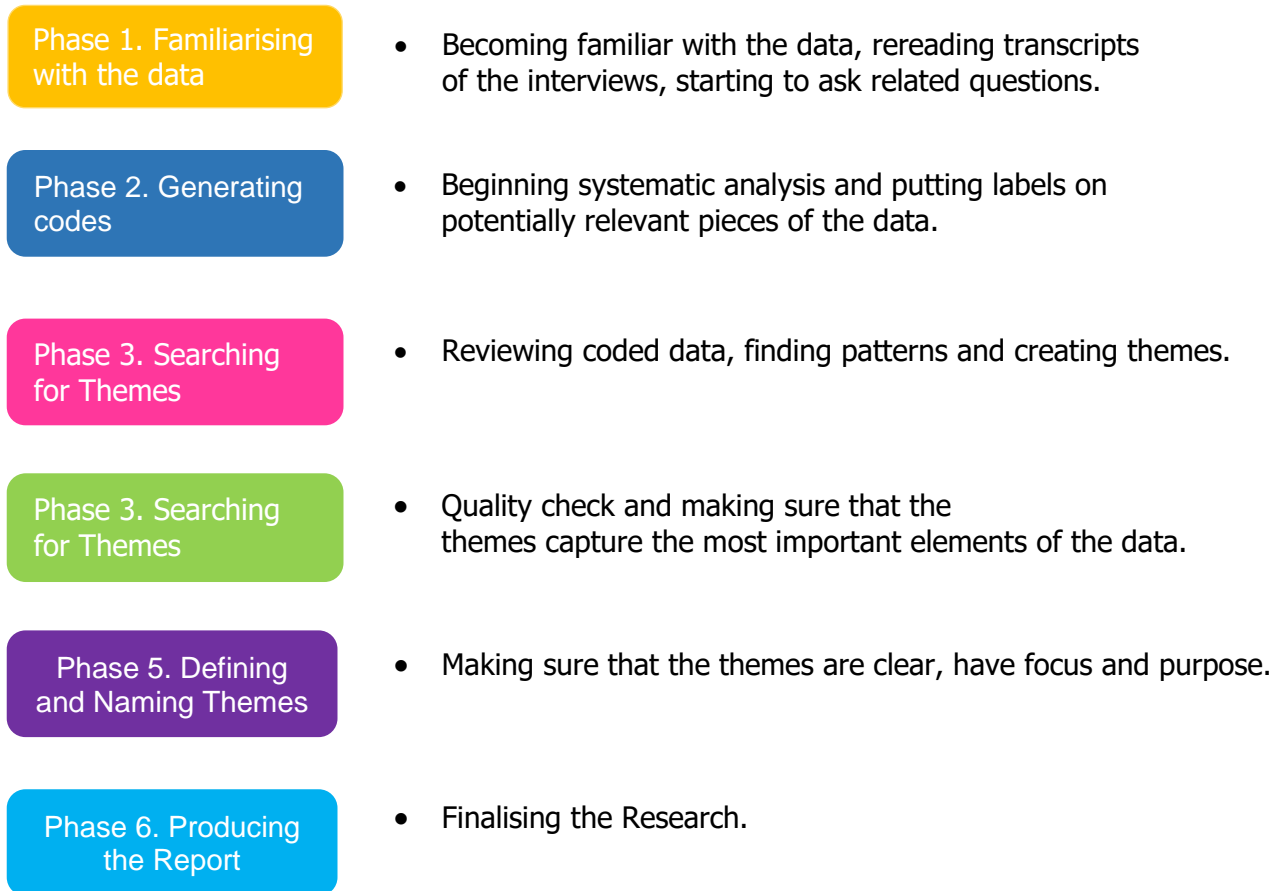Conducting thematic analysis consists of six phases:

Phase 1. Familiarising with the data	• Becoming familiar with the data, rereading transcripts of the interviews, starting to ask related questions.
Phase 2. Generating codes	• Beginning systematic analysis and putting labels on potentially relevant pieces of the data.
Phase 3. Searching for Themes	• Reviewing coded data, finding patterns and creating themes.
Phase 3. Searching for Themes	• Quality check and making sure that the themes capture the most important elements of the data.
Phase 5. Defining and Naming Themes	• Making sure that the themes are clear, have focus and purpose.
Phase 6. Producing the Report	• Finalising the Research.

Figure 6. Phases of Thematic Analysis (Braun & Clarcke 2012.)

After transcripting the interviews, reviewing the gatherd data and putting labels on the answers, four main themes were defined: restaurant concepts, connection to food tourism and marketing and selling. The transcripts took seventeen pages in total. The full transcript took seventeen pages.

'Restaurant concepts' includes describtion of various elements of the restaurants, such as design, cuisine, service and ingredients used. 'Connection to food tourism' tells about the interviewees ideas and opinions about food tourism, and how the concept is represented in their restaurants. 'Marketing and selling' describes the marketing channels and strategies used by the restaurants, including their colaborations with other companies.

4 Results of the Research

After completing the online research and the interviews, large amoun of data was gathered and analised. To make easier to read and process, the information wasdevided into themes and presented in tables.

4.1 Analysis of the restaurant concepts

The analysis is based on the concept of product development and characteristics of a successful product, described by Mital, Desai, Subramanian and Mital (2007,18-29), such as uniqueness, customer focus and market orientation, product definition, organisational structure and product promotion.

Table 3. Restaurant concepts.

	Café Boulud	*Huang Ting*	*Dinner by Heston*	*Bazaar Mar*
Concept	Elegant restaurant based on French cuisine	Traditional Chinese restaurant	Historic British Gastronomy	Seafood restaurant
Famous Chefs	Daniel Boulud	Bryan Lee	Heston Blumental	Jose Andres
Menu	French cuisine, Global cuisine and seasonal offers	Mixture of traditional and contemporary Cantonese cuisine	Traditional British recipes, combination of old and modern cooking styles	Various seafood
Design	Elegant decorations, Art Deco style, inspired by Coco Channel	Traditional Chinese Style, antique furniture from Qing dynasty	Combination of traditional Gothic British style and contemporary design	Ocean thematic, white and navy-blue colours and sea creatures
Events	Jazz Evenings	Tea Ceremony	-	Merienda Hour
Website	Has its own webpage with menus and link to reservations. Active on social media	Hotel website, link to reservations. Active on social media	Has its own website and link to reservations. Active on social media	Hotel website, link to reservations. Active on social media

Taking all the gathered information into the consideration, it is possible to find some characteristics which can define the restaurants as food tourism destination.

First of all, a food tourism destination is meant to offer a pursuit of unique and memorable food and beverage experience (World Food Travel Association 2016). Since the definition includes a very wide range of concepts, which can be related to food tourism, it is not easy to distinguish the main sings for a place to be called food tourism destination. However, for the purpose of the research the main factors were determined according to the main definition of food tourism. Hence the restaurant concepts were evaluated by the presence following characteristics, such as unique food and beverage experience, memorability of the experience, availability for locals and tourists, evolving customers into the experience.

The Table 3 shows structured characteristics of the researched concepts. All four restaurants have their own unique concept. The centre of each of them are food, beverages and services that they offer. Since most of the are owed by a famous chef, the menus are also based on special vision of each of them. For example, Café Boulud belongs to Daniel Boulud, who is a great apologist of cuisine from his native country. Therefore, a big part of the menu is taken by French dishes and wines. In addition, some of the restaurant are promoting local cuisine, creatively combined with modern food trends and demands of customers. The good examples are Dinners by Heston and Huang Ting, offering traditional dishes as well as adopted versions or completely modern dishes.

Design plays an important role in concepts of the restaurants. All of them are related to the main theme and corelate with the food served. It can be seen in Bazaar Mar located on the ocean shore in Miami. Since the main theme of the restaurant is the sea and most of the menu items contain seafood, the place is decorated with statues of crabs and fish, the walls are painted with Neptune adventures in different shades of blue colour. Moreover, design aims to create a certain atmosphere, which attracts desired customers. For instance, mild and warm colours of Café Boulud are meant to create relaxed and light mood for fancy but unpretentious people.

To add up, in order to make the experience more interactive, most of the restaurants offer special events on regular basis or with advanced request. Therefore, the venues become more entertaining and focus on regular customers as well as tourists. For example, Huang Ting offers famous Tea ceremony, what is a very popular experience that many travellers are looking for in China. On the other hand, Café Boulud features Regular Jazz evening, which are mostly meant for the local people and regular guests.

As we can see, all of the concepts offer a unique product, which cannot be found anywhere else. The restaurants do not emphasise much on being a part of a hotel, but on their unique idea. All of them have an outstanding vision of culinary, which was created by a famous chef and supported by the design of the place and certain services. In addition, they made it very clear that their properties are open for all sorts of quests: locals, tourists and hotel guests.

Therefore, it is possible to conclude, that all the presented concept can be considered food tourism destinations, since they are providing unique experiences, related to food and beverages, which are open for everybody and are worth visiting by themselves. To add up, all of the restaurants have similarities in the products they offer, such as a holistic concepts, unique dishes, services and design.

4.2 Marketing strategy analysis

Marketing research is mostly based on evaluation of websites of the restaurants and their presence in Social Media. The purpose of the analysis is to figure out what Marketing channels do the restaurants use to promote themselves and what other marketing strategies are applied to attract customers.

The first significant difference between the restaurant websites is that some of them preferred to have their own websites, when others have their page on a hotel website. For instance, Dinner by Heston and Cafe Boulud have their own websites, while Huang Ting and Bazaar Mar have their pages on hotels' websites. It shows how much independent a restaurant wants to be from a hotel and does it want to support an image of a hotel restaurant at all. It also depends on if the brand is strong enough not to look for an additional support from a hotel chain. In addition, even though the restaurants are open for all the guests, the restaurants more dependable on a hotel are more focused on tourists and hotel guests.

To add up, the content of the webpages represents the concept of the restaurants and give main information. All of them have a similar structure and set of useful links provided. All of them have a brief description of the concept which may include information about the cuisine as well as setting and atmosphere of the restaurant. For example, Huang Ting front page tells about sophisticated Cantonese dishes served there as well as the place being a recreation of Beijing's nobleman house (beijing.peninsula). Furthermore, all of the pages include menu of the restaurants with all the prices and links to online reservations.

In addition, the restaurants actively use the recognizability of their famous chefs as a tool for promotion and marketing. All of the websites have a page, describing the chef's or owner's career, awards and providing some personal details. Bazaar Mar for instance gives information about how Jose Andes started his career, what has he done for the community and what were his inventions in cuisine. Therefore, famous names play an important role in branding of the place and can represent aspects of the restaurant concept by itself.

Moreover, some of the restaurants use pricing as a tool to attract more customers. In Bazaar Mar the stuff was instructed to lower the price of the sashimi tasting platter, even though it was unprofitable, in order to get more regular guests to the restaurants.

Talking about Social Media, all of the restaurants are represented in popular social network, such as Instagram, Facebook, You Tube and Twitter. All of them use their official accounts to make regular posts about new dishes and offers, as well as upcoming events. Moreover, most of them got reviews in popular magazines, such as The New York Times and Miami New Times.

To conclude, the marketing strategies of the restaurants are well-planned and required a wide range of professionals. They mostly consist of defining the restaurant concepts and using multiple modern tools to promote them as a whole brand.

All the analyzed hotel restaurants can be considered food tourism destinations, since they provide unique food and beverage experience, and open for tourists as well as local people. The presented restaurants have holistic concepts with all the elements being related to each other and the common theme. The major elements include menu, design and service. All of them send certain messages and values, creating a unique atmosphere and making customers to come back.

The marketing strategies of the restaurants include description of the concepts, using famous names of chefs for branding, pricing, and Social Media. The strategies are representing the main values of the restaurants and focusing on their main customer groups and their expectations. In addition, organizing of different events is attracting more attention to the restaurants and increasing customer interaction.

4.3 Restaurant concepts in Helsinki

The interviews were done with the employees of the following restaurants: Brasserie in Kämp Hotel, Glo Kitchen Art in Hotel Glo Art, Toscanini in Klaus K Hotel and SicaPelle Win-

ing & Dinning in Onni Hotel. All of them had enough experience and expertise to tell in detail about their restaurant concepts, marketing strategies and future visions. Table 4 describes their restaurant concepts.

Table 4. Restaurant concepts.

	Brasserie	Glo Art Kitchen	Toscanini	SicaPelle Winning & Dining
Concept	Classic Brasserie restaurant with a Finnish flavor, serving traditional dishes	Nordic style food with Finnish elements	Italian restaurant within the story of the hotel, based on Kalevala	Finnish dishes, combined with Italian vibes and carefully prepared wine menus
Ingredients	Local good-quality seasonal products, other raw materials are imported, if it's not possible to fin the in Finland	Local ingredients as much as possible	60% of the ingredients are imported from Italy	Ingredients are partially imported from Italy, but mostly from Finland
Service	High-standard service is a part of the concept, strict to the staff	Same values for customers and employees – respect and engaging	Casual relaxed restaurant, attentive to customers' needs, Italian authenticity	Personalized high-quality service

The restaurant concepts of Brasserie and Glo Kitchen restaurant had some significant similarities since both of their menus were based on traditional Finnish dishes and Nordic Kitchen. However, Basserie offered more classic dishes and services, and was meant for a bigger number of customers due to its size (Kämp Brasserie restaurant manager 4 April 2018).

Restaurant Toscanini offered a totally different concept, providing its customers with an authentic Italian experience. Despite representing the southern cuisine, the restaurant was closely linked to the concept of the hotel, which was Finnish national epic Kalevala. The link was in the design and the memory off a time, when Finnish artist went to Toscana to master their skills, what later followed by the creation of the famous painting of Kalevala. That added to the whole story, created by Klaus K hotel. (Toscanini supervisor 4 July 2018).

SicaPelle Wining & Dining is located in Porvoo and served carefully thought menu sets, which combined Finnish cuisine with Italian flavors. In addition, the restaurant provided a wide wine menu, where all of the items were carefully chosen to fit the dishes. (Onni Hotel duty manager 7 July 2018).

Most of the restaurants emphasized the importance of using local ingredients. Brasserie closely cooperated with local food production companies, farmers and fisherman in order to provide fresh and seasonal ingredients. The same was true for Glo Art Kitchen, however, the restaurant manager pointed out that in some seasons it was very challenging or expensive to get fresh Finnish ingredients, therefore, they might be replaced by imported ones (Glo Art Kitchen restaurant manager 19 April 2018). SicaPelle was using a combination of Italian and Finnish ingredients, where Finnish ingredients were prevailing and came from smaller local producers (Onni Hotel duty manager 7 July 2018). Toscanini was trying to create as authentic experience as possible, therefore about 60 % of the ingredients were imported from Italy (Toscanini supervisor 4 July 2018).

All of the restaurants were open for various kinds of customers: tourists, hotel guests and locals. The proportion of hotel guests and guests from outside of the hotel differed depending on a few factors, such as location of the restaurants in the city and within the hotel.

4.4 Marketing and Selling Strategies

The restaurants used different marketing channels to promote themselves and have a different level of dependence on a hotel while planning marketing strategy. In addition, target groups of the restaurant were different due to various aspects, such as location of the restaurants and services they provided.

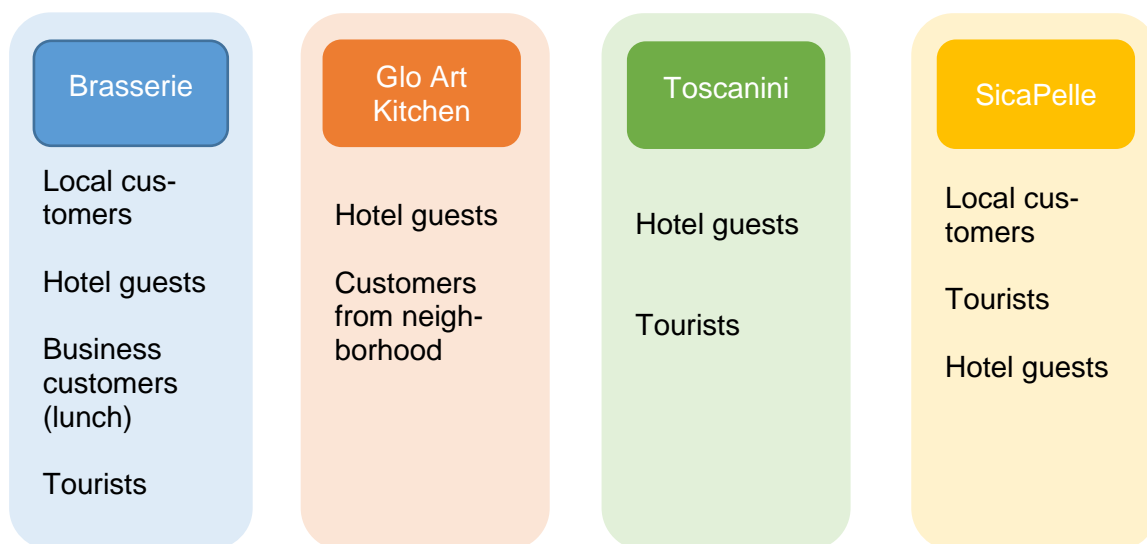| Brasserie	Glo Art Kitchen	Toscanini	SicaPelle
Local customers	Hotel guests	Hotel guests	Local customers
Hotel guests	Customers from neighborhood	Tourists	Tourists
Business customers (lunch)			Hotel guests
Tourists			

Figure 7. Customer groups of the restaurants in Helsinki

The restaurants' clientele was not limited by only hotel guests, but various customers from surrounding areas and tourists from Finland and abroad, as shown in Figure 7. For instance, Brasserie had a lot of customers from surrounding companies, who were coming on a weekly basis for a lunch, or families, travelling from different parts of Finland to celebrate national holidays, such as Juhannus or Vappu. In addition, tourists came to the restaurant to try some traditional Finnish dishes and signature dishes. (Kämp Brasserie restaurant manager 4 April 2018). On the contrary, Glo Art Kitchen mostly had foreign hotel guests and just a small number of local customers, who live in the nearby area. The F&B department of the hotel had a greater focus on meeting and events, then À La Carte part, therefore, the restaurant did not serve lunch for business customers (Glo Art kitchen restaurant manager 19 April 2018.)

Half of the guests in Toscanini restaurant were hotel guests, and the other half was coming from outside. Due to the central location, many tourists visited the restaurant. Moreover, the restaurant has a long history of good service. Therefore, some Finnish customers were coming from other towns in Finland, knowing about its good reputation and had booked a table before coming to Helsinki. (Toscanini supervisor 4 July 2018).

To add up, most of the guest of SicaPelle Winning & Dining came from outside of the hotel, since the hotel itself was very small and had only five rooms. Customers of the restaurant were food and wine lovers, who could be locals and travelers from Finland and abroad. (Onni Hotel duty manager 7 July 2018).

Talking about marketing strategy of SicaPelle, the restaurant promoted itself as an independent brand, not relying on Onni hotel, even though they had a common web page. SicaPelle used marketing channels such as Facebook and Instagram for promotion. (Onni Hotel duty manager 7 July 2018).

Since Toscanini, Brasserie and Glo Art Kitchen were all located in hotels, which belong to Kämp hotels group, there were some similarities in their marketing strategies. Kämp collection had its own marketing team, which did marketing for all hotels of the group, mostly focusing on long term marketing planning, as well as sending newsletters and advertising in newspapers like Helsinki Sanomat (Kämp Brasserie restaurant manager 4 April 2018). In addition, there was a cross marketing within the chain, so the restaurants were advertised though receptions in other hotels of Kämp collection (Toscanini supervisor 4 July 2018).

However, if a restaurant wanted to do some fast marketing actions, it had the freedom to act by their own, mostly through social media. In that case, there was a difference in how

independent from the hotel brand the restaurants were positioning themselves. For example, as the restaurant manager of Brasserie said: "Brasserie and Kämp hotel do not depend on each other but support each other and work as colleagues". Therefore, it had its own webpage, where it posts information about the signature dishes and seasonal offers (Kämp Brasserie restaurant manager 4 April 2018.) On the opposite, Glo Art Kitchen did most of its marketing through the hotel's webpage and social media accounts (Glo Art Kitchen restaurant manager 19 April 2018).

In addition, restaurant Toscanini put an effort to attract external customers through social media, cooperation with other companies and designers, as well as sponsoring and participating in food related events, such as Taste of Helsinki. Moreover, Toscanini invited employees from neighboring companies to spend an evening with them, offering some bonuses and discounts for the following visits. (Toscanini supervisor 4 July 2018).

4.5 Representation of Food Tourism in the restaurants

The restaurants had several the characteristics of Food Tourism Destination and defined by Finland's First Food Tourism Strategy, as it is shown in the Table 5.

Table 5. Food Tourism Destination characteristics.

	Brassiere	Glo Art Kitchen	Toscanini	SicaPelle Winning & Dinning
"Food tastes good"	Yes	Yes	Yes	Yes
"Beverages carefully thought out"	Finnish beers and liquors, foreign wines	Finnish beers and liquors, foreign wines	Finnish and Italian beers and liquors and wines	Finnish and Italian beers and liquors and wines
"Surroundings, design, aesthetics"	Classic design	Nordic design	Italian environment within Kalevala story	Modern, cosy and playful design
"Location, guidance, visibility, marketing and sales"	Central touristic location, strong and famous brand, visible marketing	Central but not very touristic location, not very visible from outside the hotel, not many independent marketing actions	Central, touristic location, visible for locals and travellers, wide range of marketing actions	Central location, new brand, active marketing
"Customer allowed to participate"	No particular options for special customers' participation	No particular options for special customers' participation	No particular options for special customers' participation	No particular options for special customers' participation
"Cooperation with local producers – also in logistics"	Cooperation with local companies, farmers and fishermen	Cooperation with local food producers	Cooperation with local importing companies	Cooperation with local small producers
"Understanding of customers, customized direct services"	Knowing its customer groups and adopting to them	Knowing its customer groups and adopting to them	Knowing its customer groups and adopting to them	Knowing its customer groups and adopting to them
"Networking with local enterprises, joint front"	Mostly cooperating within the hotel chain	Mostly cooperating within the hotel chain	Cooperating within the hotel chain and neighbouring companies	Cooperation with local producers
"Skilled staff, proud of their work"	Carefully selected stuff, strict service standards	Same values for the staff and customers: respect and engagement	The staff is a part of creating authentic Italian experience	The staff provides personalised high- quality-service
"Local, traditional and Finnish character - but not conventional"	Traditional Finnish dishes	Nordic cuisine with Finnish elements	Italian cuisine	Finnish cuisine with Italian flavours

The table above shows how the main characteristics of a food tourism destination, defined by the Finland's First Food Tourism Strategy (Havas, Adamsson & Sievers 2015, 4), were represented in the studied restaurants. As we can see, all of the restaurants used Finnish products and ingredients, however not all of them made it one of the central points of their

marketing strategies. The level of customer awareness of the local ingredients used depended on a restaurant concept and its connection to the Finnish culture. For example, Brasserie presented itself as a classic restaurant, serving traditional Finnish dishes. As the restaurant manager pointed out: "they have traditional signature dishes, which they serve for a long time". On the other side, Toscanini was trying to create an authentic Italian experience for its customers, therefore it emphasized on Italian ingredients. In addition, most of the restaurants did a lot of independent actions to promote themselves not only among hotel guests but also tourists and locals. However, belonging to a hotel chain has additional benefits, since it gives opportunities for cross marketing within the hotel collection and development of the networking and connections with other companies.

In addition, the interviewees expressed, what could be the benefits for the restaurants from being a food tourism destination, and what were the possible ways for them to develop as a part of food tourism. For instance, the restaurant manager frim Brasserie said, that food tourists share a lot of pictures in social media, creating a good additional advertising for the restaurant (Kämp Brasserie restaurant manager 4 April 2018.) The duty manager from Onni Hotel also told about advertising benefits, as well as the contribution to sustainability, since Food Tourism is helping local farmers and small local food producers, who use eco-friendly technologies (Onni Hotel duty manager 7 July 2018.)

The restaurant manager from Glo Art Kitchen also named some challenges for Food Tourism in Finland, such as lack of marketing and Finnish cuisine not being widely recognized abroad. He also said that if his restaurant would develop as a Food Tourism destination, it can also bring a greater profit. As he suggested, that to support Food Tourism, restaurant in Helsinki should focus more on cooperation, rather than competition and create a walking tour for tourists, who would like to try Finnish cuisine in different places in a day or a longer period. (Glo Art Kitchen restaurant manager 19 April 2018).

Toscanini differs from the other three restaurants, since it is not related to Finnish cuisine. However, the supervisor from the restaurant shared his view on how it can become a Food Tourism destination via focusing on a different clientele. As he pointed out, the restaurant can be interesting for locals and Finns from other parts of the country. Toscanini provides an authentic Italian experience, therefore foreigners are most likely to go to Italy to get the experience. On the contrary, for travelers from nearby places it can be a cheaper option which they can get close to their home, contributing to the internal tourism at the same time. (Toscanini supervisor 4 July 2018).

4.6 Guidelines and recommendations for future food tourism destinations

Considering all the gathered information about different restaurant concepts, it was possible to derive some tips and guidelines for how to make a hotel restaurant attractive to food tourists. There are two main aspects, that should be considered: product development and marketing.

The product development refers to creating an interesting restaurant concept, which includes some major elements of a food tourism destination. Marketing requires exploring new marketing channels and searching for new partners. Here are the best ideas from the studied hotel restaurants, which will help to make the restaurant a food tourism destination:

- Create a unique restaurant concept, which offers something new and has its own story. Focus on creating holistic experience, engaging customers and offering new approach to traditional dishes.
- Use fresh local ingredients and make customers aware of the healthy products you are using.
- Creating a menu, consider what kind of food tourists you would like to attract: foreign customers would prefer trying local cuisine, while local customers might be interested in foreign and more experiential cuisine.
- Do not be afraid to offer traditional dishes with a modern twist.
- Pay attention to the design and the environment of the place. It should reflect the restaurant concept and help guests to emerge into the experience.
- Open the restaurant in cooperation with a famous chef or a restaurant chain.
- Hire professional staff, who will be able to engage with the customers and contribute to the experience.
- Try to organize small event on a regular basis in order to get more permanent customers.
- Make special events and offers on national holidays.
- Sponsor and take part in local food events.
- Be active in social media.
- Cooperate with tourism companies and other restaurants.
- Look for partners in the neighbouring companies.
- Explore the marketing channels within the hotel chain.

Figure 8. Word Cloud for future food tourism destination.

Among the studied restaurants the most successful concepts do not rely a lot on the hotel they are located in, while promoting themselves, but creating their own brand. Therefore, for a hotel restaurant to become a food tourism destination, the two parties should work more as partners, providing each other various benefits. On one hand, the hotel helps the restaurant to have more customers, offers a good touristic location and wide opportunities for marketing. On the other hand, the restaurant provides services for the hotel guests and, attracts more customers.

In addition, as a food tourism destination, the hotel restaurant should focus on creating an outstanding holistic experience, which includes delicious food with carefully selected drinks and interactive environment. Customers should have an opportunity to emerge in the experience by actively taking part in it and have enough information about the products they consume. Moreover, the hotel restaurants should improve cooperation with surrounding companies, restaurants and tourism agencies.

The researched restaurants are the good examples of today's food tourism destinations in Finland and around the world. Therefore, their ideas and concepts can offer guidelines for other hotel restaurants, which would like to attract more food tourists.

To add up, some of the future food tourism trends did not appear in the gathered data and were not represented in the studied restaurants. However, they may give new directions to the development of the industry and give new ideas to hotel restaurants. One of the future trends in increasing storytelling in culinary, which means focusing on hyper local food, cooked right where customers are (Oates 2016). For the future hotel restaurants, it can lead to growing their own products on the territory of the hotel and creating pop-up experiences.

Another rising trend in food tourism is home cooking, which is cooking meals from any products available at the moment and giving space for fusion and art in the kitchen (Oates 2016). This trend can influence hotel restaurant services in a way that the menus will be changed every day depending on ingredients. In addition, it can transform room service, letting the kitchen to come in the room and the meals be prepared right in front of the guests.

5   Discussion and conclusions

All of the researched hotel restaurants can be considered Food Tourism Destinations, since they provide outstanding food and beverages experience. It was challenging to at the beginning to define, what exactly can be called a food tourism destination and what aspects to consider, due to the differences in definitions from different sources. For example, the definition given by a Finland's First Food Tourism Strategy is more detailed and focused on local Finnish cuisine and the image of Finland, as a provider of clean, pure and healthy products. It perfectly suits to the restaurants in Finland but makes it difficult to examine the concepts from abroad. Therefore, the foreign restaurants were mostly analysed according to World Food Travel Association.

The restaurants were chosen since they have interesting and unique concepts which create great experiences for its various customers, being a part of a hotel at the same time. Most of them work in cooperation with the hotels, however showing differences in the ways they present themselves. Some of them are independent brands while others rely on a hotel brand or a famous chef. In any case, being located in the hotels brings benefits the restaurants, such as additional marketing channels and increased number of customers and services for them.

Talking about food tourism, none of the restaurants is currently focusing on being a food tourism destination in particular, even though all of them can be considered one. As it was said before, the survey conducted by UNTWO claims that food tourism is a growing trend and taken into consideration by service providers (UNTWO 2017, 17-21). However, even though most of the F&B managers showed their interest in attracting food tourists, none of them included development as a food tourism destination into their concepts and marketing strategies. In addition, according to the same survey, one of the main challenges of food tourism is lack of promotion (UNTWO 2017, 17-21). At the same time, most of the interviewees admitted that food tourism can be very helpful for their restaurants' marketing. Therefore, it is possible to conclude that developing as a food tourism destination is beneficial both for restaurants' promotion and growth of food tourism in general.

In the current situations, most of the restaurants are missing one element described by Finland's First Food Tourism Strategy, which is engaging with customers on a level that helps them to fully emerge with the food experience (Havas, Adamsson & Sievers 2015, 4). The restaurants provided high quality personalized services, had well trained and carefully selected stuff, who were engaging with the customers and approached them in a respectful way. Some of them provide additional entertainment for its customers, such as regular Jazz

concerts in Café Boulud. Huang Ting came the closest to the concept, organising traditional Tea ceremonies with tea testing, where guests can learn about the methods of preparing tea and participating in the process. However, those examples are still rare, and most of the restaurants did not go farer then usual À La Carte and did not us the product's potential as the only one, that can be experienced with all senses (Du Rand & Heath 2006, 5-11). There are not so many options for food tourists to learn about the origin of the products or history of the dishes, take part in the preparation, growing products or get any other food-related experience.

Talking about food tourists themselves, the foreign restaurants, which were analysed in the thesis are mostly focused on Trendy and Social types of tourists, who are interested in cool&hip food experiences, mixed with local flavours and socialisation with friends (Wolf 2016). For instance, Bazaar Mar aims to attract fancy but not pretentious people, who want to relax by the sea and enjoy fresh sea food (sbe). The restaurants in Finland attract more or less the same clientele, with addition of Organic tourists, who are seeking naturally grown ingredients (Wolf 2016), as was said by the manager of Kämp Brasserise, they are providing signature local dishes made from fresh Finnish ingredients.

To add up, all of the restaurants demonstrated the presence of all of the important elements of their product concepts, such as carefully created menus and wine selections, interior design correlating with the restaurant concept, and well-trained staff), as well as its main characteristics, such as uniqueness, product definition and promation, and focus on customoers and the market (Radjenović 2014, 12-28). For example, Huan Ting has a concept of a traditional Chinese restaurant, which offers dishes from local cuisine and decorated as a traditional house of a Chinese noble man (beijing.peninsula).

Furthermore, all of the restaurants have their own brand, that helps them to differentiate from competitors and establish their own identity through storytelling and consistency (Saviolo & Marazza 2013, 6-71). Some of the businesses used a name of a famous chef as a base for the brand, what is reflected in the names like Diner by Heston and Café Boulud. Others are relying on their experience and reputation. For instance, Kämp and Toscanini are old restaurants operating for a long time and being well know though out Helsinki, as well as Finland.

5.1 Further suggestions

While conducting the research, a few new topics emerged, which could be studied further and contribute to development of food tourism.

First of all, the role and operation of hotel restaurants have changed though past years towards being more independent and creating its own concepts. The position of a restaurant has evolved from being a service provider for the hotel to being its equal partner. Therefore, the relationship between a hotel and a restaurant can be studied in order to find out more about the cooperation between the two parties, what benefits it can bring and how it can be improved.

Moreover, there is one more branch of food tourism which has not been widely studied yet, such as local food tourism or internal food tourism. Internal food tourism refers to travelling for food experiences within a city or a native country of travellers. That being so, the internal food tourists are local people who would like travel not far from their home to find new experiences. In that case, there is a wide area for research, including are what the needs of the local tourists, what kind of concepts are mostly interested to them, what benefits can it bring to restaurants and how does it contribute food tourism in general.

In addition, the studies of food tourism should continue around the world to discover its opportunities and create new experiences for travellers. For example, an interesting are for the research could be comparing food tourism strategies from different countries and creating a more unified definition of food tourism and its elements.

5.2 Thesis process

While writing this work I learned a lot about food tourism and the real businesses representing this concept. The most interesting and exciting part of the work was to meet hospitality professionals and learn about their experience and how do their restaurants operate. In addition, making an online research of restaurant concepts from other countries helped to have a wider view on food tourism.

The work started with looking for theoretical background and deciding, what information is relevant for the research. The theory helped to make an outline for the further research and gain a deeper understanding of the topic. In addition, it gave a base for the interview questions.

Constructing interview questions and conducting the interviews was a completely new challenge for me since I did not have any experience of doing a research before. However, with the help of my supervisor, the interview questions are depicting all the necessary topics and designed to get needed information and have a discussion with an interviewee.

Analysing the gathered data was a time-consuming process, which required planning and systematic approach. To work with qualitative data was challenging due to the diversity of the information received, however the process also gave a wider outlook and gave an opportunity to gather personal opinions of the interviewed hospitality professionals.

While conducting the research there were a few challenges, which consumed time and made the whole process longer than was expected. For example, making more interviews would add a greater value to the thesis, however since most of the process was during the summer, many restaurant managers did not have an opportunity to make an interview due to high season and vacations.

In addition, focusing only on the restaurants in Finland could have made the process easier and the results more reliable, since the was not enough information collected about international food tourism destinations, and the work itself had a smaller scale. Making the project with a partner or having more time would improve the finale results. Moreover, conducting interviews with representatives of the foreign restaurants could have given more insight, since online research does not inform about future plans and visions of the hotel restaurants.

The results of the research give an idea of current food tourism destinations located in hotels and what main elements they consist of. The Thesis may serve as an inspiration for future restaurant managers and gives hints on marketing, promotion and concept development, depicted

I would like the research in the field of food tourism to be continued and I believe that this work gave a new perspective on the topic and offered a new area for the further studying.

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Appendix 1. Interview questions.

Background information

1. Could you please tell about yourself? What is your name and title?
2. What is your experience in hospitality industry?
3. What is your position in the hotel and what are your duties and tasks?

Restaurant concept

4. Could you describe the concept of the restaurant? (structure of the menu, design, staff)
5. Do you consider Finnish cuisine an important element of you concept/ Do you use local ingredients, and do you cooperate with local food companies?
6. Who are your main customers?
7. What kind of experience do you offer to you clients and do you try to increase customer interaction?
8. How does the hotel influence the restaurant concept?
9. What makes your restaurant special and how does it stand out from the 'crowd'?

Food Tourism and Food Tourists

10. Are you familiar with the concept of Food tourism? (At its best a food tourism product invites to participate and do it yourself, giving the tourist a chance to learn and thus turning the tourism product into a unique experience. Finnish Food Tourism Strategy consists of the following Elements: Local cuisine, Local ingredients and Nordic Kitchen trend)
11. Do you consider you restaurant a food tourism destination/ do you think your restaurant has one of the food tourism destination elements?
12. Do you aim to attract food tourists/ would you like to attract food tourists?
13. Do you think being a food tourism destination can bring some benefits to the restaurant? What kind of benefits?
14. How can it help the hotel?

Branding

15. Do you position yourself as an independent brand or do you rely on the hotel name?
16. What important values does your brand represent?

Marketing and Selling

17. How do you promote the restaurant?
18. What is your target group and how do you attract your customers?
19. What marketing channels do you use and how do you make you restaurant visible on the market?
20. Do you collaborate with the hotel while developing marketing strategy?