



Market Research in Fast Food Restaurant Sector

Khalida Shamim

2019 Laurea



Laurea University of Applied Sciences

Market Research in Fast Food Restaurant Sector

Khalida Shamim
Restaurant Entrepreneurship
Bachelor's Thesis
December, 2019

Khalida Shamim

Market Research in Fast Food Restaurant Sector

Year	2019	Pages	64
------	------	-------	----

This is a research based thesis which focuses on market research in fast food restaurants. The main purpose of this research is to understand customer's expectations in terms of services, menu items, and related ethical aspects. Another objective of this thesis is to evaluate the challenges for a startup restaurant based on market analysis of existing fast food market in capital region of Finland.

The detailed study of different market research methods was performed to develop the market research methodology suitable for the fast food restaurant business. After thoroughly studying different market research methods, the research was divided into two levels: micro and macro. The micro level market research focused on the factors which can be controlled by the entrepreneur, while the macro level market research focused on the factors which cannot be controlled by the entrepreneur.

For micro level market research, qualitative research approach was used to understand the factors which can help to attract the customers in fast food business. The non-participant observation method was employed to rate and record customer satisfaction for this purpose. This observation was performed in international fast food chain located in capital region of Finland. For macro level market research, quantitative and qualitative research approaches were used to understand the challenges for a startup restaurant. The PESTEL and Porter's Five Forces analysis tools were used in this case.

Market research results are quite encouraging for restaurant business in Finland during the past few years. The analysis of these results confirms that opening a fast food restaurant in the capital of Finland has good chance of success. The author recommends to include hamburgers in the menu and allow the customers to see the preparation process and customize the ingredients according personal choices.

Keywords: fast food, data collection, observation, PESTEL, Porter's five forces

Table of Contents

1	Introduction	6
2	Fast Food Restaurant Business in Helsinki	8
2.1	Helsinki Region	8
2.2	Categories of restaurants	8
2.3	Fast Food Culture and Fast Food Products	10
3	Theory of Market Analysis	16
3.1	Micro and Macro Environment	16
3.2	PESTEL analysis	17
3.3	Porter five analysis	19
4	Market Research Methods; Data Collection and Process	22
4.1	Data Collection Methods	23
4.2	Observation Process	24
4.2.1	Primary Observation	25
4.2.2	Secondary Observation	26
4.3	PESTEL and Porter Analysis Process	29
5	Market Research Results	30
5.1	Observation Results	30
5.1.1	Restaurant H	30
5.1.2	Restaurant B	33
5.1.3	Restaurant S	35
5.1.4	Restaurant M	37
5.2	Summary of Observation Results	39
5.3	PESTEL Analysis Results	41
5.3.1	Politics	41
5.3.2	Economics	41
5.3.3	Social factors	42
5.3.4	Technology	43
5.3.5	Environmental factors	44
5.3.6	Legal factors	45
5.4	Porter five forces analysis of fast food restaurant	46
5.5	Summary of research results	48
6	Conclusion	50
	References	52
	Figures	57
	Tables	58
	Appendices	59

1 Introduction

Helsinki has become a center to larger economical activities and a home to new startups. With its ever-growing dynamics, new opportunities arise all the time, even in matured industry such as food. With this growth, people are more willing to do the work they are good at. For this purpose, sometimes they do not have enough time to eat. In this scenario, fast food is in much demand (Wollan 2016). Fast food refers to cheap food that can be prepared and served quickly. (Wollan 2016.)

The main purpose of this theses is to evaluate the challenges for a startup restaurant based on market analysis of existing fast food market in Helsinki region and to understand customer's expectations in terms of services, menu items, and related ethical aspects. In this regard, market research will be conducted at micro and macro level. The micro level market research will be performed qualitatively by analyzing the factors which can be controlled by the business organization such as customer satisfaction. The macro level market research will be performed quantitatively and qualitatively by analyzing uncontrollable factors such as political stability, economic situation, and environmental issues. The uncontrollable factors refer to the parameters which cannot be controlled by the business organization but have a direct effect on the business. Quantitative research is expressed in numbers and graphs, while the qualitative research is expressed in words. In either approach, relevant data is the basic requirement.

The goal of this study will be achieved by figuring out attractiveness of fast food market in Helsinki region and to understand the potential and emerging threats for a start-up restaurant. Qualitative research in form of obversion method will be employed to rate and record customer satisfaction. PESTEL and Porter's Five Forces approaches will be used to investigate the factors which are uncontrollable by the entrepreneur using quantitative and qualitative research. The benefits of these methods include cost-effectiveness, providing a business vision, avoiding risk of threats, and a way to harness opportunities.

The author is planning to start a fast food restaurant in Helsinki Region, and this thesis will act as a pre-market research of existing fast food restaurants in Helsinki region. The proposed name of the restaurant will be 'K2-Burgers'. The thesis report will act as a feasibility report for a new fast food restaurant in Helsinki region, and will explain the possible business opportunities in accordance with customer expectations in terms of services, menu items, and related ethical aspects.

The rest of the thesis will structured as follow. The demography of Helsinki region and its fast food industry will briefly discussed in Chapter 2 and 3. Market analysis tools namely PESTEL and Porter's Five Force model will be discussed here for analyzing opportunities and threats

to new entrants in any established business. Chapter 4 will explain explicit details of adopted qualitative and quantitative methodologies in this study. Chapter 5 and 6 will be the heart of this study including main results and conclusion based on these results respectively.

2 Fast Food Restaurant Business in Helsinki

Establishing a restaurant or a cafeteria is a complex process and it involves the deep understanding of rules and regulations, and number of licenses and permits (NewCo Yritytys Helsinki 2015, 5-7). However, before starting to work on these bureaucratic elements, a clear business idea, a well prepared business plan, thorough study of the domain, region, political and socio-economic factors and related market analysis are required to run a successful restaurant. All these factors will be discussed in the following sections to evaluate the challenges for a start-up restaurant based on comparative analysis of existing fast food market in Helsinki region. (NewCo Yritytys Helsinki 2015, 5-7.)

2.1 Helsinki Region

In this thesis, a market analysis of the capital region of Finland will be presented to discover the business opportunities for fast food start-ups. The capital region of Finland consists of the cities of Helsinki, Espoo, Vantaa and Kauniainen and forms the core part of the Helsinki-Uusimaa Region. This region is located in the south of the country on the coast of the Gulf of Finland, and shares its border with Baltic Sea. Number of headquarters of notable business firms, governmental institutions, university campuses and busiest airport of the country are located in this region.

According to Tilastokeskus (2019), approximately 45% of the foreign born residents in Finland live in capital region of Finland. Because of the geographical location, the capital region acts as the gateway to Finland for all kind of travelers and import/export business. In 4th quarter (Q4) of the year 2018, more than 31% of the total enterprise openings in Finland were only in capital region of Finland. Among these openings in capital region, every 6th opening was related to food business. In these statistics, the food business represents the openings related to agriculture, fishing and manufacture of beverages and food products. All these facts and figures make the capital region of Finland multicultural, industrial hub, best attraction for tourists, and an ideal location for a restaurant start-up. (Tilastokeskus 2019.)

2.2 Categories of restaurants

Restaurant business is one of the most matured businesses related to food. Restaurants have become an important part of any society which represents the culture of a particular country and its food style. Classification of restaurants in various categories can be done depending on food menu, pricing system, and eating environment etc. The rest of this section will present different types of restaurants. (Lynn 2000, 33-35.)

Ethnic restaurants serve national food (Shewfelt 2009, 66-67; Halper 2001). For example, GoingGreek serves Greek food in Helsinki area. There are many such restaurants in the city of Helsinki e.g. "Addis Ethiopian Kitchen", "Eatos Mexican Diner", "India Tandoor", and "Korea

House” to name a few. Some of these provide food with Finnish cultural touch as well (Myhelsinki 2019). (Shewfelt 2009, 66-67; Halper 2001; Myhelsinki 2019)

Fast food restaurants serve food which is quick to prepare and easy to eat (Woellert 2012). Besides some internationally recognised food chains including McDonald's and Burger King, some local fast food restaurants also exist in Helsinki. Customers are required to come to the main counter for placing an order. In most fast food chains, customers serve themselves, food menu is fixed and food is generally cheaper than other restaurants. In certain cases, it is also possible to have drive-through service which is a take-away choice where customers are not required to step outside their car. (Woellert 2012.)

Casual dining restaurants serve fairly expensive food. Mostly these restaurants have buffet-style food (Canny 2014). “Helsingin kaupungintalon ravintola” and “Ravintola Kannas” serve Finnish food in the city of Helsinki. Some big restaurant corporations in Helsinki area are Fazer, Palmia and Antell ravintola. They provide casual dining services to most of the nearby work places. (Canny 2014.)

Premium casual restaurants are usually located in downtown area and commonly meant for young professionals. These kind of restaurants serve in fast food style and have big screens for sports (Randhawa 2012). Food prices are moderately expensive and food is served to the table. “Casa Largo”, “Sports Academy” and “Krog Madame” are a few example restaurants found in the city of Helsinki. (Randhawa 2012.)

In a fine dining restaurant, premium dining services are offered to the customers. Food is typically expensive, of higher quality, and waiters wear specific uniforms (Lane 2014, 2-3). Quiet and peaceful environment is a distinctive feature of such dining. Some examples of fine dining restaurants include “Radisson Blu”, “Restaurant Nokka”, “Restaurant Demo” and “Restaurant Grotesk”. (Lane 2014, 2-3.)

Apart from the restaurant types discussed above, some other hot meal/food businesses include café, cafeteria, coffee house, and pub.

Cafés are not primarily termed as restaurant but are often found in every town or shopping mall (Ashby 2013, 10). A café provides bagels, desserts and hot drinks including coffee and espresso drinks. These are often small in size as compared to normal restaurants. Found in most small towns and shopping places, café provides quick meals and a resting place to customers. “Brooklyn cafe” is one such example found in Helsinki. (Ashby 2013, 10.)

Cafeteria is similar to a cafe but has more food items available. Cafeteria provides different types of bread (baguettes), salads, soups, baked potatoes, sandwiches, and hot rolls. Smoothies, hot drinks, and cold drinks are quite common in a cafeteria (Perry 2003, Teicher 2000). "Picnic" cafeteria is a typical example. (Perry 2003; Teicher 2000)

Coffee house, as the name indicates, provides hot drinks (coffee, espresso, hot cocoa and variety of tea) as well as buns, cakes and sandwiches (Lynn 2000, 83-85). "Robert's coffee", "Starbucks" and "Espresso house" are typical examples of coffee houses, found in Helsinki. (Lynn 2000, 83-85.)

A pub, or a public house, serves alcohol and other beverages but most pubs also serve food as an alternate option (Jennings 2007). A food menu includes for example nachos, sandwiches, fried chicken and potatoes fries. "Kaisala" near central railway station of Helsinki is an example of a pub. (Jennings 2007.)

2.3 Fast Food Culture and Fast Food Products

The food is not just a substance, which provides nutritional support to our body. It is a great unifying force which connects us across the cultures and the generations by taking us to another era, another country and another culture without even leaving our dining room. Different cultures have a recognizable cuisine with different levels of spiciness and sweetness.

Food culture refers to the practices, attitudes and beliefs as well as networks and institutions which are related to food production, distribution and consumption. According to Wahlqvist (2007), irrespective of the financial status, there has always been a sense of local if not regional food culture, and it depends on some one's place of origin, whether (s)he is still living there or not. This practice is shaped by the resources (climate, soil, water, and fuel), religion, availability of information, education, and technological resources like transportation, food processing and storage units. Changes in food culture have always been slow as compared to changes in current era. These rapid changes are happening because of variety of parameters like population growth, migration, and other social and economic factors. (Wahlqvist 2007.)

The study of relationship between food and culture which provides a unified view of the role of food in society, politics, environment, economics, and art is commonly known as Gastronomy (Cun 2011). There is a strong and continuously growing connection between tourism and gastronomy (Hjalager 2002, 81,115). A tourist commonly wants to visit museums and historical landmarks, attend cultural events like Vappu in Finland, or enjoy the charismatic nature. Apart from visiting such locations and happenings, eating local food is near the top of their to-do list. (Cun 2011; Hjalager 2002, 81,115)

The main reason behind prioritization of trying local cuisine is not just to be hungry or to eat at regular intervals is a natural desire. The local cuisine provides the firsthand experience to the culture of that place (Selim 2014). All over the world, every destination has a dish or a cuisine associated with it because food is so deeply tied to the culture. The common examples are pasta from Italy, tacos from Mexico and siri-paya from Pakistan. In modern world, there is an increasing trend of government funded gastrodiploamacy programs (Rockower 2012). It is a way to present the cuisine of a country to a foreign audience in order to promote the country itself. As our world is becoming more and more global, cooking and sharing food has become an effective tool for preserving the culture outside its cultural and geographic context. (Selim 2014; Rockower 2012)

However, globalization is making our lives fast-paced at a very fast rate. This has greatly impacted the food culture where people do not have enough time to cook and eat. So the popularity of fast food is increasing day by day where people prefer the food which can be quickly prepared and eaten. These circumstances have significantly contributed to develop the fast food culture. The unhealthy image of fast food is slowly fading away and it is no longer a guilty conscience to enjoy fast food (Sehn 2016, 9). This thinking has helped to further increase the demand of fast food by offering a variety of items such as pizza, sandwich, burger, bread rolls, chips, and finger food. In rest of the section, common fast food types will be presented. (Sehn 2016, 9.)

For a sandwich, bread serves as a container or wrapper for another food type (Sehn 2016, 15-53). The well-known sandwich types are spring rolls, pitas and wraps and are eaten without cutlery. A vegetarian sandwich, offered by Subway restaurant can be seen in Figure 1. (Sehn 2016, 15-53; Vice 2019.)



Figure 1: Vegetarian Sandwich by Subway (Vice 2019)

Pizza is a savory Italian dish which refers to a topped or filled flat bread (Sehn 2016, 108-127). The topping contains tomatoes, cheese, and various other ingredients like anchovies, olives, or meat. However, these toppings vary based on the location of the pizza-serving restaurant. For example, pizza in Turkey may contain kebab meat. Traditionally, pizza is baked in a wood-fired oven at a high temperature. These days, pizza is considered an integral part of international cuisine. Tricolore pizza with toppings of cherry tomatoes, pesto and mozzarella cheese, served by an Italian restaurant in the city of Helsinki can be seen in Figure 2. (Sehn 2016, 108-127.)



Figure 2: Tricolore Pizza

Burger is the most common fast food, but its origin is quite mysterious (Sehn 2016, 82-107). Some people believe that burger comes from the city of Hamburg while another group of food historians believe that it is an American invention. Burger ingredients vary a lot depending on its geographical location of production. Even for well-known fast food chains like McDonald's and Burger King, the burger-making recipes vary a lot based on the culture, faith, climate, regulations, and availability of ingredients. (Sehn 2016, 82-107.)

In Europe, the burgers normally contain bacon, while in India, beef patties are not allowed and a big variety of vegetarian burgers is served. Similarly in Pakistan, only halal meat patties are used. Additionally, omelet is preferred over cheese, fresh mint sauce over ketchup sauce, and fresh cucumbers over pickled cucumbers in Pakistan. Figure 3 presents the burger, commonly served in Pakistan which contains egg (omelet) and fresh mint sauce. Figure 4 presents the typical hamburger, served in Europe. (Sehn 2016, 82-107.)



Figure 3: Burger from Pakistan, containing egg



Figure 4: Burger served in Europe (Dairy Queen 2019)

A bread roll is a loaf of bread, which is served either as a meal accompaniment or can be eaten directly after buying from the bakery (Sehn 2016, 158-175). A typical bread roll, and a fish shaped bread with cheese filling can be seen in Figure 5. Figure 6 presents the naan bread with different fillings. (Sehn 2016, 158-175.)



Figure 5: Plain bread roll (top) and cheese filled bread



Figure 6: Naan bread with different fillings

Chips are fried potatoes which are either soft or crispy, and are generally eaten as part of a meal or as a snack. Similarly, finger food is eaten directly using the hands without using any cutlery (Halsey 1999, 1-3; H2g2 2013). Figure 7 presents the chicken finger with chips. (Halsey 1999, 1-3; H2g2 2013.)



Figure 7: Chicken Fingers (Gongala 2019)

Typically, fast food is prepared in bulk for commercial resale and accounts for more than 50% of sales in the entire restaurant sector (Sena 2019). Even being one of the leading business domains, fast food industry is facing number of challenges such as a reputation for unhealthy eating. However, the industry is already fighting back successfully to change that perception. Like any other industry, trends are changing in fast food sector as well. There are many start-ups, like 'Wrap It Up!', that are offering healthy fast food as alternatives to greasy food (Burn-Callander 2015). (Sena 2019; Burn-Callander 2015)

3 Theory of Market Analysis

Recognizing a need or a problem in any traditional business can be transformed into a new product as a start-up idea. A market analysis examines the characteristics and potential of a particular product in a selected market. For a start-up business to become successful, a comprehensive market analysis is required. As the complexity of the business environment increases, market intelligence becomes more critical and essential to a successful business. One of the main objectives of market research is to foresee possible failures and to avoid them.

Market research is a way of studying human behavior which is a standard practice as an aid to make big decisions such as starting the business or introducing new products or services in the market (Hague et al. 2013, 110-111). For better understating of the business, combination of multiple market research methods should be used. According to Creswell(2013, 215-218), mixed methods for market research have gained popularity in recent years. Mixed methods involve the collection of both quantitative and qualitative data in study. Some of the methods used in market research are investigative, some are descriptive and some are experimental (ESOMAR 2007, 37). The market research for a business should be done from a number of perspectives such as political stability, economic situation, environmental issues, customer analysis, and legality constraints. For a restaurant business, the most important factor among the mentioned market research perspectives is customer analysis (Smith 2016). (Hague et al. 2013, 110-111; Creswell 2013, 215-218; ESOMAR 2007, 37; Smith 2016)

A detailed market analysis needs a comprehensive and up-to-date information of the market to come up with a good marketing plan. The information comes in the form of primary and secondary data. According to McDaniel (2013), primary data is collected through interviews and questionnaires. While secondary data is collected by studying the micro and macro environment of the business (iEduNote 2019). (McDaniel 2013, 90, 243-245; iEduNote 2019)

3.1 Micro and Macro Environment

The micro environment represents the forces which are close to the company and affect its ability to serve its customers. It consists of following factors (Clarysse et al. 2011, 70-75): customer, environment, competitors and product distinctiveness. (Clarysse et al. 2011, 70-75.)

The most important part of any business are the customers. Knowing customers in a better way can help to transform into a business opportunity. During market analysis, it is important to study who constitute the main target area of a business. All internal and external factors that can affect customers and organization itself, are studied under environmental factor. PASTEL analysis is a tool used for understanding the dynamics of a business. (Clarysse et al. 2011, 70-75; Issa et al. 2010)

Having no competitors in a start-up is quite seldom. Mostly competitors do exist in the market and sell the product according to their best strategy. It is paramount importance to discover their strengths and weaknesses, as it becomes a difficult task to penetrate in a market without much to offer to the customers. Porter's five forces model is used quite often to investigate market competitors. (Clarysse et al. 2011, 70-75; Issa et al. 2010)

To sell a new product, it must be unique or at least must provide distinctive features besides providing basic needs. It is quite a pragmatic approach to carefully observe and compare the features of products or services being offered by a new start-up. A high weightage assured to the uniqueness of the product or a service, before launching it in the market, result in successful endeavours. In the following sections, PESTEL analysis and Porter 5 forces analysis will be presented in detail. (Clarysse et al. 2011, 70-75; Issa et al. 2010)

The macro environment represents the large societal forces which directly affect the micro environment (iEduNote 2019). The macro environment forces directly affect the business, but cannot be controlled by the business organization. PESTEL analysis and Porter's five forces analysis are the well-known approaches to study macro environment for the business. (iEduNote 2019.)

3.2 PESTEL analysis

PESTEL (Political, Economic, Social, Technological, Environmental, Legal) analysis is a method used to analyze the factors that can affect, directly or indirectly, the business activity (Issa et al. 2010). These factors are presented in Figure 8 (Academy 2019). Having profound knowledge of these factors can help in factual decision making during the planning phase. External factors are those that cannot be controlled directly by an organization whereas internal factors are within precise control and can be steered by the organization. It is crucial to categorize factors affecting a business into external and internal factors by any organization. (Issa et al. 2010; Academy 2019)

Politics play an important role in any society as different political parties hold different approaches for bringing change in a society. When the government changes, their policies are vanished and with the arrival of the new government, an opportunity might be create. This opportunity could be a potential threat for any organization or quite the opposite. Therefore it becomes absolutely necessary to plan things proactively, by foreseeing government's moves, political environment or public opinion in general. Quite often global politics influence local businesses as well. It is important for an entrepreneur to keep an eye on tax policies, government consistency and trade policies. (Issa et al. 2010.)

Economic factors greatly influence the way businesses create revenues. This happens only when value added product is in high demand and customers are willing to pay for it. From an

organizational perspective, it is essential to consider factors like payback period, interest rates, tax deductions, inflation, buying power and unemployment. Organizations are successful in their core objective by careful consideration and planning of these economy parameters. (Issa et al. 2010.)



Figure 8: PESTEL Analysis (Academy 2019)

Social factors include the cultural aspects such as history, lifestyle, habits, moral values, education, attitude towards change and broad mindedness of people, which form the social values of any society. It is also a fact that businesses cannot run alone, they need people which will either buy their products or will become an asset to the organization. In either way, philosophy of any new business must consider social norms of an area. Knowledge about population diversity, lifestyle of people and moral values play a major part in making a business prosperous. (Issa et al. 2010.)

Technology has transformed the way business was done traditionally. Now there would hardly be any business which could work without technical assistance. Frequent use of internet, mobile devices, smartphones and computers have boosted commercial activity. E-commerce has the potential to wipe out traditional businesses by offering more to the customers. One can think of any such technology that has not yet been used to its full potential and can make a living out of it. Product or services related with technology usage are prone to change

quickly. So it must be an organization's top priority to employ latest technology or at least keep an eye on its evolving usage. (Issa et al. 2010.)

Environmental factors play a significant role when it comes to business activity. Government institute and public in general, pushes for environmental friendly practices. It must be a high priority to adopt sustainable materials and systems, so not to harm the environment in any way. Those products or services that are dangerous for humans or for the environment must be discarded and an alternative approach could be used. If this risk analysis is not done pro-actively, then it could result in either heavy fines which would also destroy business reputation or would totally shut down the whole business. (Issa et al. 2010.)

Legal factors refer to the laws and regulations associated with business. Business information is often considered to be very sensitive and must be protected. To ensure safe and reliability in a new start-up, requires some time to file for patents. Preparation of non-disclosure documents and protecting sensitive data constitute normal practices these days. With the advent of GDPR (Generalised Data Protection Rule), name and information of people cannot be used without their consent. So a considerable obligation lies on organization management to take care of these laws and ensure the smooth running of business. (Issa et al. 2010.)

All above mentioned factors must be considered thoroughly, to ensure the success of a business plan.

3.3 Porter five analysis

Founded by Michael E. Porter, Porter five forces model estimates the competitiveness of a business among its business rivals (Porter 2008). It includes five forces that describe market captivation and the situation of competitors. (Porter 2008.)

According to Porter's model, competitiveness is determined by associating a business in to the surrounding factors. Goal of this analysis is to outline a business position in the market, in such a way that it can survive all uncertainties. All possible competitors are highlighted and a SWOT analysis is done, where strength, weaknesses, opportunity and threats are evaluated. Porter five forces are shown in Figure 9. (Porter 2008.)

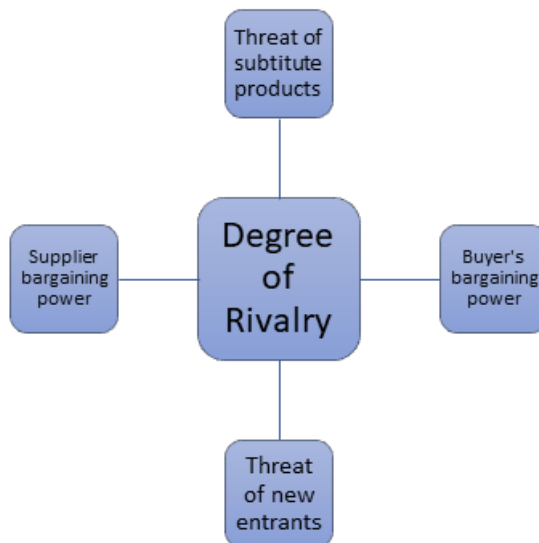


Figure 9: Porter five forces competitive analysis

An organization often needs to take supplies from third party. This supplier can become a threat for the business, if they decide to raise the price of the product or service. To control the bargaining potential of the supplier, requires to make a policy for the selection of supplier. Industrial practice is not to rely only on one supplier rather suppliers must be two or more. Some organizations support and upgrade their suppliers based on their demands and for a sustainable business activity. (Porter 2008.)

Customer or buyer has the most freedom to choose from the market. In certain cases buyers can bargain price or quality of the product or service. This could result in lower sales and thus adversely affect business. Every business owner would like to keep his profit maximum and attract more customers. A trade off must be made at some point between sales and profit. Keeping a healthy reputation by maintaining high quality of a product or service reduces the risks of lost customers. (Porter 2008.)

Existing competitors in a market have to fight on lower prices, higher quality, and attract more customers. They have to invest into advertising and introduce their unique products all the time. If product's differentiation is not significant, lower prices often decide higher sales. (Porter 2008.)

In a business, there is always a threat for new start-ups to enter through their unique products or services. These new entrants have more passion for their business but lack practical experience and often resources. An organization can introduce similar product if that product is not patented. A strong policy must be made to handle such situations. Any new entrants

will attract some part of the market and will disturb the balance among existing competitors. (Porter 2008.)

With the improvement in technology, there is a greater threat to traditional businesses. A more attractive feature in a product can substitute an existing product and customers can be lost. Organizations often try to surpass customer's expectations. Doing so reduces the risk that technology or customer can change the business output. Organizations must keep an eye on new technological advancement and the benefits they can provide. Translating these trends in their own organization and investing in new possibilities will minimize the threats of substitution. (Porter 2008.)

4 Market Research Methods; Data Collection and Process

Application of a market research method in any business domain has its own pros & cons, limitation and complexities. This chapter presents the systematic approach to apply the micro and macro level market research methods for a restaurant business. The micro and macro level theory of market analysis has already been presented in section 3.1 and 3.2 respectively.

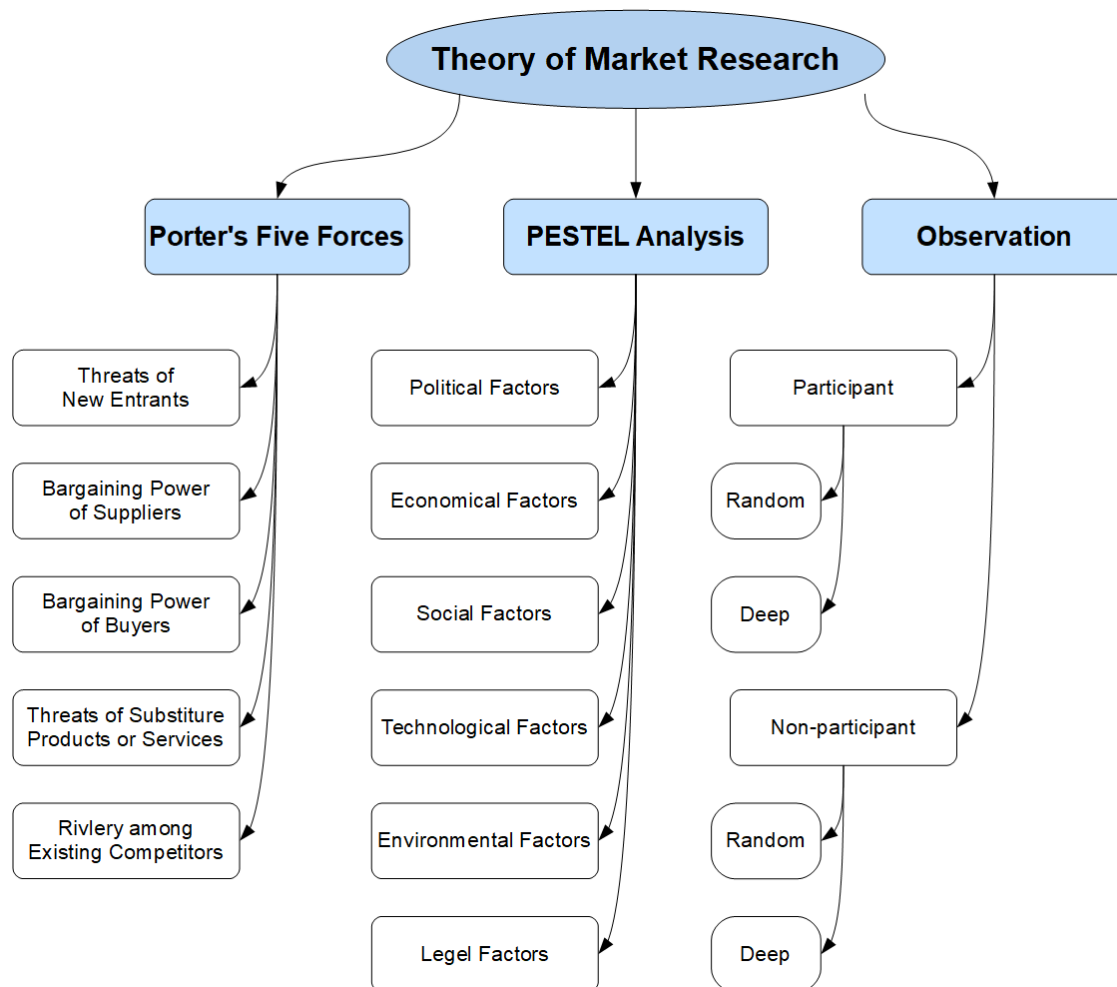


Figure 10: Mind map for market research methods in restaurant business

The mind map for the mentioned market research methods can be seen in Figure 10. PESTEL and Porter five force analysis help the investor to predict the market situation on macro level and act accordingly. Observation helps the business person to understand the customer expectations and introduce the new services. However, before application of any market research method, relevant data is the basic requirement. For this purpose, different data collection methods will be explained before presenting the market research methods.

4.1 Data Collection Methods

Data is one of the most valuable resources in modern business world. According to Zhuo (2019), data is new oil. The more data an entrepreneur has about the customers, the better (s)he understands their interests and needs. Eventually, these understandings are transformed into an effective business strategy. (Zhuo 2019.)

Different data generation and collection methods are used for better understanding of any business. After carefully selecting a data collection method which is suitable for the business under consideration, implementation plan for data collection is designed. Then collected data is analyzed from different perspectives for better understanding and planning of the business strategies. This approach will be presented in following sections for a fast food start-up.

Different data collection methods have been presented in Figure 11 (Jyväskylän yliopisto 2010). The distance of each method from the center of the diagram represents different level of choice. The methods near the center have a broad focus, while the methods at the outer edge have a narrow focus. (Jyväskylän yliopisto 2010.)

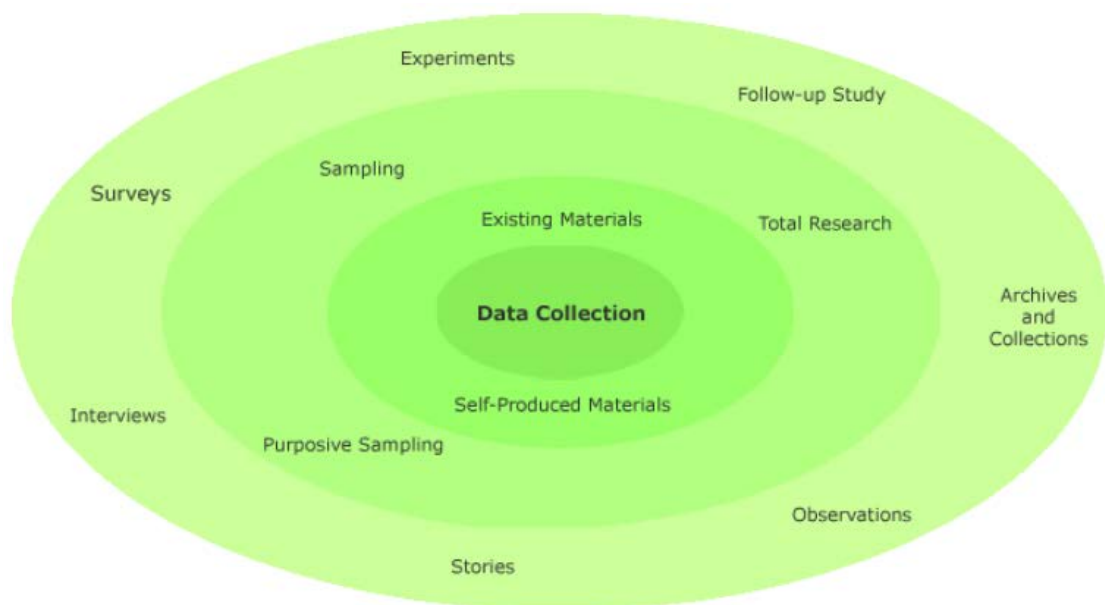


Figure 11: Data Generation and Collection Methods (Jyväskylän yliopisto 2010)

Each of these methods have its own core characteristics and limitations. Collecting data from existing and self-produced materials requires a better awareness and understanding of the target domain. Similarly total research, sampling and purposive sampling approaches are viable for very small populations. (Jyväskylän yliopisto 2010.)

For better understating of the business, combination of multiple methods should be used. However, the limitations of resources like funds, manpower, and time do not allow to use all

the methods, mentioned above (Gummesson 2017, 215-216). In presence of these constraints, this theses will be limited to selected data collection methods, which can avoid the bias that can occur as a result of evaluation and interpretation processes. (Gummesson 2017, 215-216.)

In this thesis, data collection has been done by self-produced materials and existing materials. Self-produced material has been collected during the study process by observation method. Existing material represents the material which has already been produced by other researchers. This existing material has been used for porter's and PESTEL analysis.

4.2 Observation Process

Observation is a process of systematically observing other people's actions and the recording, description, analyzing and interpreting their behavior in natural context (Gray 2013, 413). In other words, it is the deed or process of carefully watching someone or something. In observation, people need to give more attention to the task than normally people do. It is more like the deep study. According to Dunckel (2001), observation data collection methods overcome the problems inherent in interview methods and obtain the 'more objective' data by avoiding bias issues. With the consideration of being unbiased and overcoming experts' inability to describe what has become subconscious, observation method for data collection was preferred over the interview approach. (Dunckel 2001; Gray 2013, 413)

Observation process can be done individually or in groups. This method is used in research to collect and record data which helps to construct and analyze the results. It is the method of watching, listening, documenting and analyzing the observed words and actions of someone as they cooperate with their atmosphere and other people. (Gray 2013, 413.)

Saunders et al. (2009, 288-291) explain the observation as a process where people participate the activities fully in lives. They further demonstrate the types of observation as participants observation, and a structural observation. Participant observation is the type of observation that studies the social meaning and interpretation and process of reporting of the researchers own experiences, feelings, fears and anxieties. A structural observation, also known as non-participant observation, focuses on the frequency of actions rather than the purpose of action. In this case, an observer observes actions without interacting with the persons being observed. (Saunders et al. 2009, 288-291.)

To observe the activities of staff members for different restaurant chains as a participant observer, special permissions were required to enter the premises like kitchen or storage area which were not accessible for the outsiders. However, as a customer, participant approach could have been used to observe the customer activities. Participant approach could have been applied in two ways: by interacting with the customers in restaurant premises or by becoming the customer. By becoming the customer, the results will completely depend on the

likings and budget of the observer. In case of interaction of with the customers, observation results could have been biased depending on the mood of the customer. The customer's mood depends on the happenings before entering the restaurant. The observation results can depend on the timing of the interaction, if the interaction was made before or after making the order. To have a balanced, unbiased and easy approach, non-participant technique was selected for implementation. In this thesis the non-participant observation process was divided into primary and secondary phases. (Saunders et al. 2009, 288-291.)

4.2.1 Primary Observation

In primary phase, random observations were made for randomly selected restaurants in capital region of Finland at different times of the day without any plan. The restaurants located only inside the shopping malls were visited. The main reason for this criteria was that the restaurants in shopping malls have comparable and sizable number of customers because they are located in busy areas, and easily reachable because of availability of car parking and public transportations. After making the random observations, webpages of the visited restaurants were observed.

The webpages were visited to check the customer reviews. Customer reviews were considered in terms of ranking on social media like Facebook (Facebook 2019), Google maps (Google Maps 2019) and TripAdvisor (TripAdvisor 2019). During the random observation, crowdedness of the location was also considered. To cross check the observation, if the location was crowded, rush hours of the visited locations were checked from Google maps service. The popular times for visitors of a shopping center, located in Espoo, can be seen in Figure 12.

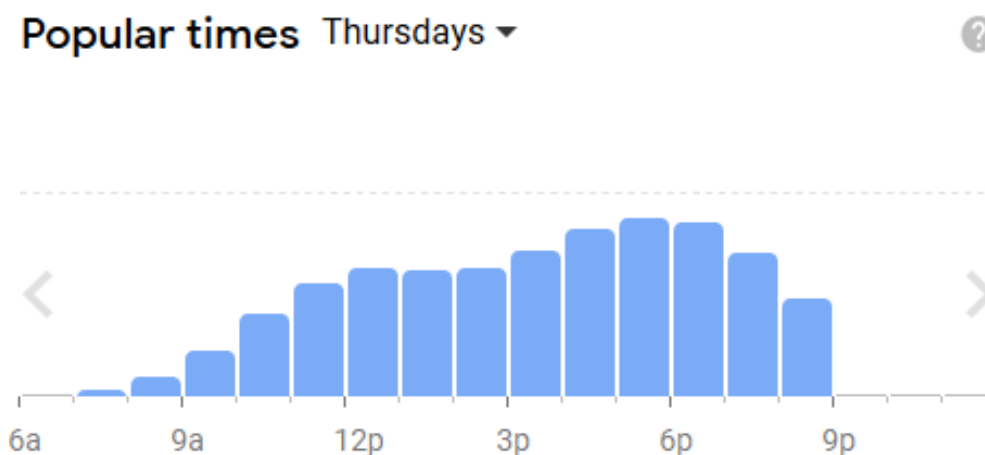


Figure 12: Popular Times of a Shopping Center on Thursdays (Google Maps 2019)

Reachability of the restaurant premises was observed for take-away services, customers with prams or wheelchairs, and by public transportations from different locations. As discussed above, restaurants located inside the shopping malls have better reachability. The purpose of making random observations was to understand the sales and dining process of a restaurant, and availability of services like take-away and toilet.

4.2.2 Secondary Observation

The restaurant selection criteria for secondary observation was based on the results of random observation process and visited webpages. For example, restaurants Hesburger, Subway, Friends & Brgrs and Social Burgerjoint were visited for random observations. From price range perspective, average meal price was 12-15 € for Friends & Brgrs and Social Burgerjoint, while average meal price for Hesburger and Subway ranged from 5-7 €. From product quality perspective, Friends & Brgrs and Social Burgerjoint used the freshly baked bread and steak prepared from fresh meat. On other hand, Restaurants Hesburger and Subway used readymade frozen steaks and breads. From business size perspective, Friends & Brgrs and Social Burgerjoint have the business only in Finland (Friends & Brgrs have one restaurant in Germany). On other hand, Hesburger and Subway are international chains. Thus, based on price, quality, and brand name, restaurants Hesburger and Subway can be considered as competitors, while restaurants Friends & Brgrs and Social Burgerjoint share the similar customer segments, though all the mentioned chains serve the hamburgers.

The subjects, chosen for the non-participant observation were the restaurants belonging to multinational fast food chains: McDonald's (M), Burger King(B), Subway (S), and Hesburger (H). The selected chains serve the similar quality products with comparable price range. The restaurants, selected for non-participant observation, were located in different commercial centers of capital region of Finland as discussed in section 4.2.1. The reasons to select restaurants located in different shopping malls was that the shopping mall containing all four restaurants was difficult to find. If a mall shopping mall had all four restaurants, the locations of these restaurants from business perspective were not comparable because some restaurants were located at the center of the mall while some restaurants were located near the mall entrance. The key reason for only selecting the restaurants of international fast food chains was their size of market share. International food chains are commonly known by the tourists and professional visitors and can be the first dining choice for them. Apart from that, international food chains invest a lot on marketing their brands while restaurants owned by individuals are commonly known by local or a specific group of visitors.

In secondary observation phase, deep observations were made to study the behavior of customers, behavior of restaurant's staff members, and the restaurant offerings. The restaurants offerings represent the products and services available at restaurant premises. the restau-

rant. The customer behavior refers to their actions as individuals or groups, and their activities associated with the purchase, use and disposal of the products, and services. Similarly, behavior and reaction of staff members to a particular situation at workplace were studied beforehand based on personal experiences, discussions with the fellows, and random observations.

Target	Observations	
Staff	1	Smiles and greets the customer.
	2	Suggests extra items that have not been ordered by the customer.
	3	Speaks the order's price and thanks after the payment, and offer receipt.
	4	Places items on a clean try with tray liner facing customer.
	5	Ensures the customer is told where all relevant extras like sugar, milk, ketchup, salt & pepper are located.
	6	Follow the hygiene procedures.
	7	Dealing with queue length of customers.
Services	1	Menu display.
	2	Waiting time.
	3	Information system about order status, if it is ready.
	4	Seating area.
	5	Tables are clean.
	6	Floor is clean.
	7	Availability of toilet and handwashing facility.
Product	1	Order customization.
	2	Packing.
	3	Free refills.
	4	Availability of extras.
Customer	1	Smiles and greets the staff.
	2	Come in groups or alone.
	3	Age group of visitors.
	4	Waits for the order near the order counter, or goes to the table and comes back after the suggested time.
	5	If forgot to ask for extras while ordering: waits in queue or bypass the queue to ask for extras.

Table 1: Checklist for deep observations at fast food restaurants.

A checklist, presented in Table 1, was prepared based on the observations presented by Saunders et al. (2016, 368) and the results of primary observations. The checklist has been divided into four sections based on the observation targets: Staff, Services, Product, and Customer. The secondary observations were observed based on the mentioned checklist. (Saunders et al. 2016, 368.)

As mentioned earlier, secondary observations are deep observations, where the minor details of happenings are required to be observed and recorded. For example, staff members should ensure that the customer is told about the location of extras like sugar, salt, pepper, lids, straws, and tissue papers. On the other hand, it should be observed that customers might bypass the waiting queue to ask for the extras. The consideration of such minor details can be seen in the checklist.

The key consideration while creating the checklist was to record the unbiased non-participant observations for both, customer's side and restaurant's side. Action and reaction was observed from both sides. For example, smiles and making eye contact were observed from both sides, the customer and the staff member. Some observations were based on the culture. For example, a customer can feel humiliated in some cultures if a staff member suggests extra items which are not ordered by the customer and customer cannot afford the suggested items. However, some observations were specific for the customers or for the restaurant side and not related to both sides like cleaning the table or coming to the restaurant alone or in a group.

As an observer, it was easy to observe the actions of staff members of the restaurant as compared to the actions of customers. The key reason behind this issue was that staff members do the similar tasks repetitively at the cashier desk, while customers come in different group sizes with different backgrounds like professionals, students, or retirees. Additionally, different customers feel comfortable in different locations and seating types. Thus, behavior and actions of staff members are not changing a lot as compared to the behavior and actions of the customers. It can be observed from the checklist in Table 1 that number of observation points for staff members is slightly more than number of observation points for customers. Some customer's observation points were skipped in this observation because they required extra resources. One example of such points is to observe the amount of time, customers spend in the restaurant premises.

Making the deep observations for food products from taste, quality and freshness perspective was quite challenging for the observer. First of all, if the observer tries all the food items personally and gives an opinion, it will introduce the bias in observation results. Secondly, every restaurant offers a huge variety of food items and it will not be feasible physically as well

as financially for the observer to try all the food items. A part from the mentioned limitations, observer had allergic issues with some of the ingredients in food items. Thus the product related observations were mainly made on presentation and customization options without trying all the food items.

The secondary observations were made by observing each mentioned restaurant for one hour in evening times. Each day, two restaurants were observed. Observing two restaurants on the same day caused slight time difference between two observations. The reason to observe the restaurants for secondary observation at slightly different time on the same day was due to the time limitations of the observer. After making the deep observations by visiting each restaurant, corresponding fast food chain was thoroughly studied in terms of available menu items, price range, size of seating area, customer reviews, rush hours and accessibility.

4.3 PESTEL and Porter Analysis Process

Macro level parameters like number of startups, political stability and other socio-economic factor directly affect any business. However these elements are essential part of the business world and cannot be controlled or avoided by any business organization. As discussed in Section 3.2, PESTEL analysis and Porter five forces analysis are commonly used to study the macro environment for any business. This section will present the process of market analysis for fast food restaurant from macro environment perspective.

Macro analysis for a business requires the country level data. Due to resource limitations, mentioned in section 4.1, it was not possible to collect the country level data personally. Thus, existing data, collected by other research organizations for some other purpose, was analyzed for a restaurant business. Such data is known as secondary data in research community. (Saunders et al. 2009, 256-259.)

Secondary data for PESTEL and Porter five forces analysis was collected from Statistics Finland. Statistics Finland was established in 1865 and collects variety of large amounts of data jointly with the Finnish Prime Minister's Office. Thus, data provided by Statistics Finland is reliable, and detailed with enough history. (Tilastokeskus 2019.)

As mentioned in section 3.2.1, PESTEL analysis refers to analysis of political, economic, social, technological, environmental, and legal factors. Data for voting turnout can be used to analyze the history political stability in Finland. Similarly, data for consumer confidence indicator and unemployment rate reflects the trend of Finnish economy. Acceptance of technological advancements in Finnish society are reflected by the number of number of mobile broadband subscriptions. All such data sets can be obtained from Statistics Finland.

The main advantage of PESTEL analysis in current scenario is cost-effectiveness because Statistics Finland provides data free of cost. The results of PESTEL analysis can help the investor

to predict the alarming business situations. On other hand, same analysis can guide him/her to grab opportunities and make the investment.

5 Market Research Results

The execution of market research methods, discussed in section 3, will be presented in the following subsections. Sections 5.1 and 5.2 will demonstrate the micro analysis for the selected fast food restaurant chain in capital region of Finland. Sections 5.3 and 5.4 will present the macro analysis of Finnish market based on the official data, provided by Government of Finland (Tilastokeskus 2019).

5.1 Observation Results

The observation results presented in this section address the tasks and behavior of the customer side and the worker side. For this purpose, the restaurants belonging to multinational fast food chains were studied based on checklist questions, which have already been presented in Section 4.2. The results of this study will help the entrepreneur to make number of decisions while opening a restaurant like which services should be offered or avoided and what kind of menu items attract the customers more.

5.1.1 Restaurant H

Restaurant H was visited for random observations during the second week of October 2019 in a shopping mall in capital region of Finland. In random observations, it was observed that the restaurant H is located at central location of the mall. The seating area of the restaurant H was huge as compared to other nearby restaurants. Secondary observations were made on 24th October 2019 from 17-18 hour at the same restaurant of fast food chain H.

Staff

During the service at cashier desk, restaurant employee greeted the customers and asked for what they want. It was observed that there is no such formality in saying greeting or saying thank you to the customers after completing the order. The employees did not push the customers instead let them choose on their own, however customer was asked about meal or single item purchasing and cold drinks separately. Then, employee repeated the list of ordered items and the total price to be paid. Once customer agreed to everything, employee asked the customer for the payment. If the customer was paying by bank card, employee started putting ordered items on a clean tray with tray liner facing customer and offered the receipt later. On other hand, if the customer was going to pay by cash, employee first took the cash, offered receipt and then started putting ordered items on the tray. While handing over the tray with ordered food items, the customer was not informed about the location of extras. All staff members were covering their heads with a cap for hygiene purposes. It was observed that number of staff members serving the customers were based on queue length. Here the

queue length refers to the number of customers waiting in a row for their turn to order the food. Initially there was one person dealing with customer and then as queue length increased, there were three staff members for the service.

Services

There were big screens displaying various fast food items mainly burgers, ice-creams, cookies and coffee as can be seen in Figure 13. Queue waiting time was 2-4 minutes. Average waiting time to get the meal after order was about 6 minutes. So overall in 10 minutes, one can have a ready meal. Usually when customer place an order, a buzzer or alarm is given to the customer in case the product is not ready and available immediately. Overall customer sitting area was quite spacious having enough space for kids chair and pram could easily be adjusted. There were two types of seating: ordinary chairs and sofas as comfortable seating. One staff member was reserved for table cleaning and tray collection. There were quite many trash bins around where customers can throw garbage by their own. Near trash bins, there was a pot with sieve to collect ice and liquid. The floor was reasonable clean as well, but no staff member came to clean the floor during the observation time. One of the distinguishing characteristics of restaurant H was the availability of hand washing facility. However customers had to use the common toilet of the shopping mall. Employees did not ask for take away so it was assumed that it was not available for customers.



Figure 13: Food menu in Restaurant H

Product

The menu did not contain any customization options. Cold drinks offered here were not refillable. The ice was added to the drinks without asking the customer. However, if customer did not want to add ice, (s)he had to ask the staff. Customers had to ask for lid and straw if they wanted some. The served meal can be seen in Figure 14. For packing, the burger was placed inside a card stock ring (made of a paper that is thicker and more durable than normal writing paper) and then was wrapped in wax paper. The fries were placed inside a paper envelope. The extras like ketchup, salt, pepper and tissue papers were available separately and

customer had an option to use them according the personal requirements. The counter for extras can be seen in Figure 15.

Customer

It was observed that mostly middle aged and old people were present in this restaurant in small groups. However, some families were eating there as well. It seemed that the families came to the mall mainly for shopping purposes because there were carrying new shopping stuff. If the ordered products were not available immediately, as mentioned earlier, customers were given a buzzer. Usually, the customers went to their sitting place to wait for the order. Once the order was ready, buzzer rang. Then customers came back to the order counter to collect the order. As mentioned earlier, customers were not informed about the location of extras, customers were looking for the extras by themselves without asking the staff.



Figure 14: Food served at Restaurant H



Figure 15: Counter for extras in Restaurant H

Overall quality of meal and service was quite satisfactory. Customers did not show much happiness while leaving the restaurant by saying thank you to the staff members. Among extra facilities, there was the facility of microwave for customers. Fresh green plants were covering the border of restaurant area which gives a refreshing look to the restaurant premises.

5.1.2 Restaurant B

For random observations, restaurant B in a mall, located in capital region of Finland was visited during the second week of October 2019. Restaurant B is located near the exit of one section of the mall but near the entrance of the other section of the mall. The restaurant size was slightly smaller than restaurant H. For secondary observations, same restaurant B was visited on 24th October 2019 from 19-20 hour.

Staff

During the service more concern of both the customer and the restaurant employee was on food selection and less on greetings and saying thank you. Customers were suggested for extra sauces separately. Other than that, they were not pushed for ordering the extra items. After completing the order, restaurant employee informed about the ordered items for confirmation. On acceptance, customer was asked to pay either by cash or by bank card. It was also possible in this restaurant that customers can make a self-order using digital counters. There was no question of pushing the customer for ordering something extra in case of self-ordering. In both ordering options, receipt was given to the customer because receipt contained the order number which was required for order collection. Upon the completion or ordering and payment process, there was a separate place near cashier desk to collect the ordered items. During the order collection phase, there was a very short interaction between the customer and the staff members. Once, all the ordered items had been placed in the tray, then the order number was displayed on the screen to show the order is ready for the collection. Thus, it was not possible to closely observe the placement of tray liner or other ordered items. Like restaurant H, it was noticed that no direction was provided to customers for selection of ketchup, salt and extra tissue papers. For hygiene purposes, all staff members were wearing caps and using gloves while touching the unwrapped food items. Like restaurant H, the number of employees serving the customers at cashier desks were based on queue length.

Services

Similar to restaurant H, the menu items were displayed on big screens in restaurant B which can be seen in Figure 16. Once the customer had decided what to order, process of making an order started with either self-order or standing in the queue. The waiting queue was quite short and staff members were less in number as compared to restaurant H. The reason of short queue was the availability of self-ordering service. The grilling of the steak was started

after the order had been paid. During grilling, a number was assigned to customer which was then displayed on a single screen. There were many places around where customers cannot track their order status, so they need to be in main hall area. Waiting time for an order to be grilled varied but was in range of 8-12 minutes. It was observed that restaurant had three types of seating: ordinary chairs, elevated sofas with fix table and stools. Small chairs for kids were available in case of families coming to the restaurant. Overall, sitting area was less spacious as compared to restaurant H and a bit less cleaned as well. Though one staff member came after every 15 minutes for floor cleaning, yet floor and tables were not quite tidy. Restaurant B has their own toilets for customers including toilets for men, women and for handi-cap people as well.



Figure 16: Food menu in Restaurant B

Product

There were mostly fixed burger items for sale without any customization option. The burgers were wrapped in wax paper and fries were placed inside a paper envelope. One thing that distinguished restaurant B from restaurant H was the variability of refillable cold drinks. Here customers can choose their cold drink based on their liking and add ice on need basis. It was also possible to select lid and take straws directly. The meal served in restaurant B can be seen in Figure 17. Like restaurant H, extras were available.



Figure 17: Food served at Restaurant B

Customer

Majority of people there were young, and they came mostly as single but of course groups too. As mentioned earlier, most of the customers had to stand and wait in main hall while the order was being prepared. Once the order was ready, the customer number was displayed on the screen to collect the order. After collecting the order, customer was able to sit and eat. In case, the customer had to ask for some information, it was possible to go to the order collection counter without bypassing the queue (normally, there no queue at the order collection counter). It was observed that light was not sufficient in main hall.

5.1.3 Restaurant S

For random observations, restaurant S was visited during the second week of October 2019 in a shopping mall in capital region of Finland. They had quite compact place and were located in neighborhood of other fast food restaurants. The overall size of the restaurant was quite small as compared to restaurants H and B. For secondary observation, same restaurant was visited on October 25th, 2019 from 16-17 hour.

Staff

After greetings, staff members asked the customers what they want. While preparing the order, continuous interaction between staff members and customers was needed because every ingredient was added to the sandwich with the acceptance from the customer. After preparing the main order (sandwich), staff members placed the order in a tray with tray liner and asked the customer for cold/hot drinks and cookies which were not included in the meal. Finally, customer was informed about the total price for the ordered items and offered receipt after the payment. All staff members were covering their heads and using gloves while preparing the food items. There was one queue because restaurant S had only one order preparation desk. However, it was possible for different staff members to serve different customers at the same time at different stages of the order preparation.

Services

The main menu items at restaurant S were long shaped sandwiches, displayed at screens as can be seen in Figure 18. Quality of service in terms of preparation time was observed to be quite good here. Once, the order preparation for a customer started, it took around 2-4 minutes for full preparation. Customer selected the ingredients to be included during the preparation process. Before start of the order preparation process, average waiting time in queue was around 4-6 minutes. There was option of eating in restaurant and take-away. Tables were not quite clean during observation. Dirty trays were stacked in a drawer so it was not very efficient system.



Figure 18: Food menu in Restaurant S

Product

Every sandwich was prepared in front of the customer. Distinguishing feature was customization of order which was not offered in restaurant H or in restaurant B. Customers can select the type of bread they like out of three-four different kinds, and similar variety was available in selection of cheese, meat and salad for the sandwich. They had small and large size burgers with two prices accordingly. Customers can have possibility of grilling bread in oven, selection of various vegetables for salad, various sauces and choice of selecting salt chili or pepper according to own's choice. The salad bar section, where customer can make selection, can be seen in Figure 19. Finally wrapping using wax paper was done and order was ready for the customer. Refilling was not allowed here like restaurant H. It was possible to have canned or disposable cold drinks. The counter for cold and hot drinks can be seen in Figure 20. No extras like ketchup or salt were available after the collection of the meal.



Figure 19: Salad bar in Restaurant S



Figure 20: Counter for Hot(left) and Cold(right) drinks in Restaurant S

Customer

As mentioned earlier, customers had to communicate with the staff members on each and every step of order preparation which helped to create friendly and lively restaurant environment. Most of the customers were young or middle aged. Young people were eating inside the restaurant while majority of the middle aged people used take-away service.

5.1.4 Restaurant M

Restaurant M, located in capital region of Finland was visited during the second week of October 2019 to make the random observations. It was a small but busy place. There were other restaurants in the neighborhood serving similar products. Same restaurant was visited on October 25th, 2019 at 19-20 hour to make the secondary observations.

Staff

After greeting the customers, staff members asked what they want to order. The ordering process was quite similar to other restaurants, which has already been explained in previous sections. Making an eye contact, greeting the customer and saying thank you was normal but often anyone of these was missed and customers did not feel any inconvenience. The customers were not pushed to order extra items. However in some cases, staff members recommended the meal options to the customers because meal options were cheaper than ordering the individual items. Finally, the staff member confirmed the order with the customer and

asked for the payment. While delivering the order tray, customers were informed about the location of extras. The staff members were covering their heads by caps for hygiene purposes. Staff members were serving the customers who were in 2-3 queues.

Services

The display food menu mainly comprising of burgers can be observed in Figure 21. Process of making an order was typical as it was observed in other similar restaurants. Due to its less spacious seating area, which comprised of few tables and some stools, customers preferred to take the food away for eating. Average waiting time in queue was 2-4 minutes but it took bit longer in preparing and packing meals, i.e. about 5-8 minutes. When orders were placed, delivery system was by calling the allotted number loudly (since it was a small area). There were couple of places for putting trays and throwing garbage. Among trash bins, restaurant had taken care of liquid and ice to be left in a separate bin which was a better waste policy. Overall tables and floor were less tidy. There was no facility of toilet nearby, so customer had to take care of themselves. Most of facilities were restricted due to the location of the restaurant. Even if the management wanted to expand their area, practically it was not possible. Same restaurant in a moderately busy area would have proper parking, toilets, and more seating for customers.



Figure 21: Food menu at Restaurant M

Product

There was not customization option for the burgers. The burgers were delivered in boxes made of card stock. Similarly fried were delivered in envelop shaped box made of card stock. The drinks were not refillable and served only by staff. The meal, served by restaurant M can be seen in Figure 22. The extras were separately available and customer had open access to use them according the personal requirements.



Figure 22: Meal served by Restaurant M

Customer

Customers greeted the staff members by responding to their greetings. During the observation, it was observed that there were few people inside the restaurant, mostly young and in groups. However there were some travelers in the restaurant. The presence of travelers was due the location of the restaurant.

5.2 Summary of Observation Results

Based on the observations, presented in Section 5.1, this section will present the analysis of the observation results. This analysis will be based on behaviors and actions of customers and restaurant staff members, and the products and services offered by the restaurant. Finally, the section will be concluded by list of recommendations as dos and don'ts from a fast food restaurant perspective in capital region of Finland.

All the restaurant chains under consideration use big screens displaying various fast food items mainly burgers, ice-creams, cookies and coffee. Each restaurant chain has some iconic products to show-off which are normally the best-selling items. The Whopper is the signature sandwich and an associated product sold by restaurant B. Similarly, restaurant M's fries are the best-selling menu item of all time. However, restaurant H is known for the freshness of the sandwiches and quality of coffee. Restaurant S provides the customizations options at each step of preparation of the sandwich. Restaurants M and B prepare the burgers in bulk and waiting time for the customers is few minutes. However, in restaurant S, each sandwich is freshly prepared specifically for each customer. This significantly increases the preparation and service time.

There is always a price-quality trade-off in any business sector including the restaurant domain (Lange 2000). The quality of products in terms of customization and freshness are the influential factors for the product's price. Here, the products represent the items which we are being sold in the restaurant. The prices for restaurant S were significantly, and for restaurant H were slightly higher as compared to the Restaurants M and B. (Lange 2000.)

After food quality and price, atmosphere is the deciding factor for any customer to choose a specific restaurant. The atmosphere is the combination of quality of cleanliness and sitting area. For restaurant H, sitting area was spacious having enough space for kids chair and pram could easily be adjusted. For Restaurants B, M and S, seating area was less spacious as compared to restaurant H and a bit less cleaned as well.

Restaurant location, where the product is sold, is the main pillar of restaurant business and affects the product's price. However, in case of international restaurant chains, prices are normally the same irrespective of the location. Thus, restaurant location for the case under consideration has no impact on price but can definitely be a deciding factor for any customer.

There are other factors, which have positive impact on the customers but might not be the deciding factor for most of the customers to choose that restaurant specifically restaurant H has the facility of microwave for customers. It can help the families with infants to heat the baby food and can be a deciding factor only for them to prefer restaurant H over other options. Similarly, restaurant B has their own toilets for customers. It will have the positive impact on all the customers but cannot be the main deciding parameter to prefer restaurant B over other options.

To discussion can be summarized as: "small services can have huge impact on a restaurant business". One example of such services can be the visibility, directions and instructions for the trash bins to dump the waste. Easy guidelines help the customers to separate everything for recycling and customers have inner satisfaction. It helps not only the customers to dump the trash properly but keep the restaurant premises clean, and lowers the workload and cost of cleaning staff. Eventually, the new entrant to the restaurant likes the environment. On other hand, it was observed that few customers tried to find the trash bins but had to leave the trash at the dining table because trash bins were not easy to find. After that, the location was untidy and some new customers had to leave the restaurant not only because it was not clean but other space was not available. Similar is the case with cleaning service of toilets and options for the handwash. It was observed that customers like customization of the meal in front of them and refilling the drinks. However, a restaurant chain offering the full customization option gives the extras like ketchup, salt & pepper, or napkins at the time of order collection. If customer needs something from extras, (s)he has to wait in the queue of customers. Offering the extras in the dining area can enhance the customer satisfaction.

5.3 PESTEL Analysis Results

The impact of PESTEL parameters on any business has already been discussed in section 3.2.1. In this section, the PESTEL related data for Finnish market will be analyzed from fast food restaurant perspective. This analysis can be used later for strategic planning of fast food startup.

5.3.1 Politics

Civil and political stability in any country is the most important factor to win the trust of investors. A high voting turnout in elections is generally seen as a metric to evaluate political stability and an evidence of the legitimacy of the current system. By voting, different segments of society get an equal opportunity to elect their representatives and decide the future directions for the country.

According to Tilastokeskus (2019), the voting turnout has always been around 70% in Finland during last 75 years, as can be observed in Figure 23. The corresponding data for turnout in Finnish parliamentary elections has been attached as Appendix 1. (Tilastokeskus 2019.)

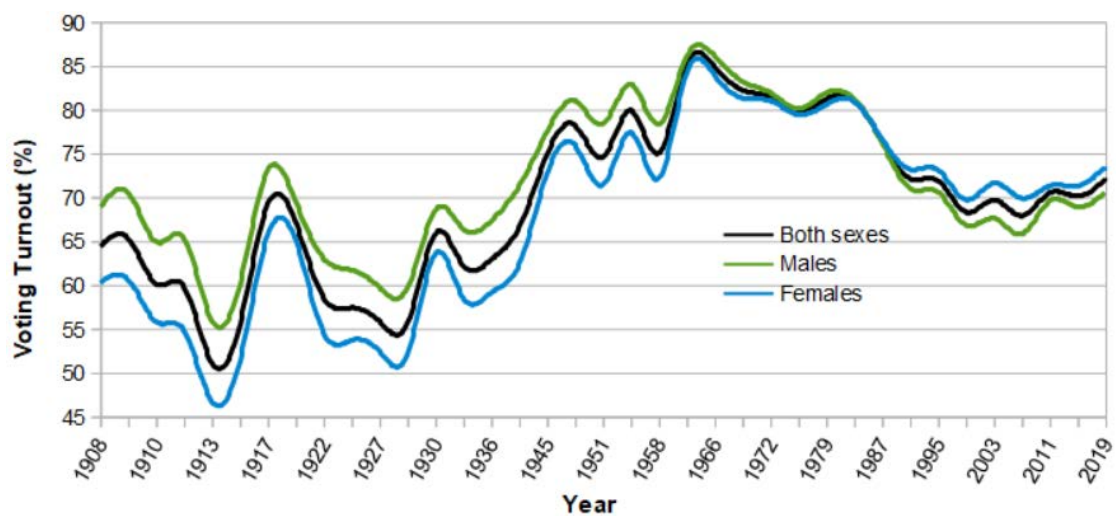


Figure 23: Voting turnout (Percentage) in Finnish Parliamentary Elections

According to Niemi et al. (2001, 31), the voting turnout trends have been decreasing in most of the established democracies since 1980s. Similar trend can be observed in Figure 23. However, in past three elections, turnout trends are increasing, which is a positive sign for the investors to have a start-up in Finland. (Niemi et al. 2001, 31.)

5.3.2 Economics

After political stability, next consideration is the revenue generation for an investor. Revenue generation depends on the offered quality of services or products, and economical situation

of the country. Economic stability has number of indicators like buying power of individuals and unemployment rate.

The trends of Finnish economy since January 2018 for Consumer Confidence Indicator (CCI), consumers' own economic situation and unemployment rate can be observed in Figure 24 (Tilastokeskus 2019). The CCI is based on four parameters: consumers' current economic situation, consumers' economic situation in past 12 months, consumer's spending, and Finland's economy in past twelve months. (Tilastokeskus 2019.)

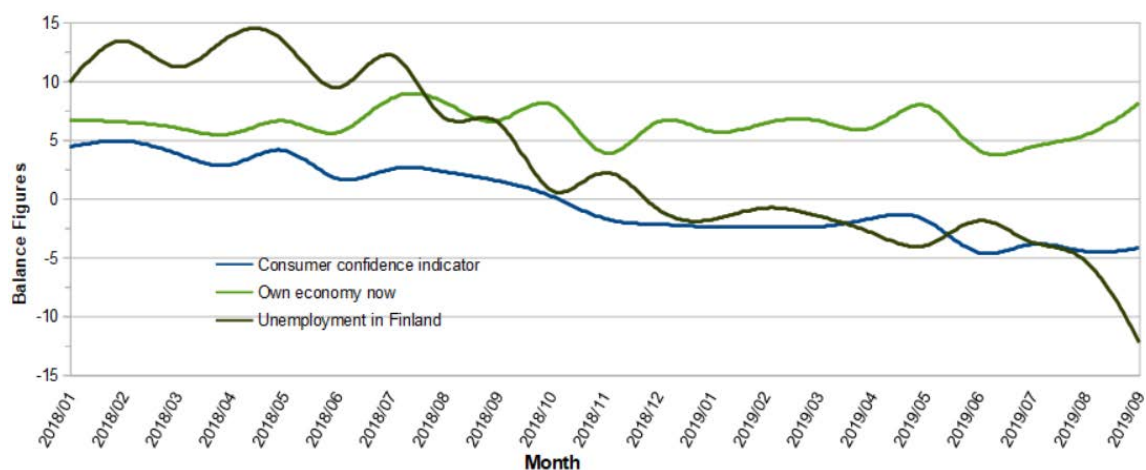


Figure 24: Finnish Economy Trends

It can be observed from the economic trends that consumer's individual economic situation is quite stable with minor variations. On other hand, CCI is gradually going down, but has been trending upwards in recent months, which is good for a start-up. The corresponding data for Finnish economy trends has been attached as Appendix 2.

5.3.3 Social factors

For better understanding of market needs for a restaurant startup, social norms of Finnish society in terms of participation in social events and frequency of going out will be presented in this section. Figure 25 presents the trends for different genders and age groups to attend the social and cultural events (Tilastokeskus 2019). The data is based on the fact that survey participant has been to at least one cultural event during the past 12 months. The corresponding data for attending social and cultural events in Finland has been attached as Appendix 3. (Tilastokeskus 2019.)

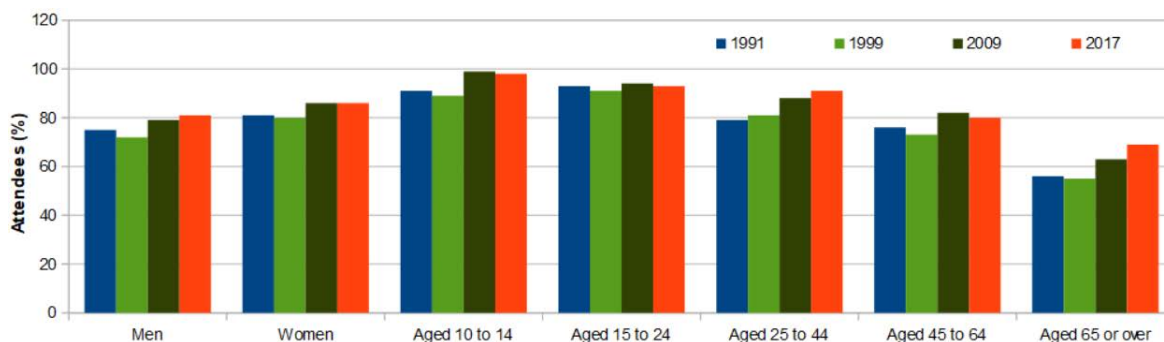


Figure 25: Attendance to cultural events

It can be observed from the bar plot in Figure 25 that attendance to cultural events decreases slightly with age and age group of over 65 has significantly low participation in cultural events. In general, trend to participate in social and cultural events has been going up in Finland after late 1990s among all age groups irrespective of the gender.

Similar to attend the cultural events, trends to visit cinemas, theatres, or museums have been stable or even increasing, which can be observed from the data in Table 2 (Tilastokeskus 2019). So, it can be concluded that trends to go out is common in Finnish culture. (Tilastokeskus 2019.)

Year	2000	2010	2015	2016	2017	2018
Cinemas	228	172	170	168	172	181
Cinema halls	343	289	311	312	332	355
Seats, thousand	59	50	48	47	46	50
Premieres	176	186	202	207	201	210
Visits per inhabitant	1,4	1,4	1,6	1,6	1,6	1,5
Museums ¹⁾	155	158	150	154	154	154
Exhibitions	1 289	1 134	1 089	1 024	1 078	1 008
Admissions, million	4,9	4,9	5,6	6,7	7,1	7,1
Theatres ²⁾	60	59	59	59	59	59
Performances	13 837	12 833	12 511	12 075	11 826	11 874
Tickets sold, million	2,6	2,6	2,4	2,2	2,3	2,4

Table 2: Data for going to Cinema, Museum and Theatre in Finnish Society

5.3.4 Technology

Technological advancements and quick access to information have significantly helped most of the businesses domains. In fast food sector, online ordering, easy payment methods, and

home delivery services have revolutionized the business in Finland. The trends for mobile subscriptions in Finland can be observed from Figure 26 (Tilastokeskus 2019). The corresponding data for mobile subscriptions in Finland has been attached as Appendix 4. (Tilastokeskus 2019.)

According to Tilastokeskus (2019), at the end of June 2019, there were 9.34 million mobile subscriptions in Finland which is almost the double than population of Finland. It can be seen in Figure 26 that mobile broadband connections have dominated the other subscriptions in last five years. This development created the space for services like Wolt (Wolt 2019) and Foodora (Foodora 2019). It became few clicks away for a client to choose the food according to his/her mood and have in front of him/her within 30 minutes. (Tilastokeskus 2019; Wolt 2019; Foodora 2019.)

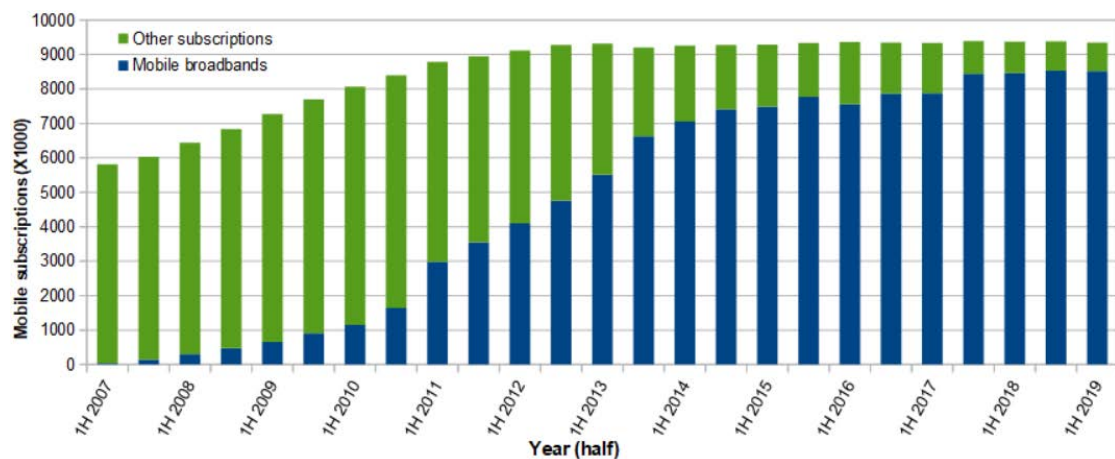


Figure 26: Mobile subscriptions in Finland

5.3.5 Environmental factors

Environmental impacts are the key concern from public point of view for any business in modern world. Fortunately, trends for emission of Sulphur dioxide (SO₂), Carbon dioxide (CO₂), and Hydrofluorocarbon (HFC-compounds) into air by food industry have been significantly decreased in recent years. It can be observed from Figure 27. (Tilastokeskus 2019.)

SO₂ and Fossil CO₂ are the two biggest emissions by food industry in Finland. The clear decreasing trends of these emissions justify the Finland's effective environmental protection policies. According to Lyytimäki (2014), 80% of the lake water in Finland is rated excellent or good. According to Tilastokeskus (2019), 37% of total energy consumption in Finland is produced from renewable energy sources. These indicators show that environment friendly practices are always encouraged in Finland. (Lyytimäki 2014; Tilastokeskus 2019.)

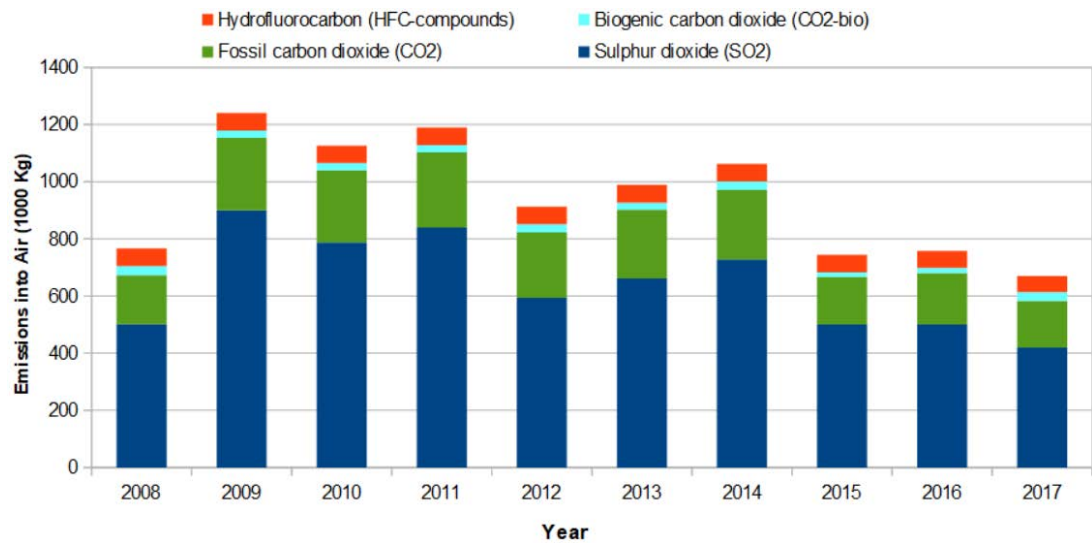


Figure 27: Emissions into air by Food Industry

5.3.6 Legal factors

A restaurant or café can only be opened at specific locations which have already been approved by the Finnish Government (Finnish Food Authority 2019). After selecting the location, the next step is to register the business. According to Finnish law, any food related business should be registered. There are number of firms which provide professional help and take care of the registration process in setting up and effectively operating a new business in Finland. (Finnish Food Authority 2019.)

There are specific license requirements for the food related business in Finland. The workers in food industry should have basic knowledge about food hygiene issues to ensure the food safety. Finnish Food Authority organizes exam to test one's knowledge about food hygiene and issues a certificate named 'Hygiene Passport' upon successfully completing all the requirements. All the workers in food industry must obtain Hygiene Passport before working in food industry (Finnish Food Authority 2019). Similarly, the certificate of 'Alcohol Passport' is required for serving alcohol (Alcoholpassport 2019). (Finnish Food Authority 2019; Alcoholpassport 2019.)

Insurance is a trustworthy protection for full financial loss. In modern business world, a good insurance scheme is considered as one of the foundation parameters for any business. In restaurant, there is always a risk of catching fire, injuries of employees and other damages. According to Hopkin (2017, 200), while buying an insurance, following 6Cs should be considered: Cost, Coverage, Capacity, Capabilities, Claims, Compliance. (Hopkin 2017, 200.)

5.4 Porter five forces analysis of fast food restaurant

As discussed in section 3.2.2, Porter's five forces analysis helps to identify the impact of external factors that influence the nature of competition within the industry. The competition in this scenario can be evaluated at two levels: inter-industry and intra-industry. Inter-industry refers to the food comparison between different types of foods like fast food vs. continental cuisines. On other hand, intra-industry refers to the comparison between the restaurants which serve same types of foods like fast food chains. In this section, the Porter's five forces analysis for Finnish market will be presented for restaurants from inter-industry perspective.

The trends for the average expenditures on different kinds of food and drinks in restaurants in Finland by a household can be observed in Figure 28. The corresponding data has been attached as Appendix 6. For food, it can be observed that Finnish people mainly spend on hamburger meals in the restaurant. This trend has always been increasing except for year 2006, where the decreasing trend can be observed for all other kinds of food. The trend to eat pizza in a restaurant was decreasing except for the last half of current decade. Purchasing trends for other fast food options like meat pasties, hot dogs, sandwiches and starters, etc. in a restaurant have been gradually increasing on a smaller scale. The purchasing trends for hot drinks like tea and coffee vs. beer in restaurants have been against each other. In recent years, it can be observed that households prefer hot drinks over beer with the meal in a restaurant. (Tilastokeskus 2019.)

The first element of the Porter's Five Forces analysis, presented in section 3.2.2, is degree of rivalry to evaluate and tackle the effects of competition in the industry environment. This is a key challenge for a restaurant business because the market has already been saturated. Based on the discussion above, it can be clearly observed that the Finnish households spend more in restaurants serving hamburgers as compared to the restaurants serving pizzas, hot-dogs, sandwiches or salads.

The second element of the Porter's Five Forces analysis evaluates the consumer's influences and demands, and how their decisions affect businesses. For a restaurant business, it is a strong force. Based on the growing trends for spending more on hamburgers by the consumers in Finland, it is recommended by the author that restaurants should serve hamburgers to attract customers.

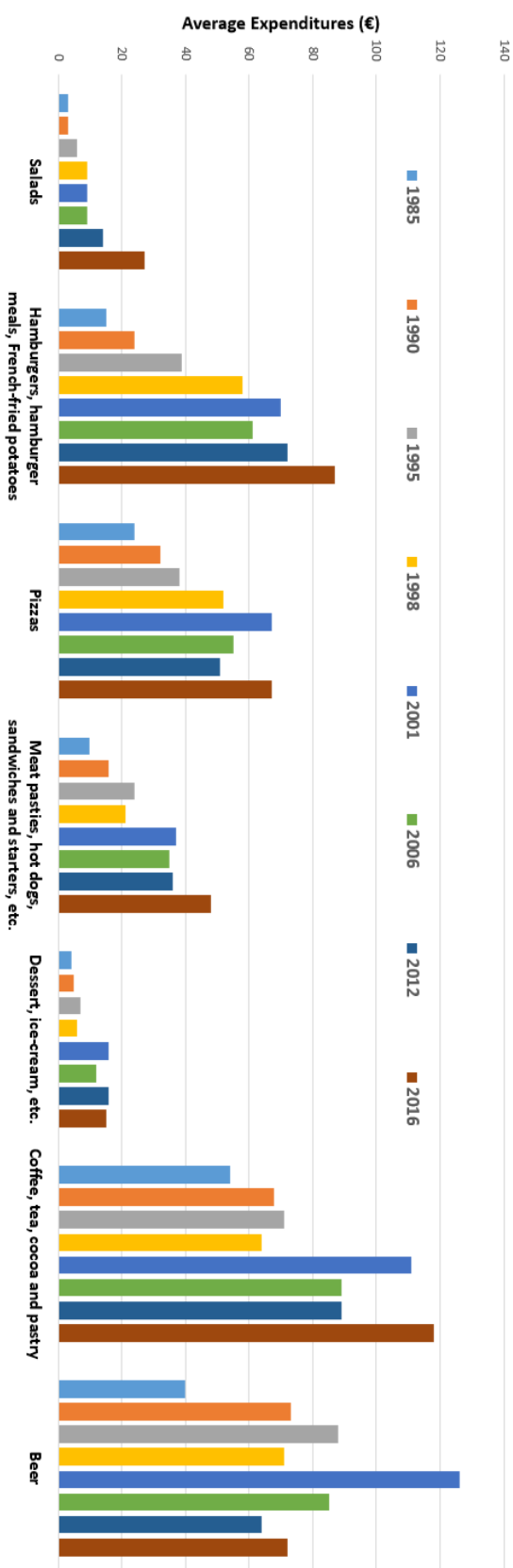


Figure 28: Trends for household consumption expenditures by food type in Restaurants in Finland

The third element of the Porter's Five Forces analysis focuses on supplier's bargaining power. A supplier can influence the production capacity by controlling the availability of raw materials. For a restaurant business, large number of suppliers make it a weak force. In Finland, the annual trends for transportation of agriculture, fish, food and beverage products are quite consistent as can be observed in Figure 29. The corresponding data has been attached as Appendix 7. (Tilastokeskus 2019.)

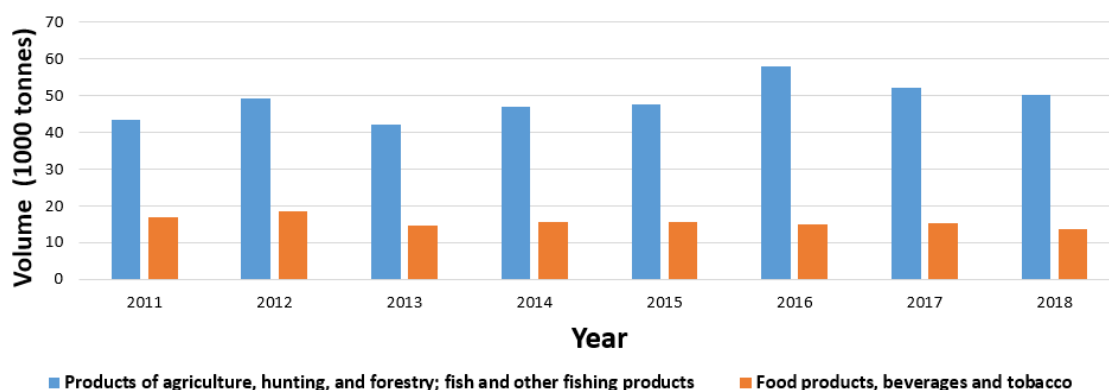


Figure 29: Raw food materials, transported within Finland

The fourth and fifth parameters of Porter's Five Forces analysis helps to understand the threats from alternatives (substitutes or substitution) and new entrants. As mentioned in section 2.1, every 6th start-up was related to food business in capital region of Finland during the 4th quarter of 2018. Thus, these parameters are a strong force because of external factors like high substitute availability, low switching cost, and investments on marketing. Here, low switching cost refers to switching products and services by the consumer (Bhasin 2019).

5.5 Summary of research results

The purpose of macro level market analysis was to investigate and discover new restaurant business opportunities in capital region of Finland. For this purpose, PESTEL and Porter's Five Force tools were used because of their easy, economical and organized approach. PESTEL analysis provides an overview for the overall business opportunities in Finland, while Porter's Five force analysis provides the business opportunities in restaurant business with focus on fast food sector.

It can be observed from the presented results of PESTEL analysis in section 5.3 that political and economic situations in Finland are stable. The slight growth in trends for participation in social and cultural events show that public in Finland is outgoing. Because of technological advancements, food related services like Wolt and Foodora have gained popularity. The suc-

cess of such services clearly indicates that the restaurant business has huge potential in Finland. The decreasing trends for CO2 emission by food industry and clear legislations show the concerns and investment by Finnish Government in this sector.

The results for Porter's Five Force analysis show that hamburgers and fries have more business in fast food sector as compared to other fast food options such as pizzas and hot dogs. Similarly, trends for hot non-alcoholic drinks are increasing while the trends for ordering beer in restaurants are decreasing. In Finland, bargaining power of suppliers is average for the restaurant industry. The key reason of this issue is the existence of a long list of suppliers which makes it easy for the restaurant owners to do business with them.

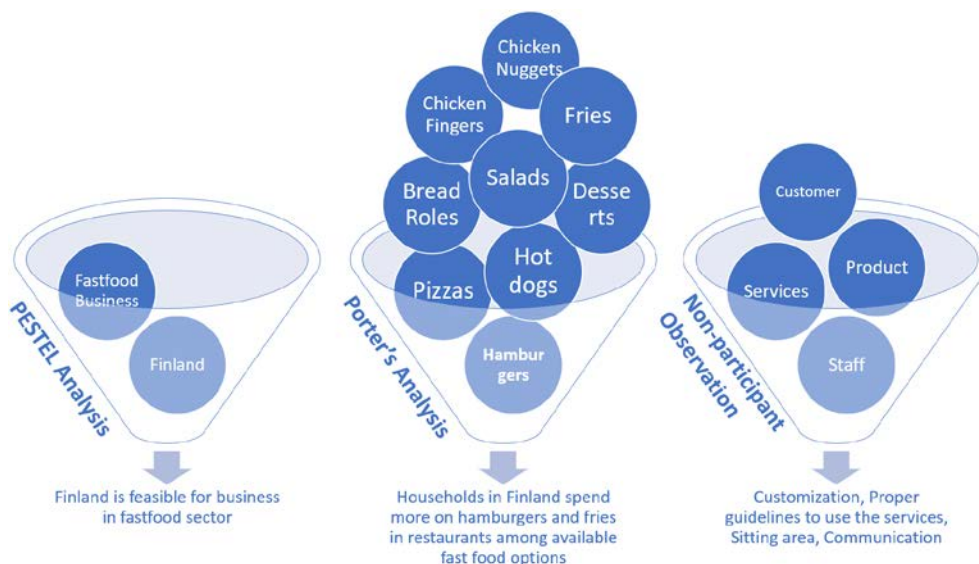


Figure 30: Summary of the research results

The summary of the research is that Finland is feasible for business in food sector. The Finnish households spent more money on hamburgers and fries in restaurant as compared to other available fast food options. New startups can carry positive things and they can avoid the negative things to get success in food business. All the results can be observed in Figure 30.

6 Conclusion

The results of the market research confirm that opening a fast food restaurant mainly serving hamburgers in capital region of Finland has good chances of success according to the encouraging market trends in recent years. To justify the statement, market research was done at different levels of the business process. The results cannot be generalized for all types of fast food restaurants but can provide the basic guidelines for an entrepreneur to do evaluate the market for other types of restaurants.

The non-participant observations were performed to observe the offered services in different international fast food chains in capital region of Finland. During these observations, it was observed that customers like to closely see the customization and preparation process of the ordered items. It provides an opportunity for the customer to know about the product quality and ingredients which enhances the customer's satisfaction. For the drinks, customers like the free refill option because they can add ice and take the drinks according to the personal preferences. However, from restaurant perspective, offering customization and free refill can lower down the profit margin. Considering the fact that observed fast food restaurants serve huge number of customers every day, sometime satisfaction of a specific customer becomes indifferent. Since it was an objective assessment, the results might vary from person to person. Apart from offered menu items, there are a number of services which can attract the customer for a fast food restaurant.

According to the observations, author recommends to provide the visible and easily understandable guidelines for all the available services in the restaurant. It will be beneficial for the restaurant, customer and the society. In presence of clear guidelines, customer will feel comfortable to use the offered services like toilets, trash bins, extras, and separating the trash for better waste policy. Proper utilizations of these services will keep the restaurant clean and lower the cleaning budget. Eventually, it will attract more customers and make the restaurant friendly for the environment.

For market analysis at macro level, Finnish market was evaluated for the investment based on PESTEL analysis. The results of PETLEL analysis were quite encouraging for the author as a future entrepreneur. In next phase, Finnish market was assessed for the investment in restaurant business using Porter's Five analysis. Based on the results of Porter's Five analysis, it was concluded that fast food market in Finland is growing day by day and households spend more on hamburgers and hot drinks like tea and coffee as compared to their expenditures on pizzas, hot dogs and beer in a restaurant. Based on the result for PESTEL and Porter's five force analysis, it was concluded that Finnish economy is stable and making investments for the startups, especially in restaurant sector, will have great chances for the success.

The key challenge faced by author in this thesis was to develop the suitable market research methodology for the restaurant domain because there were number of market research tools available like surveys, personal interviews, and observation. However, with the help of the supervisor, author successfully developed the systematic market research approach which was fairly applicable for the fast food restaurants. The work experience of the author in an international fast food chain was helpful to perform the observations process. Overall fast food restaurant startup in capital region of Finland have great chances of success.

References

Printed sources

Ashby, C. Gronberg, T. & Shaw-Miller, S. 2013. *The Viennese Café and Fin-de-Siècle Culture*. New York, United States: Berghahn Books.

Canny, I.U. 2014. Measuring the mediating role of dining experience attributes on customer satisfaction and its impact on behavioral intentions of casual dining restaurant in Jakarta. *International Journal of Innovation, Management and Technology*, 5, 1, 25-29.

Clarysse, B. & Kiefer, S. 2011. *Smart Entrepreneur : How to Build for a Successful Business*. London, United Kingdom: Elliott & Thompson.

Creswell, J.W. 2013. *Research design: Qualitative, quantitative, and mixed methods approaches*. California, United States: Sage publications.

Dunckel, H. 2001. Psychology of job analysis and work roles. *Encyclopedia of the social and behavioural sciences*, 7973-7977.

ESOMAR 2007. *Market Research Handbook*. New York, United States: John Wiley & Sons.

Gray, D.E. 2013. *Doing research in the real world*. London, California, New Delhi, Singapore : SAGE Publications.

Gummesson, E. 2017. *Case theory in business and management: reinventing case study research*. London, California, New Delhi, Singapore : SAGE Publications.

Hague, P.N. Hague, N. & Morgan, C.A. 2013. *Market research in practice: How to get greater insight from your market*. London, Philadelphia, New Delhi: Kogan Page Publishers.

Halper, E.B. 2001. *Shopping center and store leases*. New York, United States: Law Journal Press.

Halsey, K. 1999. *Finger Food*. Paris, France: Tuttle Publishing.

Hjalager, A. & Richards, G. 2002. *Tourism and Gastronomy*. New York, United States: Routledge.

Hopkin, P. 2017. *Fundamentals of Risk Management*. London, Philadelphia, New Delhi: Kogan Page Publishers.

Issa, T. Chang, V. & Issa, T. 2010. Sustainable business strategies and PESTEL framework. *GSTF International Journal on Computing*, 1, 1, 73-80.

- Jennings, P. 2007. *The local: A history of the English pub*. Gloucestershire, United Kingdom: Tempus.
- Lane, C. 2014. *The cultivation of taste: Chefs and the organization of fine dining*. Oxford, United Kingdom: OUP Oxford.
- Lange, C. Issanchou, S. & Combris, P. 2000. Expected versus experienced quality: trade-off with price. *Food quality and preference*, 11, 4, 289-297.
- Lynn, J. 2000. *Restaurant and Five Other Food Businesses*. Irvine CA, United States: Entrepreneur Press.
- McDaniel, C. & Gates, R. 2013. *Marketing research*. Singapore: Wiley.
- Niemi, R.G. Weisberg, H.F. & Kimball, D.C. 2001. *Controversies in voting behavior*. Washington DC, United States: CQ Press.
- Porter, M.E. 2008. The five competitive forces that shape strategy. *Harvard business review*, 86, 1, 25-40.
- Rockower, P.S. 2012. Recipes for gastrodiploacy. *Place Branding and Public Diplomacy*, 8, 3, 235-246.
- Saunders, M. Lewis, P. & Thornhill, A. 2009. *Research methods for business students*. Harlow, United Kingdom: Prentice Hall.
- Saunders, M. 2016. *Research methods for business students*. Harlow, United Kingdom: Pearson Education.
- Sehn, C. 2016. *Veggie fast food*. London, United Kingdom: Grub Street.
- Shewfelt, R.L. 2009. *Introducing Food Science*. Boca Raton FL, United States: CRC Press LLC.
- Teicher, M. 2000. Automated self-service cafeteria system. SMART VENDING SOLUTIONS Inc, U.S. Patent 6,102,162.
- Wahlqvist, M.L. 2007. Regional food culture and development. *Asia Pacific journal of clinical nutrition*, 16, 2-7.
- Zhuo, Z. & Zhang, S. 2019. Research on the Application of Big Data Management in Enterprise Management Decision-making and Execution Literature Review. *International Conference on Machine Learning and Computing*, 11, 268-273.

Electronic sources

Academy, Professional 2019. Marketing Theories - PESTEL Analysis. Professionalacademy.com. Accessed 2.8.2019.

<https://www.professionalacademy.com/blogs-and-advice/marketing-theories---pestel-analysis>

Alcoholpassport 2019. Register to an Alcohol Proficiency Test and get an Alcohol Passport!. Accessed 27.10.2019.

<https://alcoholpassport.fi/en>

Bhasin, H. 2019. Switching Cost - The concept of Switching Cost explain. Marketing91. Accessed 26.10.2019.

<https://www.marketing91.com/switching-cost/>

Burn-Callander, R. 2015. McDonald's beware, we're eating your lunch, says healthy fast food boss. Telegraph.co.uk. Accessed 30.9.2019.

<https://www.telegraph.co.uk/finance/newsbysector/retailandconsumer/11396416/McDonalds-beware-were-eating-your-lunch-says-healthy-fast-food-boss.html>

Cun, C. 2011. What the Hell is Gastronomy, Anyway?. adventures of an omninomnivore in NYC. Accessed 19.9.2019.

<http://www.crystal.kitchen/2011/05/13/what-the-hell-is-gastronomy-anyway/>

Dairy Queen 2019. Cheeseburger - Food Menu - Dairy Queen. Accessed 21.9.2019.

<https://www.dairyqueen.com/us-en/Menu/Food/US/Combos/Favorites-Sub-Category/Cheeseburger1/?localechange=1&/>

Facebook 2019. Accessed 20.11.2019.

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

Finnish Food Authority 2019. Own-check. Accessed 25.10.2019.

<https://www.ruokavirasto.fi/en/companies/food-sector/common-requirements-in-the-food-sector/own-check/>

Foodora 2019. Ruoan kotiinkuljetuspalvelu | Suomen parhaat ravintolat | foodora. Accessed 27.10.2019.

<https://www.foodora.fi/en/>

Gongala, S. 2019. 19 Quick And Easy Finger Foods For Kids. MomJunction. Accessed 21.9.2019.

https://www.momjunction.com/articles/delicious-finger-foods-for-your-kids-party_0075814/#gref

Google Maps 2019. Shopping Center Sello. Accessed 1.10.2019.

<https://goo.gl/maps/kpsquWPRnC5zo4uF8>

H2g2 2013. h2g2 - Finger Food - Edited Entry. Accessed 21.9.2019.

https://h2g2.com/edited_entry/A640090

iEduNote 2019. Marketing Environment: Macro and Micro Marketing Environment. Accessed 20.9.2019.

<https://iedunote.com/marketing-environment>

Jyväskylän yliopisto 2010. Data Collection. Accessed 30.9.2019.

<https://koppa.jyu.fi/avoimet/hum/metelmapolkuja/en/methodmap/data-collection/data-collection>

Lyytimäki, J. 2014. Environmental protection in Finland - thisisFINLAND. thisisFINLAND. Accessed 27.10.2019.

<https://finland.fi/life-society/environmental-protection-in-finland/>

Myhelsinki 2019. My Helsinki. Accessed 10.7.2019.

<https://www.myhelsinki.fi/en/search?category=restaurants>

NewCo Yritys Helsinki. Restaurant Business: Guideline for establishing a café or restaurant 2015. Helsinki: NewCo Yritys Helsinki. Accessed 4.8.2019.

https://newcohelsinki.fi/app/uploads/2017/11/Establishing_Your_Restaurant_or_Cafeteria_Guide.pdf

Perry, C. 2003. The Cafeteria: an LA original. Los Angeles Times. Accessed 29.8. 2019.

<https://www.latimes.com/archives/la-xpm-2003-nov-05-fo-cafeteria5-story.html>

Randhawa, H. 2012. Premium-casual restaurant chains, Earls, Cactus Club expand beyond west | Harleen Randhawa's Blog. Blogs.ubc.ca. Accessed 31.8.2019.

<https://blogs.ubc.ca/harleenrandhawa/2012/10/08/premium-casual-restaurant-chains-earls-cactus-club-expand-beyond-west/>

Sena, M. 2019. Fast Food Industry Analysis 2019 - Cost & Trends. Franchisehelp.com. Accessed 30.9.2019.

<https://www.franchisehelp.com/industry-reports/fast-food-industry-analysis-2018-cost-trends/>

Selim, L. 2014. Food is not only culture, it's diplomacy. Accessed 18.9.2019.

<https://www.youtube.com/watch?v=-eyROTdBU4>

Smith, K. 2016. How to Conduct Customer Analysis and Customer Segmentation. Brandwatch. Accessed 29.8.2019.

<https://www.brandwatch.com/blog/how-to-write-customer-analysis/>

Tilastokeskus 2019. Accessed 4.8.2019.

<https://www.stat.fi/>

TripAdvisor 2019. TripAdvisor: Read Reviews, Compare Prices & Book. Accessed 20.11.2019.

<https://www.tripadvisor.com/>

Vice 2019. There's Only One Good Subway Sandwich and It's the Veggie Delite. Accessed 21.9.2019.

https://www.vice.com/en_us/article/bj93y3/theres-only-one-good-subway-sandwich-and-its-the-veggie-delite

Woellert, L. 2012. Quick Service Restaurants Offer Fix for U.S. Job Market. Bloomberg. Accessed 29.8.2019.

<https://www.bloomberg.com/news/articles/2012-10-03/employment-rise-on-restaurants-in-u-s-doing-quick-service-jobs>

Wollan, M. 2016. Failure to Lunch. Nytimes. Accessed 1.9.2019.

<https://www.nytimes.com/2016/02/28/magazine/failure-to-lunch.html>

Wolt 2019. Accessed 27.10.2019.

<https://wolt.com/en>

Figures

Figure 1: Vegetarian Sandwich by Subway (Vice 2019)	11
Figure 2: Tricolore Pizza.....	12
Figure 3: Burger from Pakistan, containing egg	13
Figure 4: Burger served in Europe (Dairy Queen 2019)	13
Figure 5: Plain bread roll (top) and cheese filled bread.....	14
Figure 6: Naan bread with different fillings	14
Figure 7: Chicken Fingers (Gongala 2019)	15
Figure 8: PESTEL Analysis (Academy 2019)	18
Figure 9: Porter five forces competitive analysis.....	20
Figure 10: Mind map for market research methods in restaurant business.....	22
Figure 11: Data Generation and Collection Methods (Jyväskylän yliopisto 2010)	23
Figure 12: Popular Times of a Shopping Center on Thursdays (Google Maps 2019)	25
Figure 13: Food menu in Restaurant H	31
Figure 14: Food served at Restaurant H.....	32
Figure 15: Counter for extras in Restaurant H	32
Figure 16: Food menu in Restaurant B	34
Figure 17: Food served at Restaurant B.....	34
Figure 18: Food menu in Restaurant S.....	36
Figure 19: Salad bar in Restaurant S.....	36
Figure 20: Counter for Hot(left) and Cold(right) drinks in Restaurant S.....	37
Figure 21: Food menu at Restaurant M.....	38
Figure 22: Meal served by Restaurant M	39
Figure 23: Voting turnout (Percentage) in Finnish Parliamentary Elections.....	41
Figure 24: Finnish Economy Trends	42
Figure 25: Attendance to cultural events	43
Figure 26: Mobile subscriptions in Finland	44

Figure 27: Emissions into air by Food Industry	45
Figure 28: Trends for household consumption expenditures by food type in Restaurants in Finland.....	47
Figure 29: Raw food materials, transported within Finland	48
Figure 30: Summary of the research results.....	49

Tables

Table 1: Checklist for deep observations at fast food restaurants.	27
Table 2: Data for going to Cinema, Museum and Theatre in Finnish Society.....	43

Appendices

Appendix 1: Voting turnout (Percentage) in Finnish Parliamentary Elections	60
Appendix 2: Monthly Data for Consumer Confidence by Month and Information	61
Appendix 3: Attendance to cultural events.....	61
Appendix 4: Mobile subscriptions in Finland.....	62
Appendix 5: Yearly Data for Emissions into air by Food Industry in Finland (1000 Kg)	63
Appendix 6: Average Expenditures by Food Type in Restaurants by Households in Finland (€)	63
Appendix 7: Raw food materials, transported within Finland (1000 Tonnes)	64

Appendix 1: Voting turnout (Percentage) in Finnish Parliamentary Elections

Year	Both sexes	Males	Females
1908	64,4	68,9	60,3
1909	65,3	70,5	60,6
1910	60,1	64,9	55,8
1911	59,8	65,3	54,8
1913	51,1	55,9	46,7
1916	55,5	60,1	51,4
1917	69,2	73,1	65,7
1919	67,1	69,5	65,1
1922	58,5	63	54,5
1924	57,4	61,7	53,7
1927	55,8	59,7	52,4
1929	55,6	59,6	52,1
1930	65,9	68,6	63,6
1933	62,2	66,4	58,5
1936	62,9	67,3	59,1
1939	66,6	71,3	62,4
1945	74,9	77,5	72,7
1948	78,2	81	75,9
1951	74,6	78,4	71,4
1954	79,9	82,9	77,4
1958	75	78,3	72,1
1962	85,1	86,1	84,2
1966	84,9	86,1	83,9
1970	82,2	83,2	81,3
1972	81,4	81,9	81
1975	79,7	80,1	79,4
1979	81,2	81,9	80,6
1983	81	81,2	80,9
1987	76,4	76,2	76,6
1991	72,1	71	73,2
1995	71,9	70,6	73,1
1999	68,3	66,8	69,7
2003	69,7	67,6	71,6
2007	67,9	65,8	69,9
2011	70,5	69,6	71,3
2015	70,1	68,9	71,3
2019	72,1	70,6	73,5

Appendix 2: Monthly Data for Consumer Confidence by Month and Information

Month	Consumer confidence indicator	Own economy now	Unemployment in Finland
2018/01	4,4	6,7	9,9
2018/02	4,9	6,5	13,4
2018/03	3,8	6	11,2
2018/04	2,9	5,5	13,8
2018/05	4,1	6,6	13,4
2018/06	1,7	5,6	9,4
2018/07	2,5	8,5	12,2
2018/08	2,3	8,2	6,9
2018/09	1,5	6,6	6,5
2018/10	0,2	8	0,7
2018/11	-1,7	3,9	2,2
2018/12	-2,2	6,5	-0,9
2019/01	-2,4	5,7	-1,8
2019/02	-2,4	6,4	-0,8
2019/03	-2,4	6,6	-1,5
2019/04	-1,7	6	-2,9
2019/05	-1,8	7,9	-4
2019/06	-4,6	4,1	-1,9
2019/07	-3,9	4,4	-3,7
2019/08	-4,5	5,4	-5,3
2019/09	-4,2	8,1	-12,2

Appendix 3: Attendance to cultural events

Year	1991	1999	2009	2017
Men	75	72	79	81
Women	81	80	86	86
Aged 10 to 14	91	89	99	98
Aged 15 to 24	93	91	94	93
Aged 25 to 44	79	81	88	91
Aged 45 to 64	76	73	82	80
Aged 65 or over	56	55	63	69

Appendix 4: Mobile subscriptions in Finland

Year (half)	Mobile broadbands	Other subscriptions
1H 2007	40	5770
2H 2007	140	5890
1H 2008	310	6130
2H 2008	480	6350
1H 2009	660	6610
2H 2009	910	6790
1H 2010	1150	6920
2H 2010	1640	6760
1H 2011	2980	5800
2H 2011	3550	5390
1H 2012	4100	5020
2H 2012	4760	4520
1H 2013	5510	3800
2H 2013	6630	2570
1H 2014	7050	2210
2H 2014	7410	1870
1H 2015	7490	1800
2H 2015	7770	1560
1H 2016	7550	1810
2H 2016	7870	1470
1H 2017	7880	1450
2H 2017	8440	950
1H 2018	8460	910
2H 2018	8530	850
1H 2019	8520	820

Appendix 5: Yearly Data for Emissions into air by Food Industry in Finland (1000 Kg)

Year	Sulphur dioxide (SO ₂)	Fossil carbon dioxide (CO ₂)	Biogenic carbon dioxide (CO ₂ -bio)	Hydrofluorocarbon (HFC-compounds)
2008	501	171,496	32,894	61,154
2009	900	253,924	24,94	61,303
2010	787	252,506	25,666	60,748
2011	840	262,36	26,035	60,754
2012	594	228,257	28,402	62,256
2013	661	240,983	24,287	62,579
2014	728	242,868	29,396	62,339
2015	500	166,675	16,045	61,022
2016	500	180,129	18,06	59,666
2017	420	163,105	30,783	56,13

Appendix 6: Average Expenditures by Food Type in Restaurants by Households in Finland (€)

Year	Salads	Hamburgers, hamburger meals, French-fried potatoes	Pizzas	Meat pasties, hot dogs, sandwiches and starters, etc.	Dessert, ice-cream, etc.	Coffee, tea, cocoa and pastry	Beer
1985	3	15	24	10	4	54	40
1990	3	24	32	16	5	68	73
1995	6	39	38	24	7	71	88
1998	9	58	52	21	6	64	71
2001	9	70	67	37	16	111	126
2006	9	61	55	35	12	89	85
2012	14	72	51	36	16	89	64
2016	27	87	67	48	15	118	72

Appendix 7: Raw food materials, transported within Finland (1000 Tonnes)

Year	Products of agriculture, hunting, and forestry; fish and other fishing products	Food products, beverages and tobacco
2011	43,505	16,908
2012	49,191	18,394
2013	42,15	14,813
2014	47,046	15,581
2015	47,565	15,662
2016	58,14	15,049
2017	52,262	15,268
2018	50,167	13,557