

Saimaa University of Applied Sciences
Business and Culture, Imatra
Faculty of Tourism and Hospitality
Degree Programme in Tourism

Basanta Adhikari

Business Plan for Sherpa Restaurant in Kuopio

Bachelor's Thesis 2013

Abstract

Basanta Adhikari

Business Plan for Sherpa Restaurant in Kuopio

62 pages, 20appendices

Saimaa University of Applied Sciences

Business and Culture, Imatra

Degree programme in Tourism

Bachelor's Thesis 2013

Instructor: Mr. Pekka Mytty, Senior Lecturer, Saimaa UAS

The objective of this thesis was to make a business plan for Sherpa restaurant which is located in the town of Kuopio. This thesis talks about the Nepalese food culture in this region. The aim of this thesis is to carry the Sherpa restaurant in a correct path towards its objectives and goals. This business plan is made after research and an investigation as well as suggestions given by restaurant's owner in Helsinki region includes Nepalese as well as other restaurants. This thesis also clarifies why this particular place was chosen to provide its services. During the thesis, all the financial projection, inventory system for restaurant, company webpage, restaurant menu etc. were prepared.

The theoretical background of this business plan was based on number of business books. The thesis also gives an image of its potential customers and possible competitors. Porter's 5 forces analysis, SWOT analysis, marketing analysis, competitor's analysis were also carried out in this thesis. Qualitative and Quantitative research methods were also conducted to find out customer's behavior and interest towards Nepalese restaurant.

The outcome of the survey done in Kuopio center gave firsthand information about people's interest in Nepali Restaurant. The result of this study shows how the restaurant came to provide its services in Kuopio. During the opening week around 4,000 customers visited Sherpa restaurant. Nowadays, the demand of spicy food at lunch time keeps increasing day by day. This result shows that the menu for spicy food at lunch time should be increased. Sherpa restaurant has to consider giving some special discount to attract number of tourist visitors in Kuopio. One of the key improvements that should be made by Sherpa restaurant is newspaper advertising.

Key words: Business plan, restaurant, research, Kuopio

Table of Contents

1	Introduction on business plan	1
1.1	Aim of thesis	1
1.2	Research Problem	1
1.3	Research approach	2
1.4	Theoretical approach	2
1.5	Limitations:	2
2	Business Planning	3
2.1	Business Idea	3
2.2	Business Plan	4
2.3	Benefits of business plan	5
3	Business plan for restaurant	7
3.1	Executive summary	7
3.2	Company summary	7
3.3	Company Finance	8
3.4	Product and Services	8
3.4.1	Products:	8
3.4.2	Services	8
4	Research methodology	9
4.1	Qualitative research methods	9
4.2	Quantitative Research Methods	9
4.3	Primary Data	11
4.4	Secondary Data	11
5	Reliability and validity	11
6	Management and personnel	12
6.1	Management	12
6.2	Personnel	12
7	Company Law	13
7.1	Private entrepreneur (TMI/FMA)	13
7.2	General partnership	14
7.3	Limited partnership	14
7.4	Limited company	15
7.5	Co-operative	16
8	Competitor Analysis	18
9	Marketing Planning	18
9.1	Market analysis	19
9.1.1	Identifying target markets	19
9.1.2	Demographics	19
9.1.3	Psychographics	19
9.1.4	Niche markets	19
9.2	Research your competition	19
10	Porter's 5 Forces Analysis:	20

10.1	The Competitive rivalry within the industry:	21
10.2	The threat of new entrants:	21
10.3	The threat of substitute products:	21
10.4	The bargaining power of suppliers:	22
10.5	The bargaining power of customers	22
11	SWOT Analysis	23
12	The Town of Kuopio	24
13	Business Plan for Sherpa Restaurant	28
13.1	Executive Summary	28
13.1.1	Mission	29
13.1.2	Objectives	29
13.1.3	Key to success	29
13.2	Company Summary and Finance	30
13.2.1	Start-up summary	30
13.2.2	Working capital	33
13.2.3	Sales estimation	34
13.2.4	Break-even point analysis	37
13.3	Product and services	38
13.4	Price	39
13.5	Target Customer	40
13.6	Questionnaire results	41
13.7	Management and personnel	42
13.7.1	Restaurant's CEO	42
13.7.2	Assistant Restaurant Manager	42
13.7.3	Executive chef	43
13.7.4	Normal Chef	43
13.8	Company Law	43
13.9	Competitors Analysis	43
13.10	Competition	43
13.11	Sherpa's Strategy	48
13.12	Products/Services	49
13.13	Market analysis	50
14	Word-of-mouth/In-store marketing	50
15	Local store marketing	51
16	Local media	51
16.1	Porter's 5 Forces Analysis	52
16.2	SWOT analysis	53
16.2.1	Strengths	53
16.2.2	Weaknesses	53
16.2.3	Opportunities	53
16.2.4	Threats	53
17	Conclusions	54
18	References	55
	Appendices	

List of Figures and Tables

Figure 1 Strategy model for business idea (123rf, 2010.).....	3
Figure 2: Characteristics of Forms of Business in Finland(Yrityssuomi, 2013).....	17
Figure 3Structure of Porter’s 5 Forces Analysis, Luxinnixation G.I.E, The National Agency for Innovation and Research in Luxembourg, 2008	21
Figure 4: Map of Kuopio (map google)	26
Figure 5: Organizational Structure of Sherpa Restaurant.....	42
Figure 6: Five Forces Worksheet for Sherpa Restaurant	52
Table 1: Key difference between qualitative and quantitative research adopted from Hennink,Hutter,Bailey,(2011)	10
Table 2: SWOT matrix adapted from Hay&Castilla,(2006).....	23
Table 3: Kuopio in Figures adopted from Kuopio,(2013)	27
Table 4: Start-up Summary.....	32
Table 5: Start-up expenses.....	33
Table 6: Sales estimation.....	35
Table 7: Profit and loss accounts.....	36

1 Introduction on business plan

A continuous production and distribution of goods and services with the aim of earning profits under uncertain market conditions is Business (Kalyan-city2011).

Starting a new business venture is like going into tropical forest on a treasure hunt. There are rewards to be won, in both material wealth and in personal satisfaction, but there are dangers lurking and you can easily lose your way (Blackwell, 2008, p. 1.)

Business plan works for business to look ahead, allocate resources, focus on key points and prepared for problems and opportunities (Tim, 2013)

It is said that most people think business plan are necessary only for loan application or starting of new business, which is not correct. Business plans are also needed for running a business with optimized growth and development.

1.1 Aim of thesis

The aim of this thesis is to carry Sherpa Restaurant in a correct path towards its goals and objectives. Another aim is to build, grow and expand as a healthy company. Restaurant Sherpa will always be aware of difficulties, problems, risk with the help of this thesis since there will be a huge number of solutions and ways. This thesis will help to create a successful business.

1.2 Research Problem

There are not enough restaurants in Kuopio town where people are satisfied with restaurant services, food quality, customer services which are only a hypothesis that the author invented to make a solution regarding this thesis. Sherpa restaurant will provide all the needs.

1.3 Research approach

Most restaurants are lacking behind to providedifferent taste of food in the town of Kuopio. Sherpa restaurant will be a new Nepalese restaurant that can provide different and unique food taste that people in Kuopio have never tasted before. They can enjoy ethnic food with soft tune in restaurant.

1.4 Theoretical approach

Different theories from great writers are included regarding business plan, marketing planning, SWOT analysis, different research approaches, company laws, and empirical studies. The easy definitions and statements by experts were chosen.

1.5 Limitations:

The author had to stick only to the Sherpa restaurant which focus to serve only Nepali dishes. Since the business size of the company was small –scale, survey was done with some questionnaires and interview around Kuopio. The author had to focus on Finnish business system since the company was going to start its business in Finland.

2 Business Planning

A business plan is a road map that provides the directions so a business can plan its future (Entrepreneur magazine 2013).

2.1 Business Idea

Business idea always encourages new way of thinking when it come to an innovation. Developing a good business idea requires a wide range of competences and energies that are only rarely present in single individuals. A successful entrepreneur has provided his simple explanation of the concept which is “it’s really quite simple: use your common sense, listen to people, and seize opportunities as they arise”. (Hougaard 2005.)

Successful entrepreneurial launching requires special knowledge which in a best and broadest sense is a must for sustainable development. The business idea provides the tools making it of interest to anyone who works with getting an enterprise off the ground or studies entrepreneurship. Business idea is a framework intended to sharpen your senses towards entrepreneurship and perhaps make you want to have a go at it yourself. (Hougaard 2005.)

Business idea is a framework that intends to sharp the senses towards entrepreneurship. Below figure shows the model for business idea.



Figure 1 Strategy model for business idea (123rf 2010.)

2.2 Business Plan

A business plan is a written statement that describes and analyses your business and gives detailed projections about its future. A business plan also covers the financial aspects of starting or expanding your business-how much money you need and how you'll pay it back. (MCkееver2012, p. 6.)

A well-written business plan will provide a pathway to profit for any new or existing business (Pinson. 1999, p.1).

Business plan is usually comprises with a description of a company or small business, its services or products. Business plan mostly includes budget, financial projection, and marketing analysis.

According to Hearst (2013), business plan is a document that details the strategy of business owners on how they intend to run their business. Business plan provides a road map for where the owners want to take their businesses.

Business plans are guides for owners to run their businesses. If there are problems in running the business e.g. slow sales, not enough customers etc then those problems are solved by analyzing the information in their business plans.

A business plan which is detailed touches several key areas. Business plan can cover company's vision, goals, name of management, employees, services etc.

Although business plan was created at the beginning of starting the business, it is necessary to review it from time to time and makes changes according to the need of company (Hearst 2013).

Business plan can be helpful in following ways:

It helps to make vital business decisions that focus on activities and maximize our resources.

It helps to understand financial aspects of our business like cash flow, requirement of break-even.

It helps to gather marketing information.

It helps to avoid difficulties that may arise in the business.

It helps to set a specific goal and measurement.

Helps to expand to profitability directions. (Abrans 1991)

More over business plan can help to make the right decisions in right time.

2.3 Benefits of business plan

Here are four benefits of writing a business plan by Mc Keever (2012):

1 Help us get money

Most lenders or investors require a written business plan before they will consider the proposal seriously. Before making any commitment, they want to see whether you have understood your business. They also want to make sure your business has good chance of succeeding.

2 Helps whether to proceed or stop

Business plan are designed to provide answers to all the questions that prospective lenders and investors will ask. It also teaches us what the weakness and strengthens in our business concepts are and what our realistic chances of success are. This is extremely important that there is a saying that a great many business people owe their ultimate success to an earlier decision not to start a business with built-in problems.

3 Help us improve our business concepts

Business plan writing allows us to see how changing parts of plan increases profits or accomplishes other goals. Spreadsheet programme in computer can make financial projections where we can try different alternatives more quickly. This ability in our plans can increase our chance of success.

4 Helps us keep on track

A written business plan gives us a clear course toward the future and makes our decision making faster.

3 Business plan for restaurant

In general, Business plan for restaurant covers following points:

3.1 Executive summary

The executive summary summarizes the entire business plan in a few paragraphs by giving the most important statement possible about the nature and objectives of the business. This section cannot be ignored because it demonstrates the focus with clear goals and states who you are, what you want and where you are going.

State the mission of your company. The mission statement is a brief description of how you want your company to be viewed by its customers. It also states your company's vision as to future directions toward which it intend to move (Pinson 2008, p 23.)

3.2 Company summary

This section will provide the information on your company including, who you are, where you have been, where your plans are going and how your company fits into industry and market place. It includes following points:

- The precise nature of business
- A brief history of the business or how you developed your products and services
- How your facilities will be able to handle your future growth
- Company details, including the legal structure of the business
- Growth potential
- New products and the developments that have arisen in the recent past that will make the products and services more attractive to the public
- Economic trends that are favorable to the industry

This section should provide the reader with the concept of how the business works and why it has a unique chance to shine in the market place (Pinson 2008).

3.3 Company Finance

Although your hopes and plans for financing your business will be set out in all the cash flow forecasts which you will attach as appendices, it will be helpful if you give a brief summary. The following are shown no matter how small the business is:

- The expected turnover for the first year;
- The expected net profit for the first year;
- How much of the loan will be paid off in one year;
- When you expect to pay off the loan entirely;
- What you hope for the second year

The additional information which could be of importance are the rate at which to expect profit to grow and the dividend policy will be. (Blackwell, 2008, p 14-15.)

3.4 Product and Services

This section describes the products and services and what are sold. According to Pinson (2008, p 34), products and services should explain following things:

3.4.1 Products:

One must describe in depth, what one's product is. Specification of this can be done with drawing, photos, sales brochures, and other such items.

Explain about the quality of your products, uniqueness and its features.

3.4.2 Services

Tell what the services are. Why it is able to provide, who will be performed. Tell why this business is unique and what special offer to the customers. If one's have both the product and services that work together to benefit the customers one should be sure to mention in the business plan.

4 Research methodology

Research methods in education (and the other social sciences) are often divided into two main types: Quantative and Qualitative methods.

4.1 Qualitative research methods

Qualitative research is a broad umbrella term that covers a wide range of techniques and philosophies, thus it is not easy to define. In broad terms, qualitative research is an approach that allows us to examine people's experiences in detail, by using specific set of research methods such as in-depth interview, focus group discussion, observation, content analysis, visual methods and life histories or biographies. Qualitative methods, however are much more than just the application of qualitative methods (Hennink.2011.)

4.2 Quantitative Research Methods

According to Aliaga and Gunderson (2000), Quantitative research is 'explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics)'.

Key difference between qualitative and quantitative research

	Qualitative research	Quantitative research
Objective	To gain a detailed understanding of underlying reasons, beliefs, motivations	To quantify data and extrapolate results to a broader population
Purpose	To understand why? How? What is the process? What are the influences or contexts?	To measure, count, quantify a problem, How much? How often? What proportion? Relationship in data.
Data	Data are words(Called textual data)	Data are numbers or numerical data
Study Population	Small number of participants or interviewees, selected purposively (non-randomly) Referred to as participates or interviewees	Large sample size of representative cases Referred to as respondents of subjects
Data collection methods	Indepth,interviews,observation, group discussions	Population surveys, opinion polls, exit interview
Analysis	Analysis is interpretive	Analysis is statistical
Outcome	To develop an initial understanding, to identify and explain behavior, beliefs or actions	To identify prevalence. Averages and patterns in data. To generalize to a broader population.

Table 1: Key difference between qualitative and quantitative research adopted from Hennink, Hutter, and Bailey(2011)

4.3 Primary Data

Primary data means original data that has been collected specially for the purpose of mind which means someone collected the data from the original source first hand. Collection of data this way is known as primary data. People who gather primary data may be an authorized organization, investigator, enumerator or they may be just someone with clipboard. In this case these people are acting as a witness so primary data is only considered as reliable as the people who gather it. This kind of research is referred to as field research, e.g. questionnaire. (wikibooks 2012)

4.4 Secondary Data

Secondary data are collected for other purpose. Wikibook, 2012, defines that when we use statistical method with primary data from another purpose for our purpose we refer it as secondary data. Meaning of it, is; one purpose's primary data is another purpose's secondary data. Secondary data are those data that is being reprocessed. E.g. Data from books (wikibooks 2012.)

5 Reliability and validity

Although Kuopio's population is above 100,000, the number of respondents was too little. The result of this questionnaire might not bring exact result since the respondents were few but they were from different backgrounds giving similar answers, which helps to understand in details. A high degree of stable answers shows high degree of reliability which means the results are repeatable.

Validity determines whether the research truly measures the results that were intended to measure or whether the research result is truthful or not. The questionnaire which was made in the intention to see the response was measured positively. It shows that a large of people in Kuopio are waiting for Nepalese restaurant to be open.

6 Management and personnel

A small business company usually starts up with the owners doing most of the work. As business becomes bigger and sales increase, management and personnel needs will also change. The company's goal is projected for growth and the necessary in management and personnel must be planned (Pinson 2008).

6.1 Management

Management is a tool which regard to achieve the goals and objectives of an organization. Management aim to affect the future of the company. The most critical issue to be addressed in business may be management. Many potentially profitability operations have failed due to inability to effective management operation of the company (Pinsor2008).

6.2 Personnel

Personnel is required in a company as it gives following answers:

How many employees will be needed to operate a company efficiently?

What job are they needed for?

At what stage in the business will they be hired?

What qualifications/ experience will they need to have?

What salaries and benefits will they be paid?

Some businesses fail because they hire too many people too soon. Other business fail because they become too successful too soon and they are not organizationally ready (Pinsor 2008, P. 39.)

7 Company Law

The chosen legal structure must be described and explained why it is most advantageous for the business. The owner or corporate officers should be named. Their strength and weakness should include in the resumes in supporting documents of business plan.

In Finland, most of the permits are granted on first application. But some types of business requiring e.g. specific skills or specific case by entrepreneur are always subject to licensing and permit are required whether to carry out by Finnish or non-Finnish person.

The most important forms of incorporations for business enterprises are:

7.1 Private entrepreneur (TMI/FMA)

Private entrepreneurship is one of the simplest ways to setup a business in Finland. A natural person residing in the European Economic Area may carry out the trade in the form of a private entrepreneur. If a person outside the European Economic Area wants to open a private enterprise he/she needs to have a trade permit which can be granted by the National Board of Patents and Registration (NBPR) (Uhy 2012.)

The owner of the enterprise acts on behalf of the business and concludes its contracts. The election of auditors is not regulated by law. The business has to be registered in the trade register with a start-up notification form of private entrepreneur. It should contain trade name, personal data, nature of trade, municipality of main establishment and address of the place of the business. The fee is 75 Euro and it has to be paid in advance (Yrityssuomi 2013)

7.2 General partnership

It is based on principle of contractual freedom which means partners are concerned to make whatever arrangement they see, the division of power between the parties, the management of partnership etc. However they have mandatory right to investigate the company account and books and to bring a legal action challenging the annual accounts (PRH, 2013.)

A general partnership has at least two partners who jointly carry on a trade on the basis of contract. The partners are personally liable for the debts and other obligations of the partnerships. The partners can be either natural person or organizations such as other companies (PRH 2013.)

There are no any legal requirements as to capitalization of a partnership, hence the partners may freely agree on their investments in the partnership. Partners who are working actively in partnership may be paid a salary. Profits are distributed between the partners equally, if not otherwise agreed. Interest on prevailing amount of paid up capital is paid out first. Partners can at a time withdraw money invested in the partnership and takeout money or assets from the company. (PRH, 2013)

7.3 Limited partnership

Limited partnership is same as general partnership except that limited partnerships have two types of partners. One is active which are personally liable for the obligations of the partnership, while the liability of silent partner is limited to the amount of the partner's contribution agreed in the partnership. There must be at least one general partner and at least one silence partner. There are not any limited provisions on minimum capital investment. The limited partners have neither managerial power nor a right to block decisions or to represent the partnership. (PRH, 2013)

7.4 Limited company

Limited company can be a public limited company or private limited company. A public limited company must have minimum paid-up share capital of Euro 80,000. The required minimum paid up share capital for private limited company is Euro 2,500. The share and bonds of a private company may not be subject to trade on NASDAQ OMX Helsinki Ltd. (PRH 2013)

The ultimate decision-making power in a limited company is vested in its shareholders at the annual general meetings of shareholders. As a rule, all the shareholders are initiated to take part in and to express their opinions and use their voting rights at shareholders meetings.

The annual General meeting must be held within six months of the end of the company's financial year, unless the articles provide for a short term (Rochier 2012).

More than half of members of the board must be present for the meeting unless a larger proportion is required in the Articles. A limited company may also have a managing director who is appointed by the board and must abide by its instructions and orders. The board of directors is responsible for the administration and the proper arrangement of the operations of the company.

In general, a limited company has at least one auditor appointed at the annual general meeting. However, small size companies are excepted from obligation to appoint an auditor subject to concern conditions. Provisions on auditing performance, qualifications and the supervision of the auditing profession are set forth in the auditing act (PRH 2013.)

7.5 Co-operative

Co-operative is one important player in the agricultural sector and in the retail business in Finland. Under the cooperative Act (1488/2001; FI osuuskuntalaki). Cooperative is a society whose number of members and amount of capital is not determined in advance and whose purpose is to carry on business operations in order to support the finances of its members by having them use the services of society. The cooperative rules may provide that the cooperative can issue investment shares, which have many features in common with shares of limited companies (Roschier 2012.)

The figure below shows the important forms of incorporations for business enterprises.

	Private entrepreneur	General partnership	Limited partnership	Limited liability company	Cooperative
Number of founders	Entrepreneur works alone	At least two active partners	At least one general and one silent partner	One person or several people	At least three people
Capital required at start-up	Little capital required	Partners' inputs, no minimum capital required	Partners' inputs in accordance with the articles of association	Share capital: private €2,500, public €80,000	Participation shares, no minimum capital
Decision-making	Entrepreneur makes decisions personally	In accordance with the articles of association	General partner	General meeting of shareholders, board of directors and managing director	Annual general meeting of a cooperative, board of directors and managing director
Risk and responsibility	The entrepreneur is responsible based on his/her personal property	Partners are responsible based on their personal property	General partner is responsible based on his/her personal property	Owners responsible based on the amount of share capital	Members of cooperative responsible based on the amount of co-operative capital
With-drawal of assets and profit distribution	Assets used as private withdrawals, no wages	Partners: salary, shares of profit, loan and private withdrawals	General partner: as in general partnership, silent: share of profit	Shareholders: dividend income, wage income depending on work contribution	Members: interests on capital, returns of surplus, compensations, wage income
Taxation	Partly taxed as capital income, partly as earned income	Profit shared between partners, after that taxed as a private entrepreneur	Profit shared between partners, after that taxed as a private entrepreneur	Pays 24,5 per cent tax on result	Pays 24,5 per cent tax on result
General description, suitability	Personal work contribution decisive, flexible decision-making, family companies	Trust between partners vital, as is the ability to cooperate. SMEs.	Trust between partners vital, as is the ability to cooperate. SMEs.	Suitable for companies that need capital, heavier administration than in other forms of business	Aims at producing services for members, not maximising profit, democratic decision-making (one vote per member)

Figure2: Characteristics of Forms of Business in Finland (Yrityssuomi 2013)

8 Competitor Analysis

Competitor analysis provide a brief profile on direct competitors. This section in business plan should include brief profile on major competitors of what services they offer. It is said that competitors strength and weakness section outline the proper strength and weakness of the competitors.

9 Marketing Planning

Marketing planning is a logical sequence of events leading to the setting of marketing objectives and the formulation of plans for achieving them (Mcdonald and Wilson 2011, p. 53).

Marketing plan is based on the overview and goals to establish the company. The plan defines all the components of the marketing strategy which address the details of the market analysis, sales, advertising, and public relations campaigns. The market plan is completed by addressing customer service, implementation of the marketing strategy and plans for assessing the marketing effectiveness. (Pinson and Jinnett 2006, p.208.)

According to the American marketing association, marketing is defined as both an organizational function and set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefits the organization and its stakeholders.

Marketing planning is a systematic process involving assessing marketing opportunities and capabilities, determining marketing objectives, agreeing target and brand positioning strategies, seeking competitive advantage, creating marketing programmes, allocating resources and developing a plan for implementation and control. (Dibb & Lyndon Simkin 2008, pp. 3-4.)

Marketing plan advantages According to Bob Parker:

- Expanding markets
- Beating the competition
- Hitting the best customer targets

- Winning new customers
- Minimize the threats
- To identify the company strength and weakness
- Enhancing performance

9.1 Market analysis

According to Sba2013, this section of marketing plan contains information about target market, competitors and marketing trends. The components of market analysis are:

9.1.1 Identifying target markets

This gives information on who are you selling to? Who are your ideal customers? Your target market should be defined in term of demographics, psychographics and special characteristics of niche markets.

9.1.2 Demographics

Demographics refers to the statistical data of population, average age, income and education. In most cases Government data is a common source of demographic information.

9.1.3 Psychographics

Psychographics uses demographics to determine the attitudes and tastes of particular segment of a population. Psychographics determine lifestyles: Where people spend their vacations, where they shop, how they spend their income etc

9.1.4 Niche markets

Niche markets are a small segment of the population that shares common characteristics, interests, spending habits etc. Successful niche markets usually focuses on a small segment of total market.

9.2 Research your competition

It is always important to concern what other companies are after in same market. Who is competing? What are their strengths and weakness relatively? Check out their general health of their general health of business, their

approach to marketing and their financial information. In addition, specifically investigate the following in depth helps to know more about the competition:

Visiting websites and examine their design, format and contents. To know the answers like, is the website professional and complete? What features and benefits do they promote? How do they position their products? What website do they link to? Do they offers special events? (Linda 2008, p 47-48.)

10 Porter's 5 Forces Analysis:

In general, Porter's 5 Forces Analysis represents the competitive environment of the firm. This strategy helps to avoid putting the competitive edge at risk and ensure the profitability of products on long term. For companies, this analysis is able to direct its innovations in term of choice of strategies and investment. The profitability of business within companies depends on following forces:

- Competitive rivalry within the industry
- Threats of new entrants
- Threats of substitutes products
- Bargaining power of customers
- Bargaining power of suppliers

These forces will be discussed in details in the following chapters.

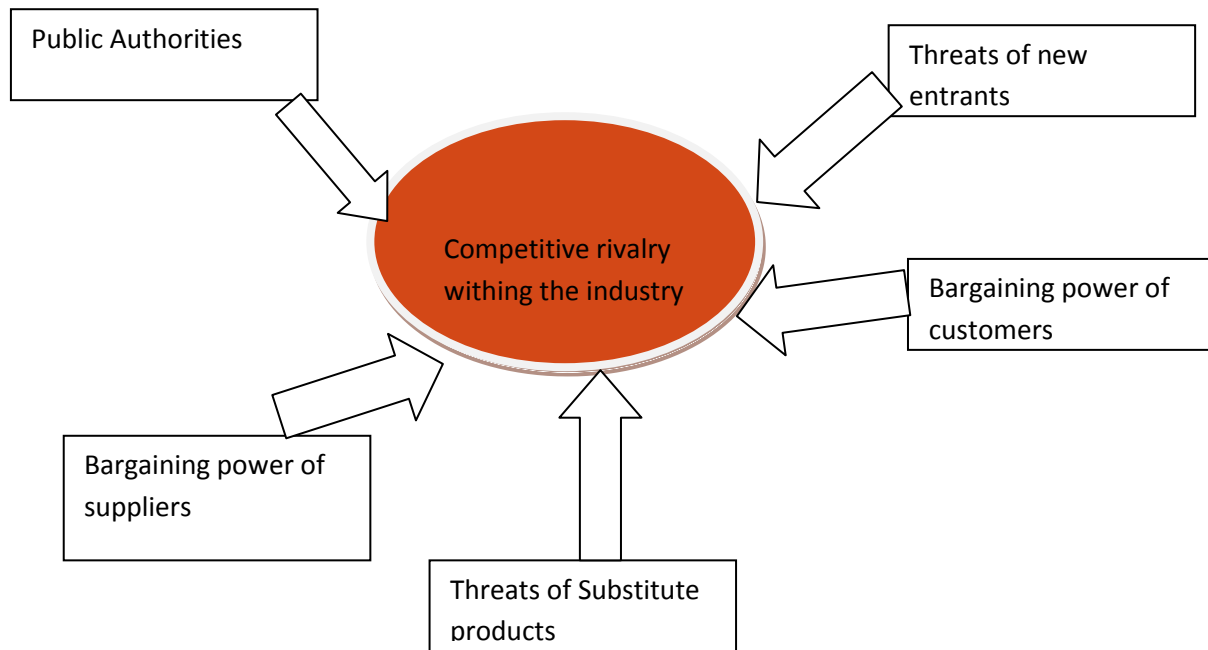


Figure 3 Structure of Porter's 5 Forces Analysis, The National Agency for Innovation and Research in Luxembourg, 2008

10.1 The Competitive rivalry within the industry:

It is an analysis of the number of competitors, products, brands, strengths and weakness, strategies, market share etc. The competition between firms determines the attractiveness of sector where companies are struggling to maintain their power (Luxinnovation G.I.E2008.)

10.2 The threat of new entrants:

It is a company's interest to create barriers to prevent its competitors to enter the market. They could be either new companies or companies which intend to diversify. The arrival of new entrants also depends on size of the market, the reputation of a company already installed, the cost of entry, access to raw materials, technical standards, cultural barriers (Luxinnovation G.I.E 2008.)

10.3 The threat of substitute products:

The substitute products can be considered as an alternative compared to supply on market as products are due to changes in the state of technology or to the innovation. The companies often see their products be replaced as those products have better quality. These substitutes' products can be dangerous and

the company should anticipate coping with this threat (Luxinnovation G.I.E 2008.)

10.4 The bargaining power of suppliers:

In a market, the bargaining power of suppliers is very important. Powerful suppliers can impose their conditions in term of price, quality and quantity. If there are more suppliers their influence is weaker (Luxinnovation G.I.E 2008.)

10.5 The bargaining power of customers

Choosing client is very crucial as a firm should avoid being in a situation of dependence. The level of concentrations of customers gives them more or less power. Generally their bargaining power tends to be inversely proportional to that of suppliers (Luxinnovation G.I.E 2008.)

11 SWOT Analysis

SWOT Analysis is a useful technique for understanding your strengths and weakness, and for identifying both the opportunities open to us and the threats we face. (Mindtools 2006).

Once an objective is established, a multidisciplinary team who represent a broad range of perspectives should carry out SWOT analysis. It is presented in the form of matrix.

	Helpful	Harmful
Internal (attributes of the organization)	Strengths	Weaknesses
External (attributes of the environment)	Opportunities	Threats

Table 2: SWOT matrix (adapted from Hay & Castilla 2006)

SWOTs are defined based on the following criteria:

Strengths are internal attributes of the organization that are helpful to the achievement of the objective.

Weaknesses are internal attributes of the organization that are harmful to the achievement of the objectives

Opportunities are external conditions that are helpful to the achievement of the objective.

Threats are external conditions that are harmful to the achievements of the objective.

12 The Town of Kuopio

Kuopio, the town was founded in 1653 by the governor general Peter Brahe. When King Gustav III of Sweden ordered the establishment of the town of Kuopio in 17th November 1775, then the date is now recognized as the official foundation date of the city (Kuopio 2013.)

Railroad and the Saimaa Canal improvement traffic connections

Finland had an autonomous position during Russian rule (1809-1917) which was characterized by rapid development. At the same time, Kuopio and whole eastern region were benefited from the improvement in traffic connections. As Saimaa canal was completed in 1856 and was opened up a route to the oceans of the world, Savo railroad reached Kuopio in 1889 which improve transport in winter time.(Kuopio,2013)

Contribution of Finnish culture

Kuopio has been center of education from the beginning. School that offers secondary education was founded in 1778, a high school in 1844, industrial school, commercial school and nursing school in 1890s. Kuopio also obtained status of University in 1966 and the name was changed from Kuopion korkeakoulu to Kuopion yliopisto in 1984(Kuopio2013.)

Development of Finnish culture in Kuopio got solid footing by the rise of Finnish language, improved education and development of economic life in 19th century. J.V Snellman who lived in Kuopio started to publish Finnish Newspaper named Maamiehen ystävä in 1844. Music, literature and arts thrived in 19th century. Minna Canth, Juhani Aho, Maria Jotuni, von Wright brothers, family Järnefelt and Juho Rissanen made great contribution to Finnish Cultural history.

Today's Kuopio

Kuopio is a town which is at the heart of pure nature. Nature in Kuopio has been always a great deal and influence to the citizens. Currently, about 105,000 habitants which makes it the 8th largest city in Finland. Here, 85% lives in urban area and 15% lives in rural area. The proportion of foreigners is 1.9% of all the citizens. The population in Kuopio is rather well-educated.

The total number of jobs is over 47,500 which gives great economic structure. Economic life of Kuopio is developing with significant role of business and industry services. (Kuopio2013.)

Figure below shows the whole map of Kuopio.

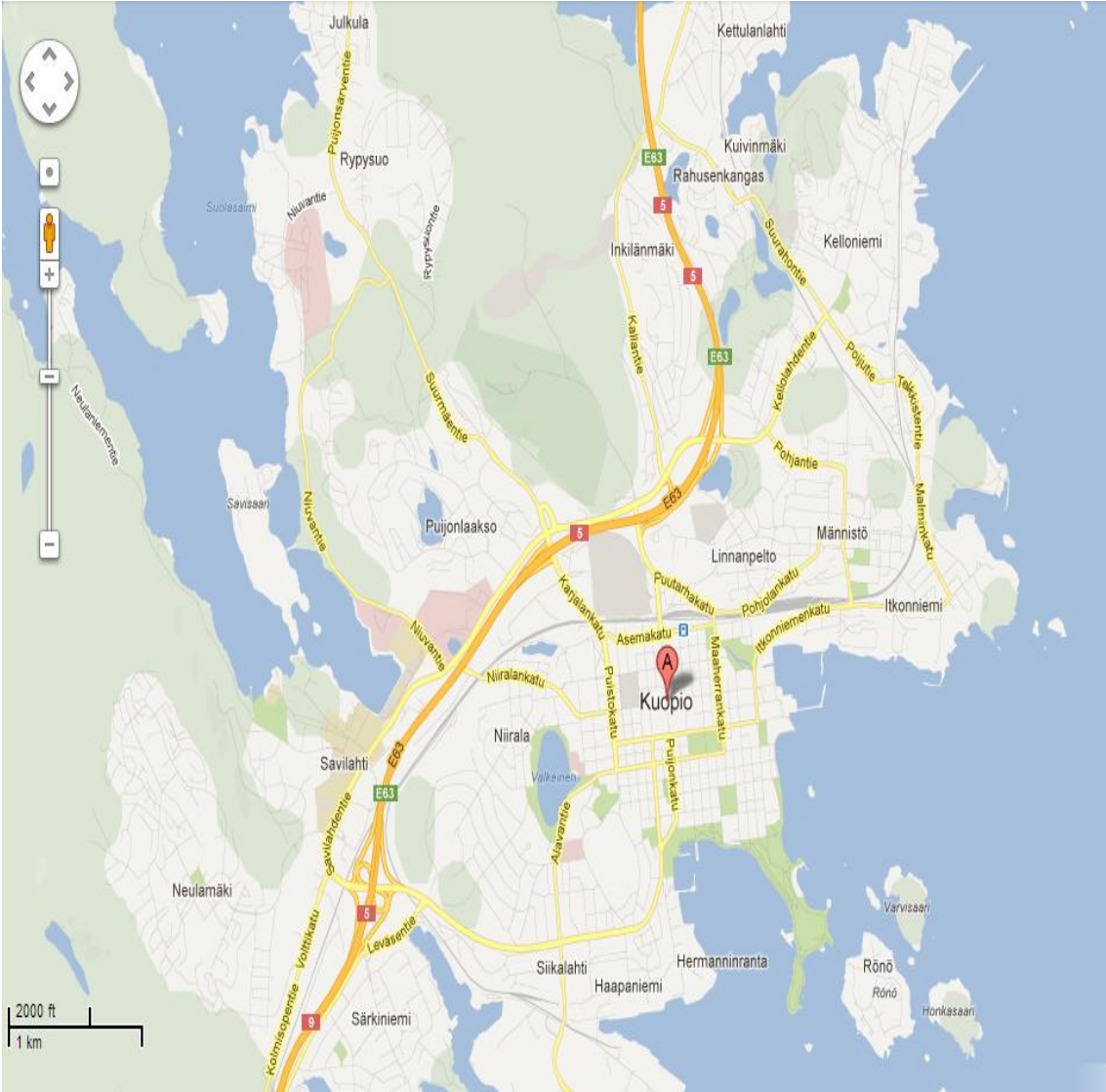


Figure 4: Map of Kuopio map google, (2013)

Founded	1775
Total area	3,165 sq km
Land area	2,309 sq.km
Shoreline	856 sq.km
Lakes and rivers	856 km
Warmest month	July
Mean temperature in July	+19.04 degrees Celsius
Coldest month	December
Mean temperature in December	-11.95 degrees Celsius
Total population	105,000
Men	47.7%
Women	52.3%
Finnish-speaking	98.1%
Swedish-speaking	0.1%
Others	1.8%
Population increase	615
Municipal tax	19.5%
Tax revenues	€249 million
Unemployment	10.5%

Table 3: Kuopio in Figures (adopted from Kuopio 2013)

13 Business Plan for Sherpa Restaurant

13.1 Executive Summary

Restaurant Sherpa is a new fine dining restaurant with 44 seats in Kuopio, as the first Nepalese cuisine restaurant in Kuopio region. Having seen the growing trend and popularity of Nepalese cuisine restaurants in Helsinki, the owner has decided to give the typical taste of Nepali food in second most dense populated Finnish city, Kuopio. This business plan is made after research and investigations as well as suggestions given by the owner who has several restaurants in Helsinki region including Nepalese as well as other restaurants. According to a professional, this company has huge potential to grow aiming high in ethnic food sector in Kuopio. Restaurant Sherpa will be located inside a newly built shopping centre in the heart of Kuopio town. Restaurant Sherpa will feature a cozy dining room and with Comfortable furnishings and decor with soothing warm tones.

The menu will be inspired by typical Nepalese tastes like butter chicken with basmati rice, or Asian chilly shrimp, lamb, vegetarian lentils sauce etc. The menu will be changing every few months keeping the favorites. However, it is the strategy of Sherpa Restaurant to give a perception of higher value than its competitors, through its food, service and entertainment. The service will be relaxed, very friendly and correct. Sherpa will hire the best people available, training, motivating and encouraging them, and thereby retaining the friendliest most efficient staff possible. Most important to Sherpa is financial success and Sherpa believe this will be achieved by offering high-quality service and excellent food with an interesting twist.

It is said that Finns are too busy with their schedule throughout the year and have no custom to prepare food at home (Finland, 2013). Particularly the younger generation will spend more on restaurants visits, which lays a steady foundation for future growth for Sherpa restaurant.

13.1.1 Mission

Restaurant Sherpa is a great place to eat, combining a fascinating atmosphere with excellent, interesting food. The mission is not only to have great tasting food, but have efficient and friendly service because customer satisfaction is paramount. They want to be the restaurant choice for all families and singles, young and old, male or female. Since employee welfare will be important for success, everyone will be treated fairly. Sherpa wants its employees to feel a part of the success of restaurant. As the saying goes, happy employees make happy guests. Sherpa's menu will be combining variety and special theme nights to reach the goal of overall value in dining experience.

13.1.2 Objectives

Restaurant Sherpa's objectives would always to keep food cost under 35% revenue, keeping employee labor cost between 20-25% of revenue, staying as a small restaurant with excellent food and service, averaging sales between €500,000-600,000 per year promote and expand to other locations in Kuopio and finally to expand marketing and advertising all over Savo region.

13.1.3 Key to success

The creation of a unique and innovative fine dining atmosphere will differentiate Sherpa from the competition. The restaurant will stand out from the other restaurants in the area because of the unique design and decor. Sherpa will offer a fine dining experience in a cozy atmosphere. Sherpa not only provides great food but also great services with great atmosphere, while the menu will be wide and varied. Sherpa will always have special themes in opening, Easter, birthday parties, Finnish midsummer etc which will attract varied guests. Sherpa will control costs all the time without any exception.

13.2 Company Summary and Finance

Restaurant Sherpa will provide unique taste to the customers. Restaurant Sherpa will be located in Kuopio town, Alatori. Customers around Kuopio have easy access to come to Restaurant as it is in the heart of Kuopio centre under which there are around 1,300 car parking places. The restaurant capacity is 44 customers at a time. Sherpa will be open 7 days a week serving lunch Monday - Friday 10:30 AM – 3:00 pm and the dinner ends at 10:00 pm. On Saturdays, Sundays and public holidays, restaurant will be open from 12:00 AM until 10:00 Pm for Dinners. The lunch price is set as an average price starting from €8,50 per lunch and the dinner average price would be around €16,00. The restaurant has a rich lunch menu where customers get five different alternatives from vegetables, chicken, mutton, fish or prawn dishes every day providing with different sauces with salad buffet. Hence the Restaurant Sherpa has its own competitive advantage.

Generally, all restaurants do not provide friendly services. Actually Finland has not yet adopted service culture, especially in food service industry. Wherever you visit a Finnish restaurant or some other ethnic restaurant, you are seldom asked, “Did you enjoy your meal?” “Was the food sufficient?” or “Do you want to add more?” But Sherpa will provide such service to the customers that they never leave unsatisfied and with empty stomach. Sherpa will provide traditional Nepalese food along with some Indian dishes as well. Sherpa restaurant has its unique taste straight from the Himalayas.

13.2.1 Start-up summary

The start-up costs come to €90,000 including all the expenditures which is mostly due to luxurious equipment, furniture, start-up labor cost, liquor and food, three months operating cash, and legal and consulting costs associated with opening Sherpa Restaurant.

These are the start-up requirements to the best of our knowledge and experience in the industry.

<u>Start-up Funding</u>	
Start-up expenses to fund	€60,000
Start-up assets to fund	€30,000
Total funding required	€60,000
Assets	€30,000
Non-cash assets from start-up	€90,000
Cash requirements from start-up	
Additional cash raised	€0
Cash balance on starting date	€30,000
Total assets	€5,000
<u>Liabilities and Capital</u>	€30,000
Liabilities	€35,000
Current Borrowing	
Long-term Liabilities	
Other Current Liabilities	€0
Total Liabilities	€55,000
Capital	€0
Planned Investment	€55,000
Purna Chandra Adhikari	
Additional Investment Requirement	
Total Planned Investment	€35,000

Loss at Start-up (Start-up Expenses)	€0
Total Capital	€35,000
Total Capital and Liabilities	(€55,000)
Total Funding	(20,000€)
	€35,000
	€90,000

Table 4: Start-up summary

<u>Start-up</u>	
<i>Start-up Expenses</i>	
<u>Start-up</u>	
<i>Start-up Expenses</i>	
Legal	€500
Stationery	€300
Office Supplies (Computer, Printer)	€1,500
Uniforms	€3,000
Insurance	€1,000
Cashier and card reader	€1,000
Advertisement	€1,500
Furniture	€10,000
Alcohol and drinks	€5,000
Cash counter and bar	€8,000
Phone & Gas Deposit	€2,500
Food	€5,000
Kitchen Supplies	€15,000
Cleaning	€1,000
Decorations and lamps	€4,000
Website	€700
Total Start-up Expenses	€60,000

Table 5: Start-up expenses

13.2.2 Working capital

Working capital is defined as the difference between current assets and current liabilities. Current assets are most liquid of the assets which mean they are cash or can be converted to cash. The working capital is available to pay the company's current debts and represents the margin of protection we can give our short-term creditors. (Sba 2013.)

Working capital in this point of restaurant operations includes all the variable costs and fixed costs. Fixed costs are salaries, gas and electricity, rents, phone bills, insurances, marketing, etc. Variable costs include ingredients and beverages costs that vary depending on the flow of customers and actual business situation. The variable cost calculations are made based on the wholesale prices from Tukku (a whole sale market).

13.2.3 Sales estimation

Sherpa has 44 customer places in one dining area. It can't be taken always with full round since the customers come at different times. Furthermore, all the lunch hours are not full of customers. The flow of customers seems pretty high between eleven o'clock to one o'clock. After that the flow of customers decreases. Observing the place and location of Alatori shopping center the average number of guests only during lunch are estimated over hundred.

Dining hours are quite free. There are eight dining hours after the lunch hours, as restaurant stays open until ten in the evening. Hence ten customers are estimated to serve in every two hours during dinnertime. Hence averages of forty customers during dining hours are estimated.

Restaurant is open for lunch for five days a week and Saturdays and Sundays are open only for dining purposes. Dining hours on Saturdays and Sundays are longer than the weekdays' dining hours. Therefore, sales volume on weekends is estimated to be higher than on weekdays. This plan mentions only an average customer flow per day. As mentioned earlier on average there are around 100 lunch customers per day and lunch price is €9 on average and dinner price is on average €16 per customer. The sales estimation is calculated as follows:

Description	Price per guest	No. Guests	Total
Lunch per day	€ 9,00	100	€ 900,00
Dinner per day	€16,00	40	€640,00
Dinner weekend	€16,00	100	€1600,00
Total sales per day			€1540,00
Total sales per month 20 days(weekdays) = 20 x €1540,00 =€30800,00			
Total sales per month 8 days(Weekends) = 8 x €1600,00 =€13400,00			
Total sales per month both weekdays and weekends =€44200,00			

Table 6: Sales estimation

Based on the above financial figures, an estimated income statement is drawn just to see how business will perform.

<u>Profit and Loss</u>			
	Year 1	Year 2	Year 3
Sales	€530,400	€609,960	€701,454
Direct cost of sales	€120,000	€138,000	€158,700
Other	€0	€0	€0
Total cost of sales	€120,000	€138,000	€158,700
Gross margin	€410,400	€471,960	€542,754
Gross margin %	77.30%	77.30%	77.30%
Expenses			
Payroll	€111,480	€137,890	€167,220
Water and electricity	€4,800	€5,400	€5,600
Depreciation	€13,600	€13,600	€13,600
Sales and marketing	€6,000	€6,000	€6,000
Phone and internet	€1,200	€1,400	€1,500
Insurance	€12,000	€14,000	€15,000
Rent	€62,000	€62,000	€62,000
Gas	€6,000	€6,200	€6,500
Other expenses	€12,000	€12,000	€12,000
Total operating expenses	€229,080	€252,490	€289,420
Profit before interest and T´taxes	€181,320	€219,470	€253,334
Interest expense	€6,000	€6,000	€6,00
Taxes Incurred	€47,143	€57,062	€65,866
Net Profit	€128,177	€156,408	€181,468
Net Profit/Sales	24.16%	25.64%	25.58%

Table 7: Profit and loss accounts

13.2.4 Break-even point analysis

Very common tools in estimating the economic feasibility of a new company is the break-even analysis. The break-even point is the point at which revenue is exactly equal to costs where no profit is made and no losses are incurred. The break-even point can be expressed in terms of unit sales (Horhota, 2009.)

Break-even analysis is found on two different types of costs: fixed costs and variable costs. Fixed costs are overhead-type expenses that are constant and do not change as the level of output changes. Variable expenses are not constant and do change with the level of output (Horhota, 2009.)

Break-even point analysis is helpful for evaluation of new companies. In most cases, success takes time to come and many new business companies actually operate in loss in early stage. Break-even is an excellent benchmark by which the short-term goal of company can be measured. Breakeven analysis helps to keep in focus on connecting production and marketing (Horhota, 2009.)

Break-Even point Analysis

Average spending power of a customer = $(9 + 16)/2$ €12.50

Average number of customer daily = $(100 + 40)$ 140

Average number of customer annual = $(140 \times 28 \times 12)$ 47,040

Variable cost per unit = $120000 / 47040$ €2.55

Contribution margin per customer	= (12.50 - 2.55)	€9.95
Contribution percentage	= (2.55 /9.95)	25.6 %
BEP	=Average annual fixed costs	
	Contribution margin per customer	
	= <u>227080/9.95</u>	
	=22,822	

The break-even calculation shows that the restaurant needs to serve first 22,822 customers to get its break- even point. That means the restaurant gets its break- even point in 163 days or in 6 months if the flow of customers is as estimated.

13.3 Product and services

Sherpa Restaurant will be unique in Kuopio area. Food products will be of the finest quality and prepared with sensitivity and care. Sherpa will 'go all the way' to satisfy the guests. Sherpa will change its menu every few months, but will keep 'the favorites'. Portions of food will be reasonably sized with attractions.

Sherpa's wine list will be modest in size focused on wines from France, New Zealand and Argentina. Sherpa will also feature a moderate international (especially Nepalese and Indian) beer selection in cans and bottles. The comfortable softly-lit bar features a comprehensive selection of the finest vodkas, Nepalese rum and singles -some Scotches.

Kitchen staff in Sherpa will have the best culinary education and work experience. Restaurant staff as well will offer the finest services in great atmosphere.

13.4 Price

Price is one of the measure elements in marketing mix. Pricing is an important because it is related to product positioning. According to (netmba 2013), the basic steps for developing the pricing of new products are:

- Develop marketing strategy-perform marketing analysis, segmentation, targeting and positioning
- Make marketing mix decisions- define the product, distribution and promotional tactics
- Estimate the demand curve- understand how quantity demand varies with price
- Calculate cost- include fixed cost and variable costs associated with the product.
- Understand environmental factors- evaluate likely competitor actions, understand legal constraints etc.
- Set pricing objectives- for example, profit maximization, revenue maximization, or price stabilization.
- Determine pricing information collected in the above steps, select a pricing method, develop the pricing structure and define discount.

Positioning a Nepalese cuisine restaurant, as higher class does not mean higher prices, it means that level of services and quality of food is much higher than in other similar restaurants. However, considering that the Chefs are hired from Nepal and they come all the way to Finland to prepare and serve customers here, the price level indeed is a bit higher; still it is within the range that customers easily afford to dine from time to time in the restaurant.

For lunch hours, business lunches will be offered with average price. The ideal price will be between, €8.50 to €10.50. The lunch includes salads, main dish

selecting among vegetable, chicken, mutton, fish or prawns, Nepalese style naan-bread, yogurt drink (lasi), tea or coffee. During lunch hours, people in general are in a hurry; therefore a set menu is offered on daily basis.

For dinner, the meal is prepared ready when customers order. The meal is more sophisticated, thus the price level is higher than lunch. The price of the dinner meal ranges from €12 to €27 depending on the meal. Dinner set menu includes salads, naan-bread, rice, meat/vegetable/fish or prawns, along with choice dessert and coffee/tea. The price is different for different meat or vegetable items. The process of dinner is longer than the lunch's.

The price level of either lunch or dinner is based on market price with value added specialties of Nepalese cuisine. Restaurant Sherpa believes that the Nepalese cuisine in Kuopio will be widely accepted by customers with this price range as they are on the level of average restaurant prices in Kuopio. The price is affordable for individual customers and for sure still quite economical for business and family customers and travelers.

13.5 Target Customer

Sherpa Restaurant will focus on attracting wide and diverse consumers aged 20-60. Sherpa wants most customers to be businessmen, couples, families, tourists coming to visit Kuopio. Sherpa focuses on this group because Sherpa thinks that these people visit restaurant in a frequent way and spend money on good food and services.

Some demographic factors that Sherpa includes would be:

- Age
- Gender
- Income level
- Buying habits
- Occupancy or industry
- Marital status

- Family status
- Geographic location
- Ethnic group
- Hobbies and interests

13.6 Questionnaire results

The questionnaires for marketing research were carried out in Alatori, Kuopio on May 25th 2013. There were 10 respondents, where 9 of them were male and 1 was female. The objective of first question was whether a citizen of Kuopio was familiar with Nepalese cuisine or not. The results were surprisingly positive. All the 10 respondents (Finnish) were familiar with Nepalese cuisine. Among them, 8 people taste the Nepalese cuisine in Helsinki and 2 of them in Vantaa, Finland.

The second question's goal was to know how often they visit restaurants. Here all of them responded "every week".

The surprising answer was to question number 6 where it was asked 'what would you think of Nepalese Ethnic restaurant in Kuopio? Here, all of them responded as "great idea".

The excitement of all the respondents seems to indicate that there is really a need for an Ethnic restaurant like Nepalese in Kuopio.

13.7 Management and personnel

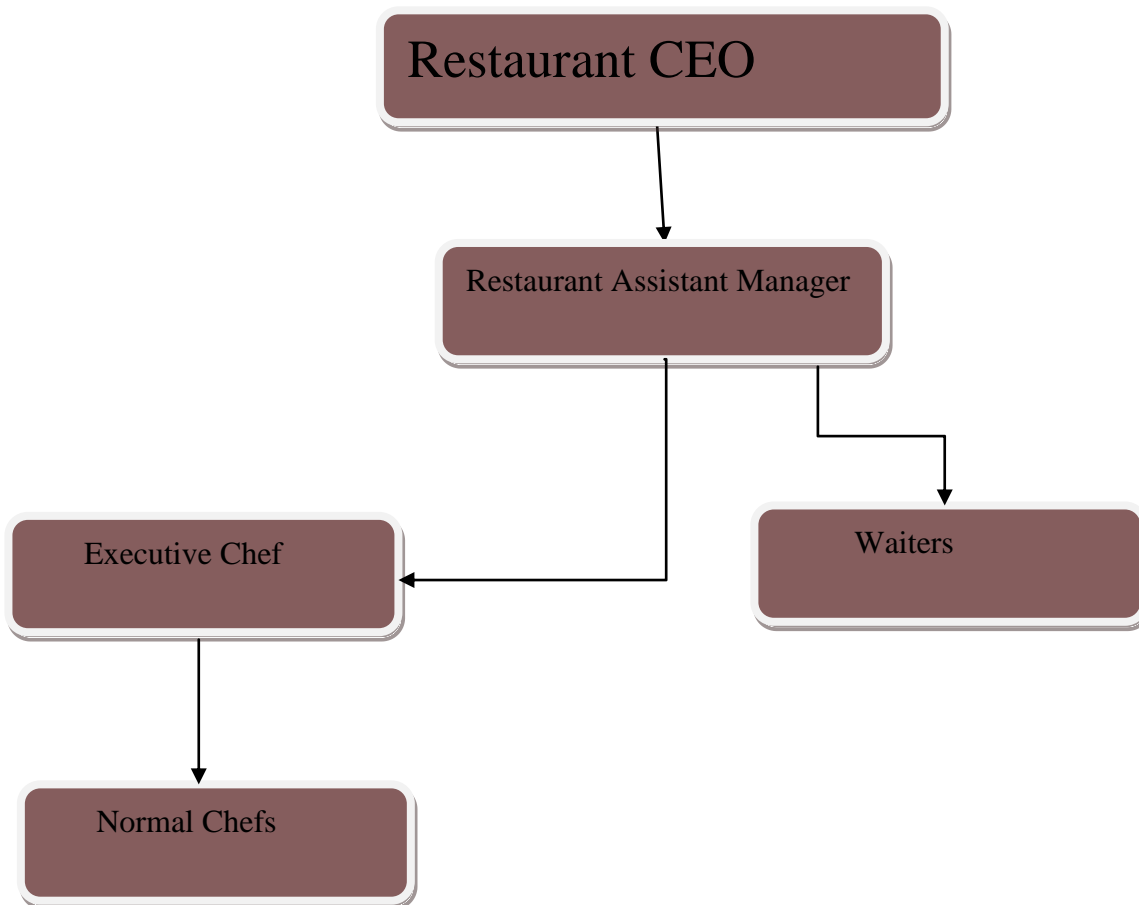


Figure 5: Organizational structure of Sherpa Restaurant

13.7.1 Restaurant's CEO

Restaurant's CEO is responsible for day to day decision making, often works most hours is a key member of staff.

13.7.2 Assistant Restaurant Manager

Assistant restaurant manager manages kitchen staffs and waiter is responsible for inventory system, marketing department and financial department.

13.7.3 Executive chef

Executive chef monitors cooks, reports to assistant restaurant manager and is responsible for kitchen work.

13.7.4 Normal Chef

Normal chef prepares food in kitchen, works under executive chef and is responsible for cleanliness and quality of food.

13.8 Company Law

The restaurant will start out as a private entrepreneurship, owned by Purna Chandra Adhikari, 100%.

13.9 Competitors Analysis

The competitor analysis is done considering possible competitors business strategy. Kuopio is not familiar with Nepalese cuisine; however people of Kuopio are keen to have one such place where they could dine in a different as well as enjoyable environment.

13.10 Competition

There are very few fine dining restaurants in Kuopio. There are no other Nepalese restaurants in Kuopio town which is the 8th largest city of Finland (Kuopio2013). Restaurant Sherpa will be the one and only authentic Nepalese restaurant in Kuopio and located in Kuopio Centre. So Sherpa has no competitors with similar food in Kuopio. However, the potential customers may visit different nearest restaurants for their dining purposes. The purpose of

Nepalese dining is not just eating and leaving. The customers who seek a real, healthy and tasty food prepared from organic raw materials enjoy dining in Nepalese restaurant.

We assume that Sherpa will be one of the fine dining restaurants, where customers can really enjoy the environment, food and services.

Below can be found information on some of the competitors.

Musta Lammas:

Location: Satamakatu, Kuopio, Finland

Strength	Weakness
Price range: €37-€148	Expensive restaurant
Good atmosphere	
Nice location	
good food	
good services	
best food in town	

Kahvila Kaneli:

Location: Kauppakatu, Kuopio, Finland

Strength	Weakness
Furniture is good	Small place
old recipes	Have to wait longer
good coffee	
great atmosphere	
Located in city center market square	

Kings Crown

Location: Kuninkaankatu, Kuopio, Finland

Strength	Weakness
Good Location	
Excellent lunch	
Perfect place for dinner	
Friendly place	
Live band performance	
Nice atmosphere	

Bier stube

Location: Kasarmikatu, Kuopio, Finland

Strength	Weakness
Chicken wings, sauce are good	
Quality beer available	
Fine atmosphere	
Over 70 different beers and wide selection of cider	
Quite wide menu	
Reasonable price	
Cozy place	

Ravintola OS

Location: Tulliportinkatu, Kuopio, Finland

Strength	Weakness
Ambitious place	
Changing menu weekly basis	
Affordable price (8-13) Euro	
Excellent lunch place	
Best salad in town	
Suitably spicy	
nice atmosphere	
Best food in Kuopio	

Kummiseta

Location: Minna Canthinkatu, Kuopio, Finland

Strength	Weakness
Dark wooden interior	Bad steak
Friendly services	
Heavy taste	
Great terrace	
Good food	

Muikkuravintola Sampo

Location: Kauppakatu 13, Kuopio, Finland

Strength	Weakness
Excellent fish	
Clean	
Good atmosphere	
The classic vendace Restaurant	
Worth visiting	
Unique	

Rosso Kuopio

Location: Haapaniemenkatu, Kuopio, Finland

Strength		Weakness
Chain restaurant		Tasteless fake Italian food
Good pizza place		Normal Finnish pizza
		Family restaurant in a bad way
		Average food
		Rude waiter

Isä Camillo Restaurant

Location: Kauppakatu, Kuopio, Finland

Strength	Weakness
Good food	
Nice atmosphere	
A pleasant dinner	
Good menu	
Changing menu	
warm and romantic restaurant with simple good food	

Kahvila and Konditoria Houkutus

Location: Kauppakatu , Kuopio, Finland

Strength	Weakness
Great cakes	
One of the best places in Kuopio	
Nice salad, sandwiches	

Competitive advantage of Sherpa restaurant

Location: City center, Kauppakatu 45, Apaja

Strength	Weakness
Price	Quite narrow space
Menu list lunch: different menu each day	
Menu list dinner: over 60 different meals	
Best for: Everybody	

13.11 Sherpa's Strategy

The company's strategy is to develop high quality of food and services that have authentic flavor of traditional Nepalese cuisine and hospitality. Its vision is to become a popular Nepalese cuisine service restaurant in Kuopio. Sherpa's all products are beautifully decorated and served to the in-house customers and

take away customers as well. Timely delivery and service with excellence will make Sherpa a most popular fine dining restaurant in Kuopio. Restaurant Sherpa has developed a promotion strategy, which if well and consistently pursued, could enable it to gain visibility in Finnish restaurant industry. In its local market (Kuopio), it does all sorts of paper advertising through flyers, newspapers and magazines. Brochures and pamphlets will also be used for advertising in the local markets. The Internet marketing will also be used through its own web site and some other sites, such as www.eat.fi, www.fonecta.fi and www.hs.fi also.

13.12 Products/Services

The main product of Restaurant Sherpa is to serve customers the exotic cuisine, be it in oriental or Nepalese traditional style with different way of cooking. The main dishes include vegetables, meat and seafood accompanied with the side dishes, Nepalese style Nan-bread, pappadam, chutneys and other crunchy products. Soups of different tastes, products and varieties will be served every day for soup lovers. Special soup in Sherpa style would be attraction for Finnish people. Desserts are served afterwards, which include ice creams, yogurt-fruits, cold coffee and Nepalese style ginger tea or coffee.

Special way of dining in a homely environment is another product feature of the restaurant; therefore Sherpa offers friendly services to the customers. As customers enter the restaurant, a member of staff with welcomes them to a suitable table, services them water or any other drink, presents menu and recommends dishes in order to assist on ordering. Even though modern youth and individuals do not care about the intangible service provided in the restaurant and rarely counted in Finland, Sherpa counts it as a more important part for business customers, family and group diners. This way evaluation of the restaurant is made beside the quality of food and its taste. Restaurant Sherpa counts "service" as a crucial point as to whether customers see the restaurant worth visiting again.

13.13 Market analysis

Comparing to the other European countries, the Finnish restaurant industry is relatively small and fragmented, led by small independent operators in restaurant business (tem, 2007.)

Average expenditure consumer foodservice among Finnish consumers is clearly lower than elsewhere in Europe; therefore it is believed that there is still scope for growth. Finns are indeed predicted to visit restaurants more often and also to consume more on each visit. It is said that Finns are too busy with their schedule throughout the year and have no custom to prepare food at home. Consumers' emphasis on quality leisure time is also predicted to intensify. Particularly the younger generation will spend more on restaurant visits, which lays a steady foundation for future growth. The economy, even if at slightly slower growth, is nevertheless predicted to perform well in the short term with continued rising disposable incomes, which will guarantee growing consumer foodservice sales over the next few years.

Sherpa will employ three different marketing campaigns to increase customers. Sherpa's most important approach will be word-of-mouth/in-store marketing. These will be the cheapest and most effective of marketing programs.

14 Word-of-mouth/In-store marketing

- Grand Opening celebration
- Valentine's Day
- Easter dinner
- Labor Day
- New Year's Eve
- Special ethnic food nights
- Memorial Day

15 Local store marketing

- Make a brochure for the hotels in town of Kuopio to provide to their guests containing pictures of Sherpa restaurant, menus and prices.
- There are several offices in the town of Kuopio. Sherpa will approach them and try to use word-of-mouth campaign in a powerful way.

16 Local media

- Newspaper campaign - Placing ads throughout the month to deliver the concepts around Kuopio region.
- Restaurant Sherpa has developed a promotion strategy, which if well and consistently pursued, could enable it to gain visibility in Finnish restaurant industry. In its local market (Kuopio), it will do all sorts of paper advertising through flyers, newspapers and magazines.
- Brochures and pamphlets will also be used for advertising in the local markets.
- The Internet marketing will be used through restaurant website and some other sites, such as www.eat.fi, www.fonecta.fi and www.hs.fi also.

16.1 Porter's 5 Forces Analysis

The figure below shows the Porter's 5 Forces Analysis result for Sherpa restaurant.

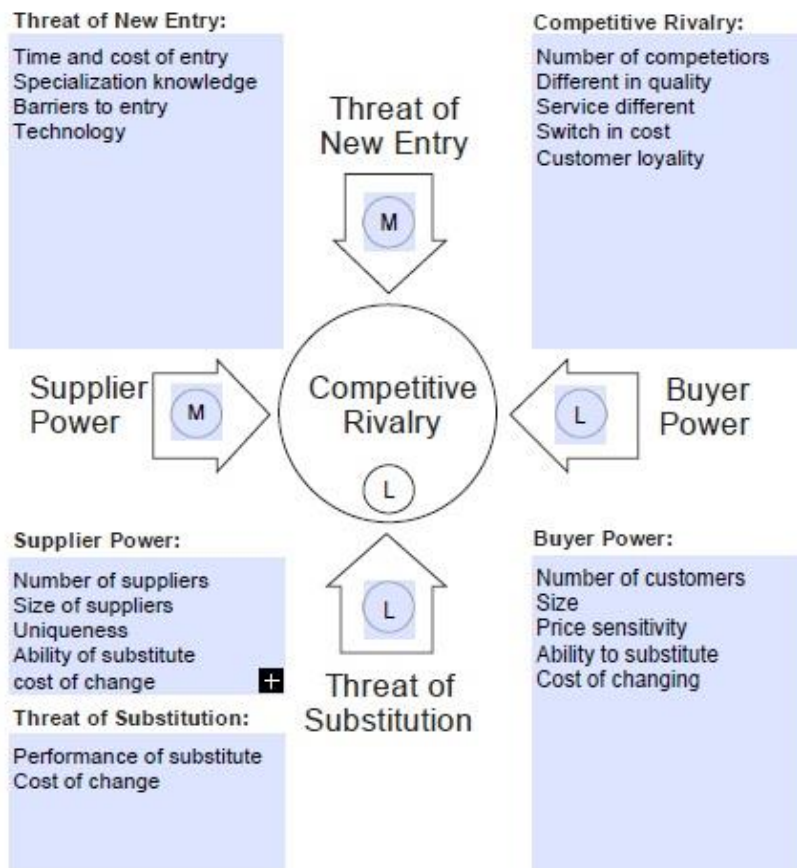


Figure 6: Five forces worksheet for Sherpa Restaurant

16.2 SWOT analysis

SWOT analysis for Sherpa restaurant are as follows:

16.2.1 Strengths

The first strength of Sherpa restaurant is, the staff has full knowledge and culture about Nepalese cuisine. The services are high level and homely standards. Sherpa restaurant use health enhancing and organic food ingredients. It is unique, special and new in the market.

16.2.2 Weaknesses

The main weakness for Sherpa restaurant could be language problem as chef do not understand Finnish language. The difference in culture between Finland and Nepal might affect Sherpa restaurant. There is little risk as the initial investment is high.

16.2.3 Opportunities

The main opportunities for Sherpa restaurant is improvement in Finnish economy and growing dining culture in Finland. Other opportunities could be Popularity of Nepalese cuisine in Kuopio.

16.2.4 Threats

The threats for Sherpa restaurant could be new competitors around the place, intensive competitions from other fast food restaurant and potential in lack of food ingredients.

17 Conclusions

Restaurant Sherpa is a new fine dining restaurant with minimum of 44 seats opened in Kuopio, as the first Nepalese cuisine restaurant in Kuopio region.

In present, restaurant Sherpa is growing as a healthy company as it is able to capture the customers' attention. Now, restaurant Sherpa should follow each and every move from competitors to exist in the competitive business world.

The aim of this thesis is to carry Sherpa Restaurant in a correct path towards its goals and objectives. The other aim is to build, grow and expand as a healthy company.

Marketing research was done around the place where the Sherpa restaurant was supposed to provide its services. The questionnaires were distributed to some chosen people with different working background. The main objective of the questionnaires was to know whether people of Kuopio were concerned with the taste of Nepalese food. The result was surprisingly positive.

This project came to be success on June 27th, 2013 which was an opening day for Sherpa restaurant. Over 2000 customers visited Sherpa restaurant during the opening week. Wine festival, dance festival and other summer events helped more visitors come to Sherpa restaurant.

This business plan was useful and helpful. The author got a chance to get new experiences and understand the restaurant life. The limitation during the research was observed when the business plan had to be made in a country like Finland where the rules were very different than in Nepal. The author had to learn from basic to the professional rules and regulations in Finland.

The biggest challenge in this project was to find valid and reliable source of information for Sherpa restaurant. However, the author hopes the finding could benefit the company.

18 References

- Abrans R, 1991 The successful Business Plan: Secrets and Strategies, The planning shop Palo Alto CA 94301
- Aliaga(2000). Qualitative and Quantitative approaches. London
- Americanmarketingassociation,<http://www.marketingpower.com/Pages/default.aspx> (Accessed on 9.14.2013).
- b.plans 2013 <http://articles.bplans.com> (Accessed 1st March 2013)
- Blackwell E, 2008 How to prepare a business plan Fifth edition Kogan page Limited USA
- Bobparkerhttp://business.queensu.ca/centres/monieson/docs/knowledge_resources/how_to_documents/marketing%20benefits%20and%20techniques.pdf (Accessed on 9.14.2013).
- CES 2013 <http://www.costeffectivesolutions.ca/BusinessPlan.html> (Accessed on 19.6.2013)
- Dibb.S and simkin.L, 2008 Marketing Planning 'A book for Marketing managers' KW Global New York 11788
- Entrepreneuremagazine2013<http://www.entrepreneur.com/encyclopedia/business-plan> (Accessed on 13.9.2013).
- Finland 2013 <http://finland.fi>, (Accessed 25 February,2013)
- Harvard business school press, 2007, Creating a business plan, Havard business school, USA
- Hay G.J & Castilla G., 2006.Object-based image analysis: SWOT Calgary, Canada.
- Hennink M, Hutter I. Bailey A, 2011, Qualitative research methods, Sage publication Inc California 91320 USA
- Horhota L, 2009 Financial analysis technique employed in agriculture (<http://kastoria.teikoz.gr>, Accessed 25 February 2013)
- Hougaard S. 2005 The business idea- The early stages of entrepreneurship Springer Berlin, Germany.
- Kalyan-cityn2011 <http://kalyan-city.blogspot.com> (accessed 1st March 2013)

Kuopio 2013 <http://www.kuopio.fi>,(accessed 25 February, 2013)

McDonald M.and Wilson.H, 2011 Marketing Plans: How to prepare them, how to use them Printer Trento Italy

McKeever.M, October 2012 Nolo business plan book. 9th edition. Sanfrancisco. USA

Miaga Gunderson (2000) Qualitative and quantitative approach London

MindTools, 2006. www.mindtools.com, (accessed 23 February, 2013)

Muijs.D 2011,Doing quantitative research in education with SPSS, Sage publication Ltd London.

Netmba 2013 www.netmba.com (accessed 25 February 2013)

Pinson A. 1999 Anatomy of a business plan: A step-by-step guide to building a new business and securing your company's future. Fifth edition USA

Pinson L. and Jinnett J, 2006, Steps to small business start –up Sixth edition Kaplan publishing USA

PRH National Board of Patents and registration of Finland, update: 21.1.2013. <http://www.prh.fi/en.html>, (Accessed 21st June, 2013)

Roschier, Attorneys LTD 2012 Legal framework for doing business in Finland, April,2012.

Sba 2013 (www.sba.gov, (Accessed 25 February,2013)

Sba 2013 <http://www.sba.gov/content/market-analysis>(Accessed on 9.14.2013)

Tem,2007,http://www.tem.fi/files/28018/Finlands_Tourism_Strategy_to_2020.pdf,(accessed on 9.14.2013)

Tim 2013<http://articles.bplans.com/writing-a-business-plan/what-is-a-business-plan/33>(Accessed on 13.9.2013).

Uhy 2012, <http://www.uhy.com/wp-content/uploads/Doing-Business-in-Finland.pdf> (Accessed on 19.6.2013)

wikibooks April 2012.

http://en.wikibooks.org/wiki/Statistics/Different_Types_of_Data/PS,
(accessed 24 February 2013)

Yrityssuomi 2013

<http://www.yrityssuomi.fi/web/guest/aihe?aihe=1000008>(Accessed on
19.6.2013)

123rf, 2010, http://www.123rf.com/profile_dskdesign (Accessed on
16.8.2013)

Appendices

Appendix 1. Questionnaires

Questionnaire for Marketing Research in Kuopio

‘Sherpa Restaurant’

1. Sex

Male Female

2. Age

—

3. How often do you go to restaurant?

Never A couple of times a year Once a month Every week
_____ Others

4. Would you go more often to restaurant if there were other restaurant in the same area?

Yes Maybe No

5. Do you think Kuopio needs more restaurants?

Yes Maybe No

6. What would you think of a Nepali Ethnic restaurant in Kuopio?

Good Idea No it would not work I don't know

7. Why do you go to restaurants? Please choose one

Lunch Dinner Enjoy food Meet friends Some other reason,
What? _____

8. Are you familiar with the taste of Nepalese Food?

Yes No I would love to I don't want to

9. If you were given two different services in lunch, which one would you choose?

Buffet Waiter service

10. How much are you interested in food varieties?

Very much Not so much Don't care that much

11. Do you think decoration of restaurant matters in Ethnic Restaurant?

Yes No I don't care May be

12. Would you like to recommend the restaurant to your friends if you like everything about the restaurant?

Of course Maybe I don't know No

Appendix 2. Sherpa Menu

Lunch Menu

Maanantai/Monday

1. Shahi Paneer– Kasvisruoka 8,80€

Tuore juustoa mantelijauholla maustetussa, voi, tomaattikermakastikkeessa
Cottage cheese in butter, tomato cream sauce.

2. Chicken Curry 9,20€

Kananrintaapaloiteltunanepalilaistyypisellätomatti, sipuli, curry kastikkeella
Chicken breast pieces with Nepalese type tomato, onion curry sauce.

3. Lamb Korma 9,50€

Haudutettuja lampaanpaloja cashewpähkinä, inkivääri, kookos,
currykastikkeessa
Stewed lamb pieces in cashew nuts, ginger, coconut, onion cream and curry
sauce.

4. Fish Chili 8,90€

Paistettuja kuhafilee-paloja, ja ruskistettua paprikaa, tuoretta tomaattia chiliä
tulisessa ja mausteisessa valkosipuli-sipuli-inkivääri-tomaattikastikkeessa
Deep fried pike perch fillet with capsicum, fresh tomato, chili, garlic, onion,
ginger and tomato sauce

5. Butter chicken 9,20€

Tandoori marinoitua kananfilettä tomaatti, voi, kermakastikkeessa
Tandoori marinated chicken fillet in tomato, butter, cream sauce

6. Sherpa Mix 10,90€

Vapaavalintaisesti kaksi eri ruokaa tältä listalta (No 1–5). Samaan annokseen(ei
koske noutoja).

Two Lunch items from above list (No 1-5) same plate (No Take away)

Business Lunch: 19,90€

Alkuruoka/Starter

Kasvis Keitto-Vegetable Soup

Pääruoka/Main course

Chicken Tikka

Pieneksikuutioituamarinoituakananrintaasipulia,
paprikaajatuorettatomaattiaPaistettuperinteisessätandooriuunissa

Small pieces of marinated chicken breasts with Onion, capsicum and fresh tomatoes baked in a traditional oven, tandoor

Jälkiruoka/Dissert

Laal Mohan

Friteerattuja maitojauhepalloja sokerisiirapissa, maustettu kardemummalla ja ruusuvedellä ja koristeltu kookosjauheella

Deep fried milk powder and flour balls in sugar syrup flavored with cardamom and rose water, garnished with coconut

Tiistai/Tuesday

1. Malai Kofta - Kasvisruoka 8,80€

Friteeratujakasviksia, perunaa, juustoajacashewpähkinäpalloja voi, tomaattikermakastikkeessa

Deep fried vegetables balls with potatoes, cottage cheese and cashew nut in butter tomato cream sauce

2. Chicken Korma 9,20€

Kananrintaa paloittuna cashewpähkinä, inkivääri, kookos, currykastikkeessa
Chicken breast pieces in cashew nuts, ginger, coconut, onion cream and curry sauce.

3. Lamb curry 9,50€

Haudutettuja lampaanpaloja tomatti, sipuli, curry kastikkeella (keskivahva)
Stewed lamb pieces in tomato, onion curry sauce (medium spicy)

4. Fish saag 8,90€

Paistettuja kuhafilee paljoja pinaatti, inkivääri, curry kermakastikkeessa
Fried pike perch fillet in spinach, ginger, curry, cream sauce

5. Butter chicken 9,20€

Tandoori marinoitua kananfilettä tomaatti, voi, kermakastikkeessa
Tandoori marinated chicken fillet in tomato, butter, cream sauce

6. Sherpa Mix 10,90€

Vapaavalintaisesti kaksi eri ruokaa tältä listalta (No 1–5). Samaan annokseen (ei koske noutoja).

Two Lunch items from above list (No 1-5) same plate (No Take away)

Business Lunch: 19,90€

Alkuruoka/Starter

Kana Keitto-chicken Soup

Pääruoka/Main course

Lamb Tikka

Marinoitua ja tandoori uunissa paistettua lampaan sisäfilettä, tuoretta tomaattia, sipulia ja paprika

Tandoori baked lamb fillet, fresh tomatoes, onion and capsicum.

Jälkiruoka/Dessert

Kulfi

Nepalilaistyyppinen maitopohjainen jäädyke jossa pistaasimantelia ja cashewpähkinöitä, maustettu kevyesti kardemummalla.

Very popular Nepalese sorbet made of pistachio and cashew, flavored with cardamom & saffron

Keskiviiko/Wednesday

1. Vegetable Korma 8,80€

Vihanneksia ja talon tuore juustoa kookos kerma inkiväärikastikkeessa
Mixed vegetables in homemade cheese, coconut cream and ginger sauce

2. Chicken Rogan Josh 9,20€

Kananrintaa paloitetuna tuoretomaatti, valkosipuli, jogurtti, curry ja chilikastikkeessa (keskivahva)
Chicken in fresh tomatoes, garlic, yoghurt, curry and chili sauce, (medium hot)

3. Lamb Saag 9,50€

Haudutettuja lampaanpaloja pinaatti, valkosipuli, inkivääri, sipuli kermakastikkeessa
Stewed lamb in spinach, garlic, ginger, onion cream sauce

4. Fish curry 8,90€

Paistettuja kuhafileepaloja Nepalilainen tomaatti, sipuli, curry kastikkeessa
Fried pike perch fish fillet in Nepalese style tomato, onion curry sauce

5. Butter chicken 9,20€

Tandoori marinoitua kananfilettä tomaatti, voi, kermakastikkeessa
Tandoori marinated chicken fillet in tomato, butter, cream sauce

6. Sherpa Mix 10,90€

Vapaavalintaisesti kaksi eri ruokaa tältä listalta (No 1–5). Samaan annokseen (ei koske noutoja).

Two Lunch items from above list (No 1-5) same plate (No Take away)

Business Lunch: 19,90€

Alkuruoka/Starter

Kana ja Herkkusieni Keitto-chicken and mushroom Soup

Pääruoka/Main course

Lamb Tikka Masala

Yrttjogurttimarinoiduja ja tandoori uunissa grillattuja lampaan sisäfileepaloja tulisessa ja mausteisessa tomaatti, sipuli, valkosipuli, inkivääri, chili ja masalakastikkeessa (Tulinen)

Tandoori grilled herb yoghurt marinated lamb tenderloin pieces in hot & spicy tomato, onion, garlic, ginger, chili masala sauce.

Jälkiruoka/Dessert

Nepalese Cold Coffee

Nepalilaista erikoiskahvia johon on lisätty maitoa ja vaniljajäätelöä

Nepali coffee with milk, sugar and vanilla ice-cream

Torstai/Thursday

1. Vegetable kofta– Kasvisruoka 8,80€

Friteerattujakasvispyöryköitäcashewpähkinä, kookos, curry kermasakstieessa
Deep fried vegetable balls in cashew nuts, coconut, curry and cream sauce

2. Chicken saag9,20€

Kananlihapaloja pinaatti, sipuli kermakastikkeessa
Chicken pieces in spinach, onion cream sauce

3. Lamb Rogan Josh9,50€

Haudutettuja lampaanpaloja tuoretomaatti, valkosipuli, jogurtti, curry ja chilikastikkeessa (keskivahva)
Stewed lamb pieces in fresh tomatoes, garlic, yoghurt, curry and chili sauce, (medium hot)

4. Royal Fish8,90€

Paistettuja kuhaafileepaloja tomaatti, kermakastikkeessa
Fried pike perch fish fillet in tomato, cream sauce

5. Butter chicken9,20€

Tandoori marinoitua kananfilettä tomaatti, voi, kermakastikkeessa
Tandoori marinated chicken fillet in tomato, butter, cream sauce

6. Sherpa Mix 10,90€

Vapaavalintaisesti kaksi eri ruokaa tältä listalta (No 1–5). Samaan annokseen(ei koske noutoja).

Two Lunch items from above list (No 1-5) same plate (No Take away)

Business Lunch: 19,90€

Alkuruoka/Starter

Samosa

Kasvispiirakka 2Kpl – Fried vegetable samosas 2 pcs

Pääruoka/Main course

Chicken Tikka Masala

Tandoori marinoitua kananfilettä nepalilaisella masalakastikkeella (Tulinen)

Tandoori marinated chicken fillet in Nepalese masala sauce (Spicy)

Jälkiruoka/Dessert

Laal Mohan

Friteerattuja maitojauhepaloja sokerisiirapissa, maustettu kardemummalla ja ruusuvedellä ja koristeltu kookosjauheella

Deep fried milk powder and flour balls in sugar syrup flavored with cardamom and rose water, garnished with coconut

Perjantai/Friday

1. Palak Paneer – Kasvisruoka 8,80€

Tuorejuustoa pinaatti, inkivääri, valkosipuli, kermakastikkeessa
Fresh cheese in spinach, ginger, garlic, cream sauce

2. Chicken Tikka Masala 9,20€

Tandoori marinoitua kananfilettä nepalilaisella masalakastikkeella (Tulinen)
Tandoori marinated chicken fillet in Nepalese masala sauce (Spicy)

3. Lamb Kofta 9,50€

Lampaan jauhelihapöyköitä tomaatti, sipuli, inkivääri, masalakastikkeessa
(keskivahva)
Minced lamb meat balls in tomato, onion, ginger, masala sauce (medium hot)

4. Fish coconut 8,90€

Paistettuja kuhafileealoja kookos, sipuli, kermakastikkeessa
Fried pike perch fillet pieces in coconut, onion, cream sauce

5. Butter chicken 9,20€

Tandoori marinoitua kananfilettä tomaatti, voi, kermakastikkeessa
Tandoori marinated chicken fillet in tomato, butter, cream sauce

6. Sherpa Mix 10,90€

Vapaavalintaisesti kaksi eri ruokaa tältä listalta (No 1–5). Samaan annokseen (ei koske noutoja).
Two Lunch items from above list (No 1-5) same plate (No Take away)

Business Lunch:

19,90€

Alkuruoka/Starter

Sherpa Soup

Kermanen vihannes, kana, bambooa, herkkusienikeitto (keskivahva)
Vegetable, Chicken, bamboo and mushroom creamy Soup (medium hot)

Pääruoka/Main course

Sherpa Special Lamb

Tandooriuunissa paistettua lampaan sisäfilettä, tuorejuustoa, pähkinä, sipuli, kermakastikkeessa
Marinated special lamb tenderloin pieces in tandoor oven with cottage cheese in cashew nuts, onion, cream sauce

Jälkiruoka/Dessert

Nepalese Cold Coffee

Nepalilaista erikoiskahvia johon on lisätty maitoa ja vaniljajäätelöä
Nepali coffee with milk, sugar and vanilla ice-cream

TANDOOR RUOAT/TANDOOR DISHES

11. Chicken Tikka 16,90€

Pieneksikuutioituamarinoituakananrintaasipulia, paprikaajatuorettatomaattiaPaistettuperinteisessätandooriuunissa
Small pieces of marinated chicken breasts with Onion, capsicum and fresh tomatoes baked in a traditional oven, tandoor

12. Lamb Tikka 18,90€

Marinoitua ja tandoori uunissa paistettua lampaan sisäfileetä, tuoretta tomaattia,sipulia ja paprika
Tandoori baked lamb fillet, fresh tomatoes, onion and capsicum

13. Paneer Tikka 16,90€

Marinoituaraejuustoa, paprikaa, sipuliajatuorettatomaattiatandoorissa
Marinated cottage cheese with capsicum, onion and fresh tomatoes baked in tandoor

14. Prawns Tikka: 21,90€

Tandoori marinoituja jättikatkarapuja, sipulia, paprikaa ja tuoretta tomaattia
Tandoori marinated king prawns with onions, capsicum and fresh tomatoes

15. Pokhara Shiraz 19,90€

Tandoori marinoitukanaa tikka, lampaansisäfileetä, inkivääri, chili, sipuli, paprika, sipuliakermisessäkastikkeessa (Keskivahva)
Tandoori marinated chicken tikka, Lamb with ginger, chilli, onion, capsicum and onion cream sauce(Medium spicy)

16. Sherpa Special Tandoor Mix 25,90€

Tandoorimarinoitua kana, lampaan sisäfileetä ja jättikatkarapuja sipulilla ja paprikalla inkiväärillä maustettuna (Keskivahva)
Tandoor marinated chicken, lamb and king prawns with onions and paprika flavored with ginger (Medium spicy)

KANA RUOAT/CHICKEN DISHES

17. Chicken Curry 15,90€

Kananrintaapaloiteltunanepalilaistyypisellätomatti, sipuli, curry kastikkeella (Keskivahva)

Chicken breast pieces with Nepalese type tomato, onion curry sauce (Medium spicy)

18. Chicken saag 16,50€

Kananlihapaloja pinaatti, sipuli kermakastikkeessa

Chicken pieces in spinach, onion cream sauce

19. Chicken Korma 16,50€

Kananrintaa paloitetuna cashewpähkinä, inkivääri, kookos, currykastikkeessa

Chicken breast pieces in cashew nuts, ginger, coconut, onion cream and curry sauce

20. Butter chicken 17,50€

Tandoori marinoitua kananfilettä tomaatti-voi-kermakastikkeessa

Tandoori marinated chicken fillet in tomato, butter, cream sauce

21. Chicken Rogan Josh 16,90€

Kananrintaa paloitetuna tuoretomaatti, valkosipuli, jogurtti, curry ja chilikastikkeessa (Keskivahva)

Chicken in fresh tomatoes, garlic, yoghurt, curry and chili sauce (Medium hot)

22. Chicken Tikka Masala 17,90€

Tandoori marinoitua kananfilettä nepalilaisella masalakastikkeella (Tulinen)

Tandoori marinated chicken fillet in Nepalese masala sauce (Spicy)

23. Chicken Vindaloo 16,90€

Kananrintaa paloitetuna tuoretomaatti ja sipuli, pippuri, valkosipuli ja chilikastikkeessa (Tosi Tosi Tulinen)

Chicken breast pieces in fresh tomato and onion, peppercorns, garlic and chili sauce (Extremely Spicy)

24. Sherpa Special Chicken 19,90€

Tandoori marinoitua kananfilettä, tuorejuustoa, sipuli ja cashewpähkinä kermakastikkeessa

Tandoori marinated chicken, cottage cheese, onion and cashew nut cream sauce

LAMMAS RUOAT/LAMB DISHES

25. Lamb curry 16,50€

Haudutettuja lampaanpaloja tomatti, sipuli, curry kastikkeella (Keskivahva)
Stewed lamb pieces in tomato, onion curry sauce (Medium Spicy)

26. Lamb Saag 16,90€

Haudutettuja lampaanpaloja pinaatti, valkosipuli, inkivääri, sipuli
kermakastikkeessa
Stewed lamb in spinach, garlic, ginger, onion cream sauce

27. Lamb Chilli 17,50€

Haudutettuja lampaanpaloja hyvin tulisessa ja mausteisessa sipuli, valkosipuli,
tuoretomaatti, paprika, chillikastikkeessa(Tosi Tulinen)
Stewed lamb pieces in very hot & spicy onion, garlic, fresh tomato, capsicum,
chilisauce(Extremely Spicy)

28. Lamb Rogan Josh 17,00€

Haudutettuja lampaanpaloja tuoretomaatti, valkosipuli, jogurtti, curry ja
chilikastikkeessa (Keskivahva)
Stewed lamb pieces in fresh tomatoes, garlic, yoghurt, curry and chili sauce
(Medium hot)

29. Lamb Korma 16,90€

Haudutettuja lampaanpaloja cashewpähkinä, inkivääri, kookos,
currykastikkeessa
Stewed lamb pieces in cashew nuts, ginger, coconut, onion cream and curry
sauce

30. Lamb Kofta 16,50€

Lampaan jauhelihapöyköityä tomaatti, sipuli, inkivääri, masalakastikkeessa
(Keskivahva)
Minced lamb meat balls in tomato, onion, ginger, masala sauce (Medium hot)

31. Lamb Tikka Masala 18,90€

Yrttijogurttimarinoituja ja tandoori uunissa grillattuja lampaan sisäfileepaloja
tulisessa ja mausteisessa tomaatti, sipuli, valkosipuli, inkivääri, chili ja
masalakastikkeessa(Tulinen)
Tandoori grilled herb yoghurt marinated lamb tenderloin pieces in hot & spicy
tomato, onion, garlic, ginger, chili masala sauce (Spicy)

32. Sherpa Special Lamb 20,90€

Tandooriuunissa paistettua lampaan sisäfileetä, tuorejuustoa, pähkinä,sipuli,
kermakastikkeessa
Marinated special lamb tenderloin pieces in tandoor oven with cottage cheese
in cashew nuts, onion, cream sauce

KASVIS RUOAT/VEGETRIAN DISHES

33. Alu Chana 14,50€

Kikherneitä ja peruna, tomaatti, chili masalakastikkeessa (Tulinen)
Chick peas and potatoes in tomato, chili masala sauce (Spicy)

34. Alu Tama 14,50€

Perunaa ja bambooa sipuli, tomaatti curry kastikkeessa (Keskivahva)
Potato and bamboo in onion, tomato curry sauce (Medium hot)

35. Palak Paneer 14,90€

Tuorejuustoa pinaatti, inkivääri, valkosipuli, kermakastikkeessa
Fresh cheese in spinach, ginger, garlic, cream sauce

36. Paneer chili 16,50€

Tuorejuustoa tomaattia, paprikaa, sipulia, soija ja chilikastikkeessa (Tulinen)
Fresh cheese in tomato, capsicum, onion, soya and chili sauce (Spicy)

37. Shahi Paneer 15,90€

Tuore juustoa mantelijauholla maustetussa, voi, tomaattikermakastikkeessa
Cottage cheese in butter, tomato cream sauce

38. Dal fry 13,00€

Linssejä voissa paistettua sipulia, valkosipulia, tuoretta tomaattia ja kuminaa
Lentils in butter fried onions, garlic, fresh tomatoes and cumin seeds

39. Vegetable Korma 14,50€

Vihanneksia ja talon tuore juustoa kookos kerma inkiväärikastikkeessa
Mixed vegetables in homemade cheese, coconut cream and ginger sauce

40. MalaiKofta 15,90€

Friteerattujakasviksia, perunaa, juustoa ja cashewpähkinäpalloja voi,
tomaattikermakastikkeessa
Deep fried vegetable balls with potatoes, cottage cheese and cashew nut in
butter tomato cream sauce

41. Vegetable kofta 15,90€

Friteerattuja kasvispyöryköitä cashewpähkinä, kookos, curry kermakastikkeessa
Deep fried vegetable balls in cashew nuts, coconut, curry and cream sauce

MEREN ANTIMET RUOAT/SEAFOOD DISHES

42. Fish curry 15,90€

Paistettuja kuhafileepaloja Nepalilainen tomatti, sipuli, curry kastikkeessa (Keskivahva)

Fried pike perch fish fillet in Nepalese style tomato, onion curry sauce (Medium Spicy)

43. Fish coconut 15,90€

Paistettuja kuhafileepaloja kookos, inkivääri, sipuli, kermakastikkeessa

Fried pike perch fillet pieces in coconut, ginger, onion, cream sauce

44. Fish saag 15,90€

Paistettuja kuhafileepaljoa pinaatti, inkivääri, curry kermakastikkeessa

Fried pike perch fillet in spinach, ginger, curry, cream sauce

45. Fish Chili 16,90€

Paistettuja kuhafileepaloja, ja ruskistettua paprikaa, tuoretta tomaattia chiliä tulisessa ja mausteisessa valkosipuli, sipuli, inkivääri, tomaattikastikkeessa (Tulinen)

Deep fried pike perch fillet with capsicum, fresh tomato, chili, garlic, onion, ginger and tomato sauce (Spicy)

46. Royal Prawns 19,90€

Jättikatkarapujatomaatti, kerma, voi, cashew, mantelijauhokastikkeessa

Kings prawns in tomato, cream, butter, cashew nuts, almond flour sauce

47. Garlic Prawns 20,90€

Jättikatkarapujajapilkottuasipulia, tuoretta tomaattia, valkosipulijacurrykastikkeessa (Keskivahva)

Kings prawns with chopped onions, fresh tomato, garlic and curry sauce (Medium Spicy)

48. Prawns Chili 20,90€

Paistettuja jättikatkarapuja ja paprikaa valkosipuli, inkivääri, sipuli, soija ja chilikastikkeessa (Tilinen)

Fried king prawns and capsicum in garlic, ginger, onion, soya and chili sauce (Spicy)

Special Menu for one / Erikoismenu yhdelle

27,00€

Alkuruoka/Starter

Kasvis Keitto-Vegetable Soup

Pääruoka/Main course

Chicken Tikka

Pieneksi kuutioitua marinoitua kananrintaa sipulia, paprikaa ja tuoretta tomaattia Paistettu perinteisessä tandooriuunissa

Small pieces of marinated chicken breasts with onion, capsicum and fresh tomatoes baked in a traditional oven, tandoor

TAI/OR

Shahi Paneer

Tuore juustoa mantelijauholla maustetussa, voi, tomaattikermakastikkeessa
Cottage cheese in butter, tomato cream sauce.

Jälkiruoka/Dissert

Laal Mohan

Friteerattuja maitojauhepalloja sokerisiirapissa, maustettu kardemummalla ja ruusuvedellä ja koristeltu kookosjauheella

Deep fried milk powder and flour balls in sugar syrup flavored with cardamom and rose water, garnished with coconut

(Myös Nepalilainen Tee tai Kahvi / Also Nepalese tee or coffee)

Special Menu for two / Erikois menu kahdelle

56,00€

Alkuruoka/Starter

Vegetable Pakauda (2 HLÖ / 2 persons)

Fritterattu Kasviksia – Deep Fried Vegetables

Pääruoka/Main course

Chicken Tikka Masala

Tandoori marinoitua kananfilettä nepalilaisella masalakastikkeella (Tulinen)

Tandoori marinated chicken fillet in Nepalese masala sauce (Spicy)

JA / AND

Palak Paneer

Tuorejuustoa pinaatti, inkivääri, valkosipuli, kermakastikkeessa

Fresh cheese in spinach, ginger, garlic, cream sauce

Jälkiruoka/Dessert

Laal Mohan (2HLÖ / 2 Persons)

Friteeratut maitojauhepalloja sokerisiirapissa, maustettu kardemummalla ja ruusuvedellä ja koristeltu kookosjauheella

Deep fried milk powder and flour balls in sugar syrup flavored with cardamom and rose water, garnished with coconut

(Myös Nepalilainen Tee tai Kahvi / Also Nepalese tea or coffee)

Special Menu for four / Erikois menu neljälle

116,00€

Alkuruoka/Starter

Sherpa soup (4 HLÖ / 4 persons)

Kermanen vihannes, kana, bambooa, herkkusienikeitto (keskivahva)

Vegetable, Chicken, bamboo and mushroom creamy Soup (medium hot)

Pääruoka/Main course

Vegetable Korma

Vihanneksia ja talon tuore juustoa kookos kerma inkiväärikastikkeessa

Mixed vegetables in homemade cheese, coconut cream and ginger sauce

JA / AND

Butter Chicken

Tandoori marinoitua kananfilettä tomaatti, voi, kermakastikkeessa

Tandoori marinated chicken fillet in tomato, butter, cream sauce

JA / AND

Lamb Rogan Josh

Haudutettuja lampaanpaloja tuoretomaatti, valkosipuli, jogurtti, curry ja chilikastikkeessa (keskivahva)

Stewed lamb pieces in fresh tomatoes, garlic, yoghurt, curry and chili sauce, (medium hot)

JA / AND

Fish Chilli

Paistettuja kuhafilee-paloja, ja ruskistettua paprikaa, tuoretta tomaattia chiliä tulisessa ja mausteisessa valkosipuli, sipuli, inkivääri, tomaattikastikkeessa

(Tulinen)

Deep fried pike perch fillet with capsicum, fresh tomato, chili, garlic, onion, ginger and tomato sauce (Spicy)

Jälkiruoka/Dissert

Kulfi (4HLÖ / 4 Persons)

Nepalilaistyyppinen maitopohjainen jäädyke jossa pistaasimanteliaja cashew pähkinöitä, maustettukevyestikardemummalla

Very popular Nepalese sorbet made of Milk pistachio and cashew, flavored with cardamom & saffron

(Myös Nepalilainen Tee tai Kahvi / Also Nepalese tee or coffee)

ALKURUOAT/STARTERS

1. Samosa 5,90€

Kasvispiirakka 2Kpl – Fried vegetable samosas 2 pcs

2. Alu Chop 5,50€

Kikhernejauhoilla Päällystettyjä Friteeratut perunapihvit 2 kpl – Deep Fried crushed potatoes 2 pcs

3. Vegetable Pakauda 6,00€

Fritterattuja Kasviksia – Deep Fried Vegetables

4. Chicken Pakauda 7,00€

Fritterattua Tandoori Kana – Deep Fried Tandoori Chicken

5. Paneer Pakauda 7,50€

Fritterattuja Talon Tuorejuustoa – Deep Fried Cottage Cheese

6. Prawns Pakauda 7,90€

Friteerattujajättikatkarapuja – Deep fried King Prawns

7. Vegetable Soup 5,50€

Kasvis Keitto

8. Chicken Soup 6,50€

Kana Keitto

9. Sherpa Soup 7,90€

Kermainen vihannes, kana, bambooa, herkkusienikeitto (keskivahva)

Vegetable, Chicken, bamboo and mushroom creamy Soup (medium hot)

10. Lamb Kebab 8,00€

Lammaskebabia nepalilaistyyppisellä chilikastikkeella (Tulinen)

Minced Lamb Kebab in Nepalese type chili sauce (Spicy)

49. Lasten Annokset/ Children's Menu**9,00€**

Alle 12 vuotta (Ei Naan Leipää) / Under 12 years (No Naan bread)

Chicken & Chips

Friteerattuakanaaranskalaisilla

Deep fried tandoor marinated chicken with French fries

VegetableKofta

Kasvispyöryköitäkookoskermakastikkeessariisillä

Vegetable balls in coconut cream sauce with rice

Butter Chicken

Marinoituja ja tandoori-uunissa grillattuja kanafileealoja tomaatti, voi, kermakastikkeessa riisillä

Tandoori-grilled marinated chicken fillet pieces in tomato, butter, cream sauce with rice

Mutton Korma

Lammas kookoskermakastikkeessa riisillä

Lamb in coconut cream sauce with rice

Drinks / Juomat

Coca cola, Fanta, Sprite, Mineral Water	(0,5 L)	3,20€
Appelsiini mehu / Orange Juice (0,33L)		2,50€
Maito/Milk	(0,33 L)	1,50€
	(0,5 L)	2,00€
Tavallinen Kahvi/NormalCoffee		2,50€
<u>Nepalilainen maito tee/Nepalese Milk Tea</u>		3,00€
Inkiväärillä ja vihreällä kardemummalla maustettu maitotee. Tea with milk,spiced with ginger and green cardamom.		
<u>Nepalilainen maito kahvi/Nepalese Milk Coffee</u>		3,00€
Inkiväärillä ja vihreällä kardemummalla maustettu maitokahvi. Coffee with milk,spiced with ginger and green cardamom.		
Lassi (Sweet yogurt softdrink)	(0,4 L)	3,50€
Mango Lassi	(0,4 L)	4,20€
Olut/Beer		
Karhu III bottle, 4,6%	(0,33 L)	4,20€
Karhu III can, 4,6%	(0,5 L)	5,20€
Up cider, apple or pear bottle 4,7%	(0,33 L)	5,00€
Gin Long Drink bottle 5,5%,	(0,33 L)	5,50€
Alkoholitonolut / Non-alcoholic beer	(0,33 L)	3,50€
Tummaolut/Dark beer can 4,2%	(0,44L)	5,90€
NepalilainenOlut / Nepalese Beer		
Kathmandu bottle 4,8%	(0,5 L)	7,90 €
Khukuri bottle4,7%	(0,33 L)	5,50 €
IntialainenOlut / Indian beer		
Kingfisher bottle 4,8%	(0,33 L)	5,50 €
Tikka Gold 5,0%	(0,5 L)	7,50 €

COCKTAILS & ALCOHOLICS

Sherpa Special coffee Nepalese spiced coffee with 4cl whisky Nepalilaista maustettua kahvia ja 4cl viskiä	7,00€
Everestcamp 4cl Nepali Khukuri rum and honey in hot water topped with dash of black pepper powder 4cl Nepalilaista Khukuri -rommia ja hunajaa kuumassa vedessä. Päällä ripaus mustapippurijauhetta	8,00€
Sherpa on Top 2cl gin, 1 cl tequila with orange juice and dash of 1 cl blue curacao liqueur 2cl giniä, 1cl tequilaa, apsiinimehua ja 1cl loraus sinistä Curacao likööriä	8,00€
Extinct Yeti Chilled shake of egg, cream, milk, 3 cl Nepalese Rum, 1 cl brandy flavored with nutmeg Ravistettu ja jäähdytetty kananmuna, kermaa, maitoa, 3cl Nepalilaista rommia ja 1cl muskotilla maustettua brandyä	9,50€
Irish Coffee Coffee, Irish whiskey 4cl and sugar, stirred and topped with cream Kahvia, 4cl Irlantilaista viskiä ja sokeria sekoitettuna. Päälläkermaa	6,50€
Dry Martini 4cl gin topped with lemon with dash of vermouth 4cl giniä, loraus vermuttia, päällä sitruuna	6,50€
Gin Tonic 4cl gin, Tonic water, lemon 4cl giniä, tonic-vettä ja sitruuna	6,00€

**FOR MORE ALCOHOLIC DRINKS: PLEASE ASK FROM
WAITER/WAITRESS**