

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

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Restaurant Management

Case: Pop-up Restaurant ‘International Women’s Day’ on 7th March 2015 at Linnala Restaurant

Thesis 2015

Abstract

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Restaurant Management. Case: Pop-up Restaurant 'International Women's Day' at Linnala Restaurant, 38 pages, 8 appendices.

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This is a project-based thesis, and it has two main objectives. Firstly, arranging the pop-up restaurant provided the author with an opportunity to carry out deeper study into restaurant business, especially managerial aspects. In details, the focuses were on restaurant operations, human resources, and marketing communications. Secondly, the project created an educational occasion for freshman students to practice and earn hand-on experiences. This work was commissioned by Saimaa University of Applied Sciences.

Theoretical parts of the project actively supported the execution process. Information was gathered from books, internet articles, and author's experiences. This project consisted of the pop-up restaurant, live music, kids' corner, and farmers' market. All the preparations as well as the event day were held at Linnala campus. In the event, questionnaires were handed out to customers to seek for feedback. Then, careful analysis of the feedback was done in order to point out possible improvements.

Based on the analysis, the event is a success beyond expectation. Such accomplishment inspires many students to conduct similar project-based theses. Moreover, the improvement analysis of this report can be of great assistance to produce better event in the future.

Concerning documentation, follow the links for further references:

Video: https://www.youtube.com/watch?v=ql-kG_Dla90&feature=youtu.be

Photos: <http://media.saimia.fi/refs/pop-up-restaurant-2015>

Key words: pop-up restaurant, international women's day, restaurant management, restaurant operations, human resources, marketing communications

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1 Introduction

The initial ideas of this thesis originated from the author's passion in the hospitality industry, and a wish to organize an event, particularly in an interest field of restaurant. The whole process of creating, planning, conducting and analyzing the event is a mature reflection of the author's working experiences as well as of applying academic theoretical knowledge into practice. Moreover, it was an execution of new innovative ideas.

The thesis is project-based. Hence, it consists of bountiful practical, rational, and educational activities.

This project composed of a pop-up restaurant, live music show, kids' corner, and a farmers' market. The whole event aims at celebrating International Women's Day on 7th March 2015. According to Getz (1991), an event is an occasion out of the daily routine, which provides a social or cultural experience. This project was one of the special occasions in a year to dine out for the locals, in particular dedicated to women. The event was held at Linnala Restaurant on Saimaa University of Applied Sciences campus in Imatra. Official opening time was from 11.00 to 14.00. The restaurant served international foods from 10 different countries. During the service hours, a student-band played music, and children's arts and craft workshop were offered on the venue. Moreover, a local farmers' market (Maatilatori) was organized on the lobby of the campus with six local companies selling and introducing their products.

Implementing these four services for the project was a joyful yet challenging ambition. In fact, not only did the project benefit the author's future, but it also yielded increased profits for Linnala Restaurant, introduced the international atmosphere to the locals, and created a scholar-oriented playground for junior students.

As per subjective benefits, the project is an opportunity for the author to perform deeper research into restaurant management, practice other business factors,

improve the expertise within the restaurant, widen personal network, and challenge herself with new ideas. The author acted as a project manager and restaurant manager throughout this project. At the end of the project, careful analysis of the whole process is carried out to seek for future development.

2 Linnala restaurant

The main property sponsor and finance sponsor of the event were Linnala Restaurant and Saimaa University of Applied Sciences (UAS). Founded recently in autumn 2013, the restaurant's main purpose is to serve breakfast, lunch, coffee, sweets, pastries, and other refreshments (RavintolaLinnala 2015a). With its location on a campus, the majority of customers are UAS students, vocational school students, in-house staff, and walk-in customers. Different customer sectors have different prices for lunch. However, the business also reaches out to catering service for outside customers on demand. In other words, Linnala Restaurant can host up to 150 guests, and prepare foods and beverages for special occasions on venue or take order for take-away home celebrations. The auditorium is also for leased for meetings, and refreshments can be offered. (RavintolaLinnala 2015b.)

In cooperation with Linnala restaurant, this project was able to use the restaurant's venue (restaurant area, auditorium area, kitchen area) as well as its properties (tables, chairs, kitchen equipment, restaurant equipment, etc.) and utilities (electricity and water). Other decorations and restaurant necessities were provided and funded by Hotel, Restaurant and Tourism department of Saimaa UAS.

3 Pop-up restaurant

Pop-up restaurant, also known as *underground restaurant*, is a unique and special occasion that provides a very different experience to ordinary dine out. Such exceptional theme and foods usually attract customers and increase its popularity. (SocialRepublic 2015). Being popular since 2000s in Britain and Australia, the concept then spread to the United States and Cuba, and became popular around the world (The Independent 2009). As its name tells, the restaurant literally 'pops'

up for a short period of time, such as a couple of hours, or a few days; and the location is usually unexpected. Food being served at the restaurant is usually seasonal and remarkably out-of-daily menus. (SocialRepublic 2015.)

Concerning this project, having decided on the date 7th March, the International Women's Day pop-up Restaurant 'popped up' on a university campus, lasted for three hours, and the cuisines were internationally collected from various regions across the globe.

4 Restaurant concept

There had been handful of restaurant events happened before at Linnala Restaurant, all of which were on the 'pop-up restaurant concept', with different themes and sub-concepts. Hence, seeking for an innovative concept and new theme is essential to stand this project out from the previous ones. A good concept should represent the personality of the owner, and tone of the place, atmosphere, staff, and the alike. Eventually the concept needs to fit the local and surrounding as there has to be a certain market to support it. (Walker 2011, p.63-65).

This project emphasized À la Carte style restaurant, international concept, and family-friendly style. The main theme of the restaurant was celebrating International Women's Day.

4.1 À la Carte concept

À la Carte means menus offering individual food item with its individual price. This concept gives diners a wide range of food selection. Customers can order items which satisfy their nutritional needs as well as their interest. (Lillicrap & Cousins 2010, p.92-97.) Never before was the Linnala restaurant organized in À la Carte style, with an extra option of four set menus. Customers were served at their tables. This concept is utterly more challenging yet more professional. The execution of this concept will be discussed in chapter 6: Restaurant operation.

4.2 International concept

Generally speaking, culinary-oriented visits or dining are signs of prosperity. Nowadays, people would travel a hundred miles to taste new food, eager to explore the different cultures, and show their willingness to experience the world of others. There are various reasons triggering such decision to seek for unfamiliar dishes; for example people are bored with the repeated daily foods, they want to add more nutrition to their diets, they are curious of something new, or they want to experience an authenticity of a country. (Long 2004, p.45.) Even some foods might associate with one's childhood or memory, allowing them to reminisce the past (Long 2004, p.31), or to celebrate a particular event (Berridge 2007, p.4-5).

Taking advantage of the diversity at Saimaa UAS, international dishes were brought to Linnala restaurant as well as Imatra vicinity with a view to introduce different tastes to diners and students. Hence, via this pop-up restaurant, diners would get the sense of travelling to different parts of the world only via their choices of food on the menu.

In addition, the author set a goal to get as many nationalities as possible to take part in the event so as to increase the diversity of the event. Ultimately, the students came from Finland, England, Vietnam, Czech Republic, Russia, and Lithuania.

4.3 Family oriented – children's card workshop

From the beginning, the mindset of customer segment was directed towards families and friends. Hence, the atmosphere was made welcoming, warming and family-friendly. One element which strongly supported this concept was having a kids' corner within the restaurant area. In other words, there was a small workshop where children who visited the restaurant could spend time before their food came. The workshop, which was called 'Lasten korttipaja' ('Children's card workshop'), allowed children to come and make little souvenirs for their beloved mother, grandmother, sister, etc. on this special occasion. There were two instructors, Karri Seppänen and Ellie Pesonen, who hosted the workshop and instructed the 'little

visitors' to fold the paper flowers or design a card. The activity was free of charge. The ideas for the offered items were finalized two weeks before the event, because the hosts also needed time to practice the folding of the papers, and to agree on the final sample card products. Decoration of the workshop, which was the colorful banners, was done three days before the event. It was mainly made out of recycled paper.

In the end, this activity has proven to be enviable. As Karri Seppänen reported, there were some parents returning to the workshop and thanked for the cards which their children had made. Parents and children were happy owing to the fact that they received personalized love from the event, and they had an activity to do during the rush hour of the restaurant.

4.4 Farmers' market (Maatilatori)

This market is an additional part to the pop-up restaurant, and it also drew a new customer segment to the event. Decision was made so that this Farmers' market would not be advertised closely relating to the restaurant (even though both happened at the same venue), and it particularly aimed at customers who were interested in fresh local foods. In a strategic way, this 'new' segment of customers would highly likely check the pop-up restaurant out, and pay the restaurant a visit, spontaneously. Vice versa, customers who visited the restaurant also had a chance to shop for local foods, spontaneously. This strategy proved to be effective for both *Farmers' market* and *Pop-up restaurant*, which led to a win-win situation financially and quantitatively. Sometimes, showing off or doing things out of ordinary will surprise and attract more new customers beside your loyal ones (Tierney 2013).

Satu Massa, who is a project worker at Saimaa UAS and also a member of Local Food in South Karelia Group, was actively assisted and provided the contact information to the author as well as the Marketing team. The farmers were contacted about two weeks in advance, and they had to confirm one week in advance of the event so that the advertisement could be done. There were six

farmer groups coming to the event, which broke the record of the number of farmers coming to Linnala campus ever before. One day before the event, farmers came to set up their stalls. Tables, chairs, and lighting were provided by Saimaa UAS and its students.

5 Managerial aspects

Restaurant management is a large topic. However, this thesis report will largely focus on the restaurant operation (human resources, back-of-the-house management, and front-of-the-house management) and marketing. Final analysis will reflect on the author's managerial skills. Being the restaurant manager as well as the project manager, the author originally produced all of the ideas and tactics of the whole project. The responsibility of the success or failure was also in the author's hand.

Linnala Restaurant has organized a handful of happenings by different groups of students before; however, this was the first time that a project was managed by one individual only. The author run the project and managed her teams on different levels to accomplish all objectives set from the start. On the other hand, as human Resource was one of the main issues to be studied in this thesis, dividing the workload into different categories, and 'recruiting' people for appropriate jobs was essential. Therefore, the project had the following categories/teams: restaurant, kitchen, music, marketing, designing, kids' corner, and farmers' market. As a result, small teams which focused on a certain topic have proved to produce better final job quality.

The author had to figure out the system to run each team; for instance, creating a system for waiters for À la Carte style; creating an ordering system in the kitchen; producing a table plans, etc. With a view to make it easier to organize and manage the project, the author had drafted the checklists for each team (Walker 2011, 233). Furthermore, the checklists were revised many times before being briefed to the students. In some cases, a step-by-step instruction was conducted as a guide for meetings as well as helping the students to visualize the job better.

Beside the teams, 'middle managers' were also sought for to take over and supervise the teams while the author was taking care of other issues. Middle managers have responsibilities to oversee work procedure. They also get to organize a small group of people, and, if necessary, they ought to make some decisions on the spot. Occasionally these managers are invisible, yet they need more appreciation for their contribution. (Osterman 2009.) In this project, two middle managers were assigned to be in the restaurant room, and one in the kitchen team. The aim was to delegate supervision to these 'managers'. Consequently, the author can easily catch the tempo and status of the jobs via these managers. More details about the middle manager individuals will be discussed in the Human resource chapter.

To reach an effective management process, the author had to carefully study reports from previous events at Linnala campus. Furthermore, the author also interviewed some students and teachers who participated in different positions in those events for detailed information. In fact, the author's participation in previous events also played an important role in her management decision later on.

Project expectation

Studies of previous project results at Linnala restaurant showed that the customer counts were always approximately 150. However, for this project, the author was confident that customer counts would exceed the record, owing to careful preparation and lessons learnt from those previous projects. Besides, the author also highly appreciated the competencies and attitudes of the participants. Marketing was densely focused to reach out to as many locals as possible. Together with a well-organized program for the staff, the project would result in a cooperative and successful event.

6 Restaurant operation

Generally speaking, restaurant operation is divided into two categories: back of the house operation, and front of the house operation. Back of the house operation

takes care of the food preparation, dishwashing, purchasing, receiving goods, issuing, accounting, budgeting, and control. Front of the house operation takes care of all the actions dealing with customers in the dining hall. (Walker 2011, p.229.)

This chapter will discuss the following issues: Human resources, front of the house operation, and back of the house operation. These two important operations of this pop-up restaurant were to be specifically customized to fit the determined concept.

6.1 Human resources

The restaurant or its service cannot run or generate profit by themselves, which points out the importance of human resources within this business. Human resource, which is staff of different levels, is the most important among other resources. How their work is managed (facilitated) directly impacts the success or failure of the organization. (Hayes& Ninemeier 2009, p.7.)

Understanding that acknowledgement, the author carried out the 'team recruitment' as early as seven weeks in advance. The author also prepared a customized 'program' to lead all teams. Firstly, an introduction presentation about the project was prepared, and it was presented to two freshmen groups, one of which was an international group 14HRTM and the other one was Finnish group 14HB. After the presentations, a sign-up list was handed out so that students can sign their names into a team of their preference. Teams were listed as followed: kitchen team, restaurant team, marketing team, arts and craft team, and music team.

As the matter of fact, a job analysis is crucial for both workers and managers because it illustrates the nature of the work for both sides. Specifically, the analyses helps set a clear standard for a certain work position, and identifies the important aspects of the job are the first step to lead the team. (Mill 2007, p.336.)

In advance of the info session, the author had analyzed each job and described clearly the knowledge, skills, required abilities, and expectation for each team.

Description of each team was clearly mentioned so that participants can choose the category that they are interested in.

Then, team members were finalized within two weeks because there was essential moving personnel from one team to another, as well as assigning appropriate students for the tasks. For example, the author moved two students who had good restaurant experiences into restaurant team because they will be of good help during the peak hours; two other Finnish students were asked to participate in marketing team (for the Farmers' market) because they have done similar tasks before; appropriate Arts students were contacted to join the media team for documentations, etc. In fact, a manager should not manage people; the focus is on managing the teams and leading people in order to make productive the strength and knowledge of each individual (Drucker 1999, p.21-22).

In figures, there were 15 students working in the Restaurant Team, 23 students working in the Kitchen Team, 10 students taking part in Music Team, 4 students in Marketing Team, 3 students in Media Team, and 2 students in Kids' Corner Team. All teams added up to at least 57 official student participants. At least 3 teachers and 4 school staff got directly involved (see appendix 8). The majority of the students received the job that they signed up for from the introduction session. Teachers and senior school staff were of great assistance when the author had to seek for urgent advice or consultancy.

As mentioned above, there were middle manager positions in the project. For kitchen team, the position was assigned to Janet Pesonen, who was a senior student in Hotel, Restaurant and Tourism Management degree program. Having had experience as a manager before, her potential was well-recognized for this position. She acted as a Kitchen Manager, and was responsible for calling out the food tickets, and communicating with the waiters outside. In the dining room hall on preparation day of 6th March, two Finnish students, Sanna Väisänen and Niina Mikonsaari, were assigned to be supervisors while the author was working with the kitchen team. Prior to the preparation day, they were briefed about the checklists of what to be done and how. In details, their responsibilities were to supervise and

help the restaurant team arranging tables according to table plans, folding napkins, preparing knives and forks, setting the tables, and going through the instruction again with waiters/waitresses. On the event day, Niina was responsible for checking customers out and billing. This was also an important position in the restaurant, which required accuracy and experiences.

6.1.1 Staff orientation and staff training

Orientation is a formal process of familiarizing the workers with the jobs, the working environment and the colleagues. This step helps the workers to see the big picture of the whole process. (Mill 2007, p.360-365.) As there were five teams existing (including the media team), specified orientations were made. The foremost orientation session was the introduction presentation to recruit students. Within two months, there were constant meetings and orientations held to all teams as the project developed. The objective was to help team members to remember certain information the author believed to be important, and to create bonds between the author and others (Walker 2011, p.349-351). Besides, training and briefing for students will be an important part to help them eliminate confusion at work, and broaden their know-how.

In total, there were four staff meetings for the Restaurant Team, each of which lasted for 45 minutes to one hour. There were at least three official meetings for the Kitchen Team. For Marketing Team, mostly meetings were done online. And there were four official rehearsal sessions for the Music Team, each of which lasted for three hours. Each team had different responsibilities, and the schedules were different as well. Careful attention was paid to the all teams, personally and professionally.

In every training session for the Restaurant Team, information was presented, and staff was allowed to practice the system (waiting-table skills). The system was made based on personal experiences, creativity, and books consultancy. Besides implementing the plan, the author was opened to suggestions and feedback from staff in order to reform the system. Training atmosphere was friendly and open;

and staff's contribution was highly appreciated. Interactions such as question and answer (Q&A) sessions were useful; for instance students asked about the ingredients in the menu. Ann-Mari Karvinen, a teacher specializes in Restaurant service, helped to schedule training sessions and provided consultancy- when necessary. These meeting times were announced mostly via email. Staff occasionally got updated with the progress of the event also via emails.

After all trainings, participants understood their responsibilities as well as deeply comprehended the goals of the event. These meetings were also a chance for the author to share her experiences and understanding of restaurant business. By sharing the knowledge, it was an opportunity for her to revise and update knowledge within the field.

6.1.2 Staff motivation

Motivation is a part of communicating with the staff. Getting staff motivated is important because it helps them to bring good attitude to contribute. With positive mindset, people would learn faster and perform their tasks better. Hence, restaurant would harvest better productivity and profit. In fact, motivation cannot be given to somebody's hand or brought to somebody's mind. Managers' job is to turn on the motivation within their staff. It can be anything from the sense of achievement, reward, to money, new connections, or opportunities to excel one's career. (Walker 2011, p.300-301.)

The author showed the team all the good benefits that they would rip by taking part in projects, in particular this pop-up restaurant project. Being first-year students, the more one can learn the better one can become. Experiences are valuable and highly-appreciated later in the working life. Staff was motivated to understand the fact that in order to learn in the hospitality field, one had to practice hard and be willing to take up challenges. Therefore, beside the credits students would earn from their courses (this project was a part of 14HB and 14HRTM groups), participants would earn useful skills for their future.

Not only did the students work individually, they were also motivated to act as a team player. In other words, the project brought about an opportunity for students to meet new friends, and also improve their flexibility at work. With all the physical and mental advantages, participants were motivated and in good mood while doing the job.

Before, during, and after the project, the author always gave compliments whenever a single work was well done with a view to boost students' working spirits. On the other hand, once a mistake was recognized, correct instruction was shown and chances were given to students to fix the problems by themselves. Therefore, students felt appreciated, and they did want to try to fix the mistakes. It was believed to have given them confidence in the job as well as learning new knowledge by doing the job.

6.2 Front of the house

The management required the author to generate a detailed system for the front-house operation. Such system would cover the following aspects: the opening and closing of the restaurant, prediction of the numbers of guests, table plans, job responsibilities, and customer cares (Walker 2011, p.229-233).

6.2.1 Waiters/waitresses

The pop-up restaurant's dining hall was divided into 12 stations, and each station hosted from 12 to 16 diners at once. One waiter/waitress would be in charge of his/her own station. For more effective work, every three stations within its vicinity would be one small team, and every three waiters/waitresses would be watching and helping each other when necessary. As a result, the dining hall had four small teams.

The author acted as the hostess during the event. The main responsibility of the hostess was to guide the customers to the tables, and hand out the menus. On top of all is to observe all the happenings in the restaurant. Then, the waiter's job was to take the drinks and food orders, serve the customers, take care of customers'

needs, and communicate with the other staff members to help or to receive help in rush hours. Each waiter/ waitress had his own carbon notebook which gave two copies of order once written on. After that, waiter/ waitress had to give one copy to the kitchen, and the other one to be kept to himself/ herself. Accordingly, if customers ordered more, waiter would need to add more items on the copy that he kept, and write a new order to the kitchen. Lastly, when customers have paid, waiter had to set the tables within his station so as to welcome new customers.

While attending the info sessions and trainings, the Restaurant team was exposed to the draft menu in advance. Waiters and waitresses were expected to learn the menu by heart. They had more than two weeks to memorize and get familiar with the menu.

On the event day, all front-house staff was required to wear the same uniform. Wearing uniform shows the unity of the team. Furthermore, waiters having uniform are more recognizable and professional. (Writer 2007.) The dress code for waiters/ waitresses was black shirt, black pants, and black apron. Having black shoes was a plus.

6.2.2 Live music

With a view to providing the customers with delightful atmosphere, live music was incorporated within the service hours. 'Entertainment enhances the dining experience, which increases customer loyalty and repeat business' (Entrepreneur Press & Lynn 2009, p.216).

To begin with, the music team was formed two months beforehand, and rehearsals were held to keep members posted about the program as well as improving each performance. There were ten students in the team, of which three were guitarists, two pianists, and five singers. They were all Saimaa UAS students, from Arts department, International Business, and Hotel Restaurant and Tourism Management. They came from a diverse range of countries including Vietnam, Russia, and Lithuania.

The show lasted around 1.5 to 2 hours, and there was a break in between of 30 minutes. Performance time covered almost all service hours. Songs were mainly picked to appreciate women, and emphasized the internationality. Singers sang songs in three languages, and there were also songs embracing different countries. Last but not least, the final song, 'We are the world', was a remarkable closing song with all the Music-team members taking part in. Customers applauded and cherished for the spirit and the quality of the songs throughout the show. They appreciated that the music was relaxing and entertaining. Such compliments proved that adding entertainment was an approving decision.

6.3 Back of the house

6.3.1 Menu

Menus can be seen as a communication tool between the restaurant and the diners. They consistently portray the restaurant's theme via their food items or menu designs. (Entrepreneur Press & Lynn 2009, p.37). Traditionally, there are two classes of menus: À la Carte, and Table d'hôte (also known as Set Menu); other variations of menus are basically based on these two basic menu classes (Ojugo 2010).

The International Women's Day pop-up restaurant's menu was highly focused on the internationality as well as the creativity. Menu brainstorm process started as early as 8-9 weeks in advance based on the notion of taking the customers around the world in one meal. The final menu was completed about 1.5 weeks later. In details, the invention of the menu came from the author's own experiences, book consultancy, supervisor consultancy, and Internet references. The final À la Carte menu consisted of 11 items, of which 3 were starters, 3 main courses, 2 vegetarian main courses, and 3 desserts. Different cuisines were inspired from varied culinary background, such as America, Vietnam, Spain, India, Japan, Mexico, Middle East, China, France, and Finland. The dishes are unconventional, and the author also assumed that most of the locals have not tried those dishes before (see appendix 4). For example, sweet teriyaki-glazed salmon served with noodles. Teriyaki sauce

is not an everyday ingredient in the kitchen. Corn chowder was also a special dish and most diners have never tried this thick soup 'chowder' before. Besides, there are some items which were, somehow, more familiar, in case diners prefer to go with foods they are accustomed to. For instance, the French crème brulee, Indian chicken curry served with Basmati rice and peas, or Spanish tapas toasts with tuna, egg, and bacon toppings.

Menu design

Dishes on the menu were given different names. They were based on the theme as well as the dishes themselves. Beside the interesting names, the foods are coded with letters and numbers so as to make it easier for waiters/waitresses to take order (see appendix 4).

Menu contents were arranged according to their sequence of how the items are served: starters, main courses, and desserts (Ojugo 2010, p.42). Then came the drink list and set menu options.

Having good graphic design and visualization usually helps customers to make decisions on what portion they want. Sometimes food photos can persuade customers to order certain items due to its visual guarantee of the dish. (Ojugo 2010, p.42). Pictures of the food were taken during the Food testing days, and were added to the top and bottom of the menu to give suggestions to customers. Not only did it help the customers but it also made the menu design more colorful and lively.

Pricing

Prices on the menu reflect the value of the meal experience, together with the restaurant's profitability. Value is determined by the balance between the worth and the cost. In other word, good value for a meal means worthiness is perceived to be higher than costs; and vice versa. Not only do customers pay for price of foods on their plates but also for the surrounding atmosphere, new experience, and other costs. (Lillicrap & Cousins 2010, p.376-378.)

Initial price ideas started as early as six weeks before the event. However, there were changes soon after three food testing days. In other words, prices determined based on theory were different from reality due to ingredient prices, portion sizes and their presentation. Even though prices changed, they only slightly increased by 0.50€ to 1€; mainly due to bigger portion and beautiful presentation. Nevertheless, good reasonable prices were also a factor to attract the customers.

In our case, prices for the À la Carte option started from 3€, and the set menu started from 14€. The average price for an individual meal with three courses was approximately 15€, excluding drinks. If customers took the set menu, prices would be marginally cheaper. Drinks prices stayed the same as daily offers from Linnala restaurant, ranging from 0.5€ to 3.20€. As the event took place on Saimaa campus, it won over costs for certain fixed costs and variable costs. Therefore, final price did not include the following expenses: venue, facility costs, and staff salary. The food prices were comparatively average, if not considered cheap for a 3-course meal in Finland.

6.3.2 Kitchen

By the end of the day, food and food quality must be the hero. The main purpose of the diners when coming to a restaurant is to taste new and delicious dishes. Therefore, care and attention was given to the food and its final presentation. As there were 11 dishes on the menu, there were, Kitchen Team was divided into eight groups: three groups prepared starters, three groups prepared main courses, one group prepared vegetarian courses, one group prepared desserts. Each group consisted of two to four students depending on the sophistication of each dish. As the matter of fact, most dishes were unfamiliar with the students because the cuisines were 'international'. Therefore, briefings to all groups were done in advance to introduce these foods. The recipes and instructions were also sent to the groups via email beforehand so that students would be able to read before coming to the kitchen.

During the event, kitchen was divided into different stations. Different group worked at their assigned station. In the main kitchen, there were starter and dessert groups, and in the study kitchen, there were main course and vegetarian course groups. The purpose of this arrangement was providing the main course and vegetarian course groups with larger space of action and better hand-on equipment and tools. Owing to the fact that some main courses required hot pans, and on-the-spot cooking, gas stoves and oven in the study kitchen could be an advantage.

On 6th March 2015, the Kitchen team presented on campus and prepared certain food items. The author had organized in advance what should be done one day before, and what was to be done on that morning. The preparation took four hours, and the checklist was fulfilled. For example, all the desserts were made; all vegetables for vegetarian courses were sliced; salmon was marinated; chicken curry was made, etc. What was left to be done next morning was handling fresh ingredients; for instance, boiling noodles, rice, rolling the summer rolls, cooking salmon, etc.

Quality Control

Before the event, there were four food testing days. These days were dedicated to testing food recipes together with food presentations. The author prepared different dishes by herself with the help of some students. After each day, pictures of finished dishes were taken. These pictures were attached to the menu for better visualization, and they were printed out to be distributed to each group during the event. Hence, students know how to plate each dish.

Dish washing

So as to be fair, washing dishes was 'every man's job'. Therefore, no specific student was assigned to do the dishes alone. Once seeing the dirty dishes, each individual needed to take initiation to wash, and certainly one needed to wash his own dirty dishes. Even during the event, customers' dirty dishes were washed by kitchen staff that had 'free hands'.

6.3.3 Costs control

One of the aspects of restaurant management is to track the costs. Although certain costs were omitted apparently, cost control was essential. The main cost control for this event was ingredient costs. As soon as the final ingredient lists were composed by the author, they were sent to Jukka Moilanen to proceed the ordering. The author also participated in the ordering process, and had a chance to observe different raw ingredient costs. However, detailed numerical reports on prices shall be kept confidential. Apart from selecting the reasonable-priced ingredients, costs could also be saved by the strategy of minimizing the food wastes (Mill 2007, p.233). By not cooking all the ingredients at once, it was a way to save any possible wastes. In fact, kitchen team started off with 150 portions, and once the food was running out, they started to prepare more food.

7 Marketing communications

Having all the ideas on blueprint, the next stage is to reach out to customers. In order to deliver all the ideas and business to the customers, we need a 'transportation' to do the work. Marketing is a vital part for any restaurateur, in particular for this pop-up event. 'Marketing is the process of communicating with your existing and prospective customers' (Entrepreneur Press & Lynn 2009, p.216). Understanding the nature of 'pop- up restaurant', which means the restaurant was to be held only for three hours. Therefore, the more people know about the happening the better. As a result, significant amount of effort was invested into Marketing in this project. At the end of the day, Marketing was executed in an excellent manner, and rewarded the event with more-than-expected number of customers.

Overall marketing strategies

For this project, the author invested abundant time and effort in the advertisement strategies and promoting the events in various ways. The author used the Integrated Marketing Communications (IMC) to build the connection between the

business and the customers. “IMC is the coordination and integration of all marketing communication tools, avenue, and sources within a company into a seamless program that maximized the impact on customers and other stakeholders at minimal costs” (Clow & Baack 2010, p.32).

Six marketing channels being used were posters, flyers, newspaper advertisement, Internet advertisement, Facebook pages, and word of mouth. The marketing team assisted the author distributing of these channels.

7.1 Poster design; photos and video documentations

There were three students from the Arts department who took responsibility for this category. They were Paulina Salaseviciute, Martyna Vedekyte, and Deimante Dubauskaite, all of whom came from Lithuania and that made the participants of the project more diverse. This team was responsible for the designs and graphic specialties of the events; the author, however, possessed and distributed the ideas.

Firstly, the design of poster was completed approximately six weeks before the event; followed by the changes and adjustments, which led to the final version about 5 weeks before the event. The design was simple and elegant (see appendix 1). According to Walker (2011), marketing particularly focuses on the needs of the buyers. Hence, only the main information was mentioned in the poster, which made it informative, concise and easy to remember: offered food, time, date, venue, and other offered entertainment. The poster was then translated into three languages: Finnish, English, and Russian in order to attract more nationalities.

In addition, the poster for the Farmers’ Market was arranged by Mirka Viiru. This poster was done only in Finnish. She was also in charge of posting the posters up in different venues.

Secondly, the Arts students were as well in charge of taking photos and recording videos for the whole process, from the preparation to the event day (including kitchen, restaurant, music, and farmers’ market). These photos and videos

supported the promotional and documenting purposes. For instance, the author decided to make a promotional video to promote the event. This video was published on the Internet 1.5 week in advance of the special day. Here is the link to the promotional video: <https://www.youtube.com/watch?v=ZX9B1wjoiz4>.

Thirdly, a final video was made to summarize the event and highlight the special points that event has achieved. Accompanied with all the actions across the event, there are also participant interviews within the video. This document would act as an additional source to the thesis as well. Here is the link to the final video: https://www.youtube.com/watch?v=qI-kG_DIa90&feature=youtu.be, and here is the link to the photo album: <http://media.saimia.fi/refs/pop-up-restaurant-2015>.

7.2 Internet

Since Internet boomed and their advantages outweighed the traditional method of communications, many business owners have chosen Internet as a crucial marketing channel. An effective online marketing (e-marketing) would provide public relations announcements, press release on other webpages, talk about the company, dispense catalogues (or menu, in this case), take orders, handle customer requests, etc. All in all, the Internet has changed the traditional way of buying and selling. (Clow, & Baack 2010, p.287-288.)

In general, Internet played an important role in marketing for this event on different levels. Beside Facebook which will be studied in the next part, the author has managed to deliver the information of the event to other certain online press releases. For instance, the closest and easiest contact was Saimaa UAS official webpage. They provided one slot for advertising on the school webpage (www.saimia.fi) as well as the restaurant webpage (www.saimia.fi/ravintolalinnala), which contained poster and menu. In addition, Saimaa UAS's main webpage also released a short article mentioning the happenings three days in advance.

Furthermore, the author also reached out to the local online noticeboard such as GoSaimaa (main page and Facebook page), VKontakte (a Russian page), and online Uutisvuoksi (see appendix 5). There were short articles advertising the

events on them. This channel was practical and assessable for frequent internet users.

7.3 Facebook marketing

Recently, Facebook has become one of the most popular social media that connects people as well as spreads information. Not only users can connect themselves for personal ties, but there is also a blooming opportunity for business owners to introduce themselves (Hassan 2014). Having a Facebook page bears resemblance with having one's own website, which can cut down a large amount of online marketing costs. Moreover, Facebook allows users to interact with the owner directly and in a quick manner.

Taking advantage of this popular social media, the author created two Facebook pages for the project: International Women's Day pop-up restaurant, and Pop-up Maailatori Tietäjätalolla (as set before that the two happenings would have two different advertisements aiming at different customer segments). The page was published four weeks before the event, which was as soon as the poster was finalized (see appendix 6). The author actively updated the information of the event on the page, and vigorously shared the page within different communities. Apparently, possessing a wide friend circle and connection on the Internet benefited the author when it came to sharing information, owing to the fact that friends would share the information of the event to their own communities and connections within a click of a mouse. Information was, accordingly, transmitted rapidly.

The promotional video was shared on Facebook within a week before the event. As it is always easier to watch than read, the video reached over 2000 views and shares, within Imatra region and beyond, in a few days of publication.

7.4 Newspaper and flyers

Saimaa UAS supported in contacting the newspapers so that the advertisement could reach to every household. The advertisement on the newspapers' flyers was

released a week before the event (see appendix 2). The flyer consisted of two pages; one of which was the event poster, and the other page advertised Linnala Restaurant. Flyer is one of the traditional channels which can reach the older generations that do not get accessed to Internet on a regular basis.

Mirka Viiru was responsible for making the small flyers for the Farmers' Market happening, which also included the information of the pop-up restaurant (see appendix 3). Within the last week, Panu Huittinen and Mirka went from door to door to distribute the flyers as a reminder of the event for each household.

7.5 Word-of-mouth (WOM)

Word of mouth (WOM) is a traditional media platform, and it has proven to be effective for centuries. According to some studies, about 92% of customers appreciate friends' or family's recommendation more than mere advertisement; and professionally speaking, 64% of marketing specialists believe that WOM is the most effective means to advertise (Whitler 2014). In fact, WOM was used and maximized to get the events known by the locals. The author had discussed with her team during info sessions that it was essential to talk about the events and invite people to participate within their friend circles. Therefore, each person would make an effort to advertise towards their network which leads to a large number of people getting noticed of the event.

Furthermore, having had positive feedback from the previous restaurant events, Linnala Restaurant has, to an extent, earned itself good reputation. Such fame has given the International Women's Day event more reliability. People who had good impression of the restaurant before would highly likely participate again and probably bringing new customers to dine with.

8 Analysis

8.1 The event

On 7th March 2015, for the dining room, all the settings were done the day before and restaurant team only had to prepare drinks station on the event day. They presented 1.5 hours before opening time. Drinks were made ready (water, soda, coffee and tea), and the hot buffet section for hot chocolate sauce (for dessert) was set. The kitchen team presented three hours before service in order to cook fresh ingredients of the day, such as rice, noodles, summer rolls, tapas, hot chocolate sauce, etc. For some students, they had to as well fixing any mistakes from the day before. The author was in the kitchen these last three prep-hours to assist everyone, check the quality of each step, and make sure all the dishes lived up to their standards. At 10.30, samples of eleven different dishes were presented on the kitchen's window. Then came the final team meeting before the restaurant opened. Kitchen Team, Restaurant Team and Kitchen manager were gathered, and they had to check the final sample dishes. Such step helped team members to visualize exactly how foods will have to look like, eventually. Last words were spoken to encourage and motivate team members to push hard for the service hours, because the author had predicted a full restaurant.

At 11.00, as soon as the restaurant opened its door first customers were greeted in. There were eight tables reserved in advance, and reservations were made by phone calls and in-person notice. At least 4 tables were filled within the first 15 minutes. On the background, music team started to play the first songs at 11.30. Just before 12.00, most tables were full, both with reservations and walk-in customers. Soon a line of customers was formed. From careful observation, the Restaurant Team kicked off smoothly with the orders and other steps to serve customers as they managed very well within their stations. The system seemed to work well. However, as the service rolled, it reached a significant point that no seat was available, yet there were customers queuing to be welcomed in. Throughout the service hours, there was a persistent line of customers, which can be considered to be a good sign for restaurant business.

Few waiters got panic once their stations were full but it was understandable, because for some students it was their first time facing this situation. Two new tables had to be set to fit more customers. Some large tables of eight were separated into small tables of four. Accordingly, some waiters had to serve more customers/groups than they had expected. On the positive side, waiters managed to handle their job thanks to the instructions. In the first 1.5 hour, all customers received the foods they wanted, and they were satisfied with the tastes. However, within these hours, the service was comparatively slow due to the blockage in the kitchen. In the last 1.5 hour, waiters started to suggest other foods because certain popular dishes had run out. The communication about the supply of food between the kitchen and the restaurant team was not perfect which led to a few wrong orders on the spot. Nevertheless, students were quick and flexible to fix the mistake without delay. As the last hour passed, everything went smooth and fell into good rhythm. Ultimately, all customers had the foods they had ordered.

As per kitchen team, every food station was ready before 11.00, and the first few orders were simple. Abundant orders coming in caused great stress to the kitchen manager. It was easy to deal with a few orders at the beginning; however, over 20 orders with different food courses and food choices might have caused confusion for an amateur. Indeed, the codes of the food on the menu were once thought to make the process easier. Notwithstanding, when being put into practice, this system seemed to slightly crack and caused bewilderment for the kitchen manager. Not being familiar with the food names and the corresponding codes, the decoding process took time which caused the deceleration in calling out the orders. Such impediment called for instant flexibility and new ideas: instead of writing codes, the kitchen manager proclaimed to the waiters/ waitresses that they needed to start noting the name of the food, for example 'chicken curry', 'salmon noodle', 'pork tostada', etc. Immediately the order tickets became clear, and the new system worked out quickly. Soon after, food started to come out of the window as early as they should be. Last but not least, in the middle of the service hour, kitchen team was compelled to making more food. Only roughly 150 portions were prepared beforehand, and the actual diners were approximately 250 which resulted

in the lack of about 100 portions. The kitchen team had to make more main courses and desserts on the spot in the middle of the service hours. At the end of the day, all foods were sold out, and the project manager made a decision to deny any entry after 13.30. Last customers walked out at 14.20 with lots of happiness. Customer segmentation was wide, ranging from families with children, middle-aged couples, elderly couples, and friend groups. Yet the majority of them were families and couples of over 30 years of age.

Concerning survey feedbacks, they were collected from customers once they had finished their meals. As analyzed, mostly positive comments were given. For the scale out of 5, the average rating for all criteria was 4.5/5. The survey questionnaire asked the customers about the general atmosphere, event ideas, foods, perceived experiences, and prices (see appendix 7). Some comments came back complimenting the Crème Brulee as good as in Michelin-star restaurant; corn chowder was one of the best soups one lady customer had ever had. Throughout the event, the author occasionally visited different tables and asked for feedbacks. Such actions showed care towards the customers as well as showing them the appreciation by thanking for coming to the event. Some customers did mention about the waiting time; however, once the author explained that our first-year students were running the restaurant, they felt very happy, and showed their supports to students.

Overall, it was a successful event. Both Restaurant and Farmers' market made good business. The farmers also sold out their products, and they were happy to have taken part in this project. The restaurant's profit was estimated to be 44%. In addition, gross turnover of International Women's day pop-up restaurant has broken Linnala Restaurant's turnover history records.

On the workmanship term, 14HD and 14HRTM cooperated very well together, and they had established good team work and showed brilliant team spirits. All participants perceived good lessons both professionally and socially. From a deeper insight, the project was a networking occasion for students, teachers from different background. Furthermore, the author wanted to emphasize the essence of

networking in life as well as in hospitality. Contacts plays an important role in business, and it also helps with getting appropriate assistance or supply.

8.2 Improvement

Fruitful and prosperous as the project was, there is always room for improvement. As stated above, one significant hindrance during the event day was the coded menu and the orders. In fact, the coding system was not a bad idea for simplifying orders. However, this system certainly needs practices because it consumes time to get used to it. In other words, kitchen manager needed to know the menu codes better in order to follow this system, and waiters/waitresses needed to memorize the menu as well. Otherwise, the orders should only be written as the foods are (the dishes' actual names: chicken, fish, etc.). Secondly, restaurant team could have been more confident when dealing with customers. However, this confidence would come with time and experiences. In order to improve this issue, the only way is to recruit second-year or third-year students as they have done similar work or placement in the restaurant department before. Thirdly, in order to run the system more smoothly, a pop-up restaurant Testing Day should be launched. By running such testing days, it would be easier for the participants to anticipate clearly the ideas of the system, and to diminish sudden panic, if possible. Fourthly, as the dish washing duty was 'every man's job', during rush hours it was impossible for cooking groups to make food and wash dishes at the same time. Therefore, it would be sensible to assign one person to take care of dirty dishes from beginning to the end.

For music team, despite being rated as 'very good', still there were suggestions that music should be played the entire service hours. On the other hand, this lengthening can result in more rehearsals and preparation for the show. What can be done is arranging soft music on the background played from CDs.

Last but not least, positive feedback also means setting a high standard, and indeed customers would expect the same or even higher service quality in their

next visit. This success opens up a challenge for upcoming event organizer to keep up the standard, and to be more creative

8.3 Self-evaluation

International Women's Day pop-up restaurant 2015 project was an invaluable opportunity for the author to reinforce the book-learned knowledge, real-life working experiences, and grow as an individual in the restaurant field. From the preparation to the completion of the project, each steps and its process displayed the outright picture of restaurant management. Saimaa UAS has provided the author with freedom to put together new ideas, and to practice new theory. In fact, the best way to learn is by doing the job. After the event, the author has taken her public speaking skills, presentation skills as well as team management skills to a higher level, which will be beneficial in further career development. Additionally, more friend connections were established, and the author also understood her strengths and weaknesses. This event enhanced her confidence, and structured her perceptions. Besides, handful of participants were encouraged and inspired after their attendance in this event, and it is promising in the future that there will be more of project-based theses and restaurant projects.

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Appendices

Appendix 1 Poster



POP-UP RAVINTOLA KANSAINVÄLINEN NAISTENPÄIVÄ 2015

KELLO 11-14

A LA CARTE -HINNAT ALK. 3€ TAI 3 RUOKALAJIN MENU ALK. 14€

TUOKAA PERHEENNE SEKÄ IHANAT NAISENNE NAUTTIMAAN
KANSAINVÄLISESTÄ TUNNELMASTA HERKULLISEN RUOAN
PARISSA. RUOKALAJEJA MM. VIETNAMISTA, INTIASTA, ESPANJAS-
TA, RANSKASTA, JAPANISTA SEKÄ YHDYSVALLOISTA. TARJOLLA
MYÖS MAATILATORI SEKÄ ELÄVÄÄ MUSIIKKIA NAISTENPÄIVÄN
KUNNIAKSI.

KLO 11 LAUANTAI **MAA 7** RAVINTOLA LINNALA
TIETÄJÄNKATU 3, 55120 IMATRA

MENU & VARAUSET: 041 7007182 TAI
WWW.SAIMIA.FI/RAVINTOLALINNALA



Appendix 2 Linnala Restaurant flyer



RAVINTOLA LINNALA

Tervetuloa Ravintola Linnalaan

Ravintola Linnala on lounasravintola ja kahvila Saimaan ammattikorkeakoulun Linnalan kampuksella Imatralla. Linnalassa voit nauttia maukkaasta lounasruuasta, poiketa kahville ja leivokselle.

Lounasravintola- ja kahvilapalveluiden lisäksi Ravintola Linnala toimii tilausravintolana. Ravintolan puolella on 140 paikkaa. Tarjolla on myös kabinettitila noin 30 hengelle.

Ravintolallamme on anniskeluoikeudet etukäteen varatuissa tilaisuuksissa.

Ravintola Linnalasta voit myös tilata ruokia sekä makeita ja suolaisia leivonnaisia kotiin tai erillisiin tilaisuuksiin.

Tervetuloa herkuttelemaan!

Ruokalistamme löydät osoitteesta: saimia.fi/ravintolalinnala/ruokalistat



Ravintola Linnala
Saimaan ammattikorkeakoulu
Tietäjänkatu 3, 55120 Imatra
ravintola.linnala@saimia.fi

Ravintolapäällikkö Eeva Pusenius
puhelin 040 648 2229
eeva.pusenius@saimia.fi

Appendix 3 Farmers' market flyer

POP-UP MAATILATORI

LAUANTAINA 7.3.2015

SAIMAAN AMMATTIKORKEAKOULU

LINNANALAN KAMPUS

Tietäjänkatu 3, 55120 Imatra

KELLO 11-14

VARAA KÄTEISTÄ MUKAANI!

Tilaisissa samaan aikaan myös International Women's Day Pop-Up

Restaurant-tapahtuma

**Tervetuloa ostoksille
ja herkuttelemaan!**



POP-UP MAATILATORI

LAUANTAINA 7.3.2015

SAIMAAN AMMATTIKORKEAKOULU

LINNANALAN KAMPUS

Tietäjänkatu 3, 55120 Imatra

KELLO 11-14

VARAA KÄTEISTÄ MUKAANI!

Tilaisissa samaan aikaan myös International Women's Day Pop-Up

Restaurant-tapahtuma

**Tervetuloa ostoksille
ja herkuttelemaan!**



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LAUANTAINA 7.3.2015

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LINNANALAN KAMPUS

Tietäjänkatu 3, 55120 Imatra

KELLO 11-14

VARAA KÄTEISTÄ MUKAANI!

Tilaisissa samaan aikaan myös International Women's Day Pop-Up

Restaurant-tapahtuma

**Tervetuloa ostoksille
ja herkuttelemaan!**



POP-UP MAATILATORI

LAUANTAINA 7.3.2015

SAIMAAN AMMATTIKORKEAKOULU

LINNANALAN KAMPUS

Tietäjänkatu 3, 55120 Imatra

KELLO 11-14

VARAA KÄTEISTÄ MUKAANI!

Tilaisissa samaan aikaan myös International Women's Day Pop-Up

Restaurant-tapahtuma

**Tervetuloa ostoksille
ja herkuttelemaan!**



Appendix 4 Menu



Starter / Snacks

- S1 Wild West Girl (3€) (L)
Warm corn chowder soup with corn, potatoes, celery, onion, and a hint of fresh thymes; can be topped with or without crispy bacon (America)
- S2 Woman in Sheer (3,50€) (L, M, G)
Fresh summer rolls of rice paper, shrimps, lettuce, rice vermicelli, cucumber, carrots, boiled pork; accompanied with warm special peanut dipping (Vietnam)
- S3 La Isla Bonita (3,50€/5€) (L)
Single or to-share colourful tapas plate of different crispy Linnala toasts; with tomatoes, smoked ham, tuna, egg, creamy spread, olive oil, chives, olives, cherry tomatoes, herbs, and mini salad (Spain)

Main course

- M1 Mistress of Spices (8€ - Children 6€) (L, G, M)
Tender and flavorful coconut chicken curry with sweet potatoes, red lentils, served with hot Basmati rice and peas - normal/spicy (India)
- M2 Mermaid Kiss (9€ - Children 6€) (L, M)
Seared salmon steak topped with warm Japanese teriyaki sauce, accompanied with noodles and broccoli (Japan)
- M3 Babilon Baby (9€ - Children 6€) (L, M)
Double layer slow cook BBQ pulled pork served on Mexican tostada, with rocket leaves, freshly chopped tomatoes and cottage cheese (Mexico)

Vegetarian

- V1 Alice in wonderland (8€ - Children 5€) (L, G, M)
Special tricolored salad with couscous, cherry tomatoes, avocado, zucchini, and rocket salad, served with mozzarella cheese. Salad tossed in pesto, olive oil and lemon juice dressing (Middle East)
- V2 Vegan's mom treats (8€ - Children 5€) (L, M)
Stir-fried wok of broccoli, carrots, beans, mushroom, baby corns, red bell pepper with lo mein noodles; topped with fried tofu and served with soya sauce (China)

Desserts

- D1 Madame Sucre (aka Sweet Lady) (3,50€) (L, G)
Homemade Crème brulee with a hint of liqueur, garnished with candied sugar (France)
- D2 Bold Red Lips (3,50€) (L)
Original Red Velvet Cupcakes with orange-flavored cream cheese topping and light flavorful ginger syrup (America)
- D3 Her Belated Valentine (4€) (L)
Homemade chocolate cake with special chocolate melting presentations by hot chocolate ganache; serve with minty ice cream, dusting with cocoa powder (Finland)

Drink list

(water included in the price)

- Glass of milk 0,50€
- Jaffa, Pepsi, Pepsi Max 2,30€
- Jaffa pomelo, Jaffa musta appelsiini 2,30€
- Omena lemonsadi 2,50€
- Sparkling water 2,20€
- Novella Plus Sinkki + E 2,30€
- Novella Plus C + E 2,30€
- Novella Plus Karpallo 2,30€
- Novella Plus Mg + C 2,30€
- Energy drink lemon light 3,20€
- Coffee 2€ or 1,50€ with desserts
- Tea 2€ or 1,50€ with desserts

Set-menu 01

- (14€)
- Women in sheer
- Mistress of Spices
- Bold Red Lips

Set-menu 02

- (15€)
- Wild West Girl
- Babilon Baby
- Her Belated Valentine

Set menu 03

- (15€)
- La Isla Bonita
- Mermaid Kiss
- Madame Sucre

Vegetarian set-menu 04

- (14€)
- Wild West Girl (V)
- Vegan Mom's Treat
- Bold Red Lips



Appendix 5 Local online newspaper press release

The screenshot shows the homepage of the Uutisvuoksi website. The main headline is "Miltä maistuu vietnamilainen ruoka: se selviää lauantaina Imatralla" (How does Vietnamese food taste: it will be clear on Saturday in Imatra). The article text describes a pop-up restaurant event at the Saimaan ammattikorkeakoulu Linnalan kampuksella on Saturday, March 7th. It mentions that the restaurant will offer Vietnamese, Spanish, French, Japanese, and American dishes. The event is open from 11-14, and the restaurant will be run by a chef. The article also mentions that the restaurant will have a menu with various dishes, including a Vietnamese specialty, and that the restaurant will be open from 11-14. The website also features a navigation menu with options like "ETUSIVU", "KESKUSTELU", "MEDIAMYNTI", "ASIAKASPALVELU", "YHDISTYKSET", and "YHTEYDET". There are also advertisements for Zalando and a voting poll for the 2015 election.

Appendix 6 Facebook page

The screenshot shows the Facebook page for "International Women's Day Pop-up Restaurant". The page features a cover photo with a red tulip logo and the text "International Women's Day Pop-up Restaurant". The page has 115 likes and 5 post reaches. The page is currently in the "Timeline" view, showing a post from March 8th at 3:05pm. The post text reads: "International Women's Day Pop-up Restaurant added 10 new photos to the album: Special day — with Amie Pesonen. March 8 at 3:05pm". The page also has a "Promote Your Page" section with the text "Reach up to 43,000 people near Imatra".

Appendix 7 Final quality survey questionnaire

Survey on the Pop-up Restaurant International Women's day								
				1 (bad)	2	3	4	5 (very good)
Today I find the food was...								
The price for the food was...								
I think the 'international' idea was...								
The service was...								
I think the atmosphere was...								
The Farmers' Market idea was...								
Overall, I feel...								
Comments								

Appendix 8 Team photo

