



Business Plan: Start-up of a Pakistan breakfast kitchen in Central Helsinki

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Abstract:

This business plan reveals the strategic vision and operational complexities of an authentic Pakistani breakfast kitchen, in the dynamic terrain of Helsinki's culinary scene. The plan navigates the theoretical and practical domains of entrepreneurship, based on a thorough investigation of current literature, market evaluations, and cultural factors. The initiative attempts to fill a need in the market by offering traditional Pakistani breakfast selections at affordable pricing, with a focus on giving a distinct culinary experience.

The strategy not only outlines the path for establishment and growth, but also promotes sustainability, community engagement, and a strong digital presence. This business plan serves as a path to success in a multicultural and competitive environment as SaffronMornings attempts to carve its individuality in Helsinki's gastronomic tapestry.

Keywords: Business Plan, Marketing, strategy, Pakistani, startups, restaurant, breakfast kitchen.

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1 INTRODUCTION

Like many other major cities in Europe, Helsinki has experienced a significant influx of immigrants and international students during the past couple of years. Recent statistics by (Finnish Immigration, 2023) reveal that the number of decisions made on study permits was 55% higher than last year. After Russia, China and Vietnam, the highest number of students are from South Asia i.e. India, Bangladesh, Pakistan and Sri Lanka. Due to the presence of the world's well-known universities in the heart of Helsinki, a major chunk of international students live in student housing available near the city centre. Hence, they increase the richness of the city by bringing together a diverse array of tastes, culinary preferences, and customs. This expanding generation makes up a considerable portion of the author's fledging business prospective clientele and demands authentic and affordable Pakistani breakfast cuisine.

In addition to Asians, people from other parts of the world are also fond of the aroma and flavour of diversified Pakistani breakfast dishes. The allure of these breakfast options is that they are enticing and provide an energetic and satisfying start to the day. As an international student from Pakistan in Helsinki since last year, the author has been active in the student community and sees a growing obsession for Desi (a typical Urdu and Hindi word referring to traditional or local things of Pakistan) or homemade Pakistani food. The author herself is juggling her hectic study and work schedule and does not have time to cook a good Pakistani breakfast meal for herself in the morning. Similarly, she hears almost every day from her Pakistani fellows on different platforms how much they long for the breakfast lovingly prepared by their mother in their home country. Even other available food options in Pakistani/Indian restaurants are very expensive for the students and working class.

In continuation to the presented business opportunity by this endeavour, the author is deeply passionate about introducing the culinary traditions of Pakistan. The author, who also belongs to a family of chefs, aims to establish a start-up that not only provides an affordable breakfast option but is also consistent and dedicated to offering the best quality hospitality services. Therefore, based on the above-mentioned grounds, this business plan thesis for a Pakistani breakfast kitchen in downtown Helsinki explores the

feasibility and demand for this start-up as well as analyses market trends, and presents financial projections, competition and allocation of resources.

1.1 Problem statement

It would be a unique business opportunity to open a Pakistani breakfast kitchen in central Helsinki. Still, it requires a thorough examination of its viability and the crucial phases of its business strategy. This study attempts to answer key concerns that would help the possible business venture. It seeks to outline a whole framework of major steps and crucial components involved in the process of strategic business planning including aspects like financial predictions, logistics, resource allocation i.e. in the form of materials labour, and information, market analysis, and competitive positioning. The research study focuses on addressing the following problem question:

- What will be the important steps and processes involved in the strategic business planning of a Pakistani breakfast start-up?

Entrepreneurial success of any new venture requires a proper plan therefore, this research seeks to define important processes and elements which are involved in creating a solid business plan. This covers determining customer demographics and choices through market research, analyzing available financial data and profitability of other restaurants offering Pakistani food, supply chain management, operational issues, and staffing needs. These factors are very critical in formulating a successful business strategy and act as a guide for the long-term construction and expansion of the Pakistani breakfast venture in Helsinki's centre.

1.2 Aim of the study

According to Fields (2014), the important aspects of a successful business plan in the restaurant industry rely on understanding the numbers, such as effective budgeting and financial planning, menu pricing, employee management, marketing and promotions, and having a knowhow of restaurant trends. To be successful in the restaurant industry, entrepreneurs must describe the benefits of their offered products and services from the consumer's perspective (Deacon, 2020). Therefore, by addressing the above-mentioned problem statement and research question, this thesis attempts to provide insightful

analysis and necessary information that can help the author in making well-informed choices regarding establishing and operating a Pakistani breakfast kitchen in the capital's downtown.

The study aims to investigate and guide the whole process of opening a Pakistani breakfast start-up in the city centre. This research is not only a comprehensive roadmap for the author herself but also for other potential investors and entrepreneurs which shows a complete strategic process planning, helps in mitigating potential risks and acts as resilience against possible obstacles. Additionally, it provides a complete framework for all stakeholders covering important aspects in preparing for a successful debut in the market.

1.3 Demarcation

As the intended location for the establishment of this venture is central Helsinki, it emphasizes local dynamics, specific target markets, and consumer preferences. Moreover, the primary focus is on Pakistani breakfast which looks at how food is prepared, the menu is designed, and cultural preferences can be taken into account. In addition, this research outlines the start-up scope in Helsinki and does not go into great detail regarding the likelihood of this concept outside Helsinki or in the international marketplace.

Moreover, despite the menu development covered, the study does not cover in-depth cooking instructions and recipes for any particular dish. Although the research discusses operational logistics, plans, and human resources, it does not offer day-to-day plans for managing the kitchen, nor provide comprehensive and precise financial projections, cost breakdowns, and investment resources.

2 THEORY

The theoretical journey is not alone but it is a bridge between scholarly wisdom and what to do in practice. It is the starting point for how we are going to do things, giving us the ideas to check in the real world. Beyond the confines of traditional economics theories, the chapter peels back the layers of Pakistani cuisine, contextualizing its cultural relevance and potential attraction in a worldwide gastronomic scene. The narrative weaves a comprehensive tapestry to establish a clear grasp of the problems and opportunities that lie, engaging with theories of market analysis, competition appraisal, and a comprehensive SWOT analysis.

2.1 Business Plan

A business venture's objectives, strategy, and operational specifics are described in a business plan, which is a strategic document. It acts as the organization's road map, assisting with the definition of its mission and vision as well as resource allocation and decision-making as shown in Figure 1. A business plan is closely related to a funding proposal. The most effective funding proposition a small firm may have is a solid business plan that is regularly updated. (David H. Bangs, 1998).



Figure 1; Business Plan (Peachyessay, 2020) <https://peachyessay.com/blogs/business-plan-writing-guide/>

Executive Summary As the name implies, an executive summary should be a summary of the company plan. It serves as a pitch for investors, who can quickly read it and decide whether they want to invest the time in reading the entire plan. It is typically intended to be the final section an entrepreneur writes in the business plan (Pinson, 2008). Moreover, an executive summary should include elements such as Mission Statement, Business Idea, Location, Financial Data, Founder Information, and timeline.

Defining Business Goals & Objectives A business plan is essential for defining precise and clear goals for the company and ensuring that these goals are in line with consumer demands and market developments (Blank, 2020). The company may make sure that its path is in line with what the market expects by matching these goals with consumer desires and market trends. A useful theory developed by Doran, et al. (1981) is referred to as the SMART goal theory which states that goals should be Specific, Measurable, Achievable, Relevant, and time-bound, as shown in Figure 2

A simple framework for establishing and managing goals and objectives has been made available by SMART goals. The acronym is often used since it functions effectively and is helpful (Haughey, 2014). The fact that SMART drives people to analyze and define goals and objectives clearly as they are established is a crucial component of its value. This lessens the possibility of setting a goal that is ambiguous or confusing and unlikely to be accomplished.



Figure 2; SMART Goals (CFI <https://corporatefinanceinstitute.com/resources/management/smart-goal/>)

Business Capability Evaluation Instrument To assess an organization's capabilities, its strengths and shortcomings must be considered. It is a crucial stage in developing a strategy since it shows the firm where it might succeed and where it might need to improve. (Kaplan & Anderson, 2007) emphasize the need to include an assessment of business capabilities in the business plan. To inform the formulation of a plan, this assessment comprises assessing strengths and weaknesses.

Choosing the Right Target Market To effectively adapt products and services to satisfy their demands, it is crucial to comprehend the target client segments. To make sure that the company appeals to its target market, this section examines tactics for identifying and targeting particular client groups. We need to examine certain methods for identifying and targeting particular client segments, drawing on the work of Ries (2011) to make sure the desired venture appeals to its target market.

Financial Control and Cash Flow Economic management and cash flow are terms used to describe the methodical management of financial resources to achieve economic goals in a corporate plan. The goal of this section is to make sure that the company is financially stable and sustainable. Financial strategy must be viable and solid to support the business plan as per studies of (Gitman, Juchau, & Flanagan, 2017). Further studies illustrate capital budgeting techniques for the evaluation of business opportunities. Furthermore, the book also emphasizes the importance of long-term financial sustainability, risk management, and funding strategies for a successful business plan.

Ways to Attract Partners A company can gain a lot by partnering since it can create teamwork, share resources, and broaden its market. Research by Chesbrough (2003) offers important insights into efficient methods for luring partners. The need to find partnerships and collaborations outside the business is emphasized by Chesbrough's work on open innovation. Businesses are encouraged by open innovation to actively engage with external partners, such as clients, suppliers, and other stakeholders, in addition to their internal resources. Further Studies by Gulati, et al. (2010) emphasize the concept of collaborative ecosystems where partnerships can result in shared ideas, lower costs, and access to a larger client base. Finding and joining suitable collaborative ecosystems can be a clever method of attracting potential partners.

Risk Analysis Risk analysis is a critical aspect of business planning. The process of risk assessment entails locating potential dangers that might affect a company's operations. It contains tactics for successfully controlling and reducing these risks. The study by Chua, et al. (2020) which largely focuses on consumer preferences, subtly emphasizes the value of risk analysis in the restaurant sector. Restaurants may improve their competitiveness, maintain customer satisfaction, and assure long-term success in a dynamic and competitive market by doing extensive risk assessments and addressing any threats.

2.2 Market Analysis

A market analysis is required in each business strategy, but restaurants require it more than any other sort of business. Understanding your industry will help you design a more successful business plan and increase your chances of success. Market analysis results in creating an impressive brand of a restaurant as well as formulating effective menu pricing. A recent study by Yi, et al. (2017) demonstrates how restaurateurs may raise the calibre of their ambience, cuisine, and services to draw in more patrons and keep them coming back.

2.3 Competitor Analysis

Restaurants must recognize both their direct and indirect rivals. Direct rivals have similar menus, pursue the same clientele, and are situated nearby. Therefore, evaluating the competitive landscape and choice of location is critical for a restaurant's success.

While competing for the same consumer dining money, indirect competitors may serve distinct cuisines. (Wu & Mohi, 2015) research guides fast-food establishments in developing and putting into practice efficient marketing management strategies to meet the challenging competition in the restaurant business and to increase their profit margins. This study can also provide insight into analyzing competitors in other restaurant setups.

2.4 SWOT Analysis

Since the client experience is the backbone of every hospitality service, it is crucial to pay close attention to the precise talent domains required for survival in the fiercely competitive industry. The SWOT strategy shown in Figure 3 enables us to analyse areas of strength and improvement. In most industries and business sectors, strong training and ongoing education are essential components to maintaining staff preparedness and competitiveness. Hospitality managers must grasp the most important operational improvement requirements as well as the elements that distinguish between good and terrible service (Vaduva & Takacs, 2017).



Figure 3; SWOT Analysis (Wellers, 2018 <https://www.wellersaccountants.co.uk/blog/8-key-elements-of-a-business-plan-you-need-to-know>)

- **Strengths** are the internal elements which provide a restaurant with a competitive edge. A distinct cuisine, superior customer service, a devoted clientele, competent chefs, and effective operations are just a few examples of strengths. Restaurants may use their strengths to increase traffic and keep a dominant position in the market by identifying them.
- The performance of a restaurant is hampered by **weaknesses**, which are internal variables. High staff churn, erratic food quality, a lower marketing budget, or

outmoded interior design are examples of common shortcomings. Finding flaws enables restaurants to fix these problems and enhance operations as a whole.

- **Opportunities** are things that happen outside of a restaurant. These could be changes in consumer tastes, an uptick in travel, or a rise in the popularity of a certain cuisine style. Understanding opportunities enables restaurants to adjust and profit from new trends.
- **Threats** are outside variables that increase the likelihood of a restaurant failing. Strong competition, economic downturns, health and safety standards, or unfavourable comments on social media are a few examples. Restaurants can build measures to reduce potential hazards by identifying threats.

2.5 Business Model Canvas

(Osterwalder & Pigneur, 2010) proposed a Business Model Canvas which is a systematic framework for providing a solid roadmap for a business plan. It is made up of essential components such as customer segmentation, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. Research reviews on business model canvas have further revealed how it plays a critical role in formulating a viable business strategy.

The Business Model Canvas helps to understand and innovate business models by simplifying and capturing the intricacies of company processes. Social companies, while similar in revenue generation, necessitate Canvas modifications due to unique characteristics. There are several Canvas versions available under Creative Commons, with the necessity to choose the best one for exact business model formulation and innovation. A more comprehensive Canvas for social enterprises is created by evaluating changes and including mission and impact blocks (Qastharin, 2016). The nine components of the Business model canvas are presented in Figure 4 below:

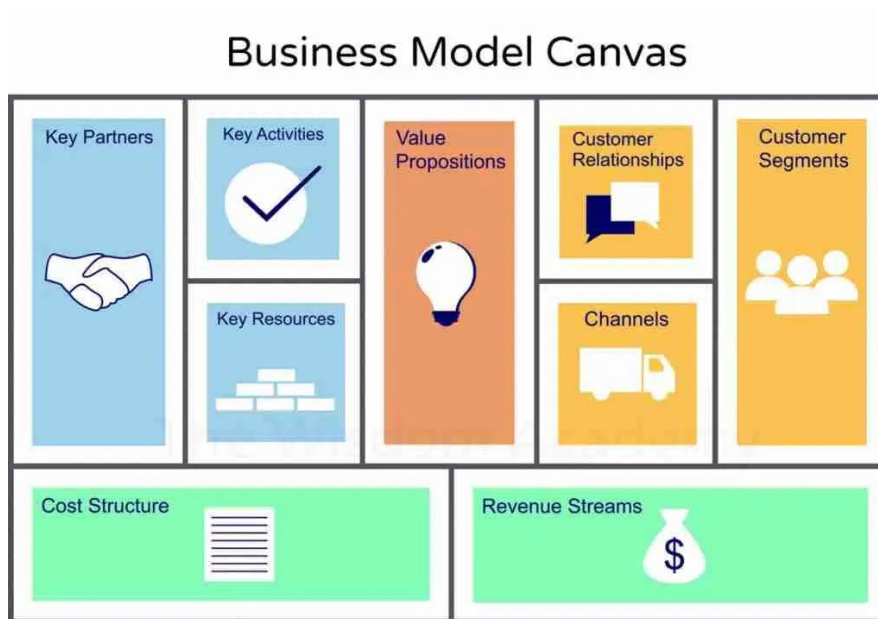


Figure 4; Business Model Canvas (Michael Bennet,2023 <https://digitalenterprise.org/models/canvas/key-activities/>)

- **Customer Segments**

A very critical for targeted marketing and product development. According to a case study by Franceschelli et al. (2018) on food start-ups, organizations are widening their consumer categories to provide personalized products and services. This method enables businesses to accommodate the distinct needs and preferences of various consumer groups, thereby increasing customer happiness and loyalty hence, enabling them to make sustainable business plans for their companies.

- **Value Proposition**

(Rahardjo, Hasbullah, & Taqi, 2019) case study on Klinik Kopi, an Indonesian coffee shop showed how an enriched and authentic dining atmosphere catalyzes the process of the value proposition. The study emphasizes the need for dynamic capabilities in constantly modifying and improving the value proposition to meet changing client needs. In today's fast-paced tech market, hospitality firms must constantly innovate in order to provide appealing value propositions. As consumer preferences are changing every day in today's competitive environment, adapting to the latest technological changes is the key to survival and success.

- **Channels**

Enterprises are rapidly realizing the value of harnessing social media platforms in their marketing efforts. This move strives to fit with current trends and meet increasing client

expectations. Notably, social media platforms have expanded their functions beyond advertising and marketing to include sales, consumer feedback management, and product recommendations. As a result, consumers, particularly those in the culinary industry, find them to be very alluring. To investigate the marketing strategies employed by food and beverage businesses in response to the expanding trend of using social media for gastronomy product marketing, this research focuses on the use of Instagram, a well-known social media site (Teyin, 2021).

- **Customer Relationships**

In contemporary company models, cultivating and preserving strong customer relationships is of utmost importance. (Huang, 2020) explores ways for engaging customers in online business models and emphasizes the need to cultivate authentic and dynamic customer connections such as advertising, promotions, marketing campaigns, and providing discounts. This method has been shown to increase consumer loyalty and advocacy.

- **Revenue Streams**

Innovative pricing strategies and new ideas for dining and catering can diversify revenue streams. In terms of the price mechanism, it is frequently affected by the price of raw materials and the portion of food served. TOWS analysis by Bakar et al. (2022) on a Malaysian restaurant concludes that to expand revenue streams in the sharing economy, firms must adjust their revenue models to shifting market conditions. Therefore, businesses with well-managed revenue streams are more sustainable.

- **Key Resources**

The importance of digital innovation driven by data-centric services has expanded significantly in recent years, playing a critical role in defining new and improved business models. As a result, the impact of data on business models in general, and the profession of business modelling in particular, has become a major emphasis in both study and practice. Digital platforms and data-driven resources are becoming increasingly important in company models. (Kühne & Böhm, 2018) investigate digital infrastructures and essential resources. These resources help businesses leverage

the power of data analytics, artificial intelligence, and cloud computing to boost innovation and efficiency.

- **Key Activities**

The basic actions and procedures that a business must execute to fulfil its value proposition and operate successfully are referred to as key activities. Key actions in modern firms are nimble and adaptable. Production, marketing, research and development, sales, and customer service are examples of these activities. The primary activities of an e-commerce company, for example, may include website upkeep, order fulfilment, and customer service (Yoo, Henfridsson, & Lyytinen, 2010).

- **Key Partnerships**

Key partnerships are collaborations and alliances with outside groups, suppliers, or entities that are essential to advancing the accomplishments of the company. These relationships might take many different shapes, like distribution alliances, supplier associations, or strategic alliances. Through such joint ventures, businesses might access resources, expertise, or client networks that they might not otherwise have. (Gulati, Nohria, & Wohlgezogen, 2010) studies put light on the role of collaborative ecosystems in the sharing of ideas and the success of the organization. Moreover, collaborations bring agility and adaptability to cope with swift market changes.

- **Cost Structure**

The cost structure delineates the expenditures and outlays incurred by a business during its operating activity such as fixed & and variable costs, semi-variable costs, making costs effective strategies, and calculation of break-even point. It includes both fixed expenditures like rent and salary as well as variable costs like materials and marketing. Efficient cost management is critical for achieving profitability and sustaining long-term financial viability (Osterwalder & Pigneur, 2010).

2.6 Human Resources Management

Effective HRM is the key component of the restaurant industry and its importance is undeniable. (Sommerville, 2012) stressed the importance of attracting and hiring motivated and skilled restaurant staff and proposed various recruitment, supervising, and staff handling strategies for a successful restaurant start-up. In addition, employees

are well-equipped with the essential skills and expertise thanks to ongoing training. Other factors that are essential in effective HRM and reducing employee turnover are efficient scheduling, employee satisfaction, and retention, adhering to compliance & regulations regarding labour laws, and a positive workplace culture.

2.7 Supply Chain & Logistics

In restaurant management, logistics entails the thorough planning and implementation of numerous operations to ensure optimal service delivery. As restaurants these days are also delivering food to our doorsteps, efficient delivery service, and logistics are crucial in ensuring good customer service. (Dani, 2015) discussed supply chain strategies that help restaurants manage and procure the flow of ingredients, beverages, and supplies.

Furthermore, effective inventory control reduces waste and ensures that restaurants have the required products on hand.

2.8 Marketing Strategy

The purposeful plan and techniques used to advertise the business, draw clients, and generate a strong brand presence are known as marketing strategies in the restaurant industry. A combination of traditional and digital marketing techniques tailored to the specific goals and target market of each restaurant make up the marketing strategy used in the restaurant industry. Effective marketing is responsible for increased customer traffic, brand loyalty, and overall business success. Important elements include:

- Target Audience: Identifying and understanding target customers.
- Menu Promotion: Customers' decisions can be influenced by effectively exhibiting menu items through descriptions, photos, and price tactics (Scanlon, 1998).
- Brand Image: Developing a distinctive and alluring brand image.
- Promotions & Advertising: Foot traffic can be increased by creating successful promotions and advertising efforts.
- Online Presence: Ensuring a prominent and strong online presence through websites, social media, and review platforms.

- **Data Analytics:** Using data analytics to better understand client preferences and behaviour can help guide marketing decisions (Camilleri, 2019).

Four Ps Marketing Mix Strategy: When we talk about marketing strategies, the first and most famous concept that comes to our mind is, the 4Ps marketing strategy developed by McCarthy (1960) as shown in Figure 5 is a fundamental tool that aids companies in value creation, communication, and delivery to their target clients. It makes sure that every facet of marketing is taken into account methodically, resulting in more successful marketing campaigns, higher sales, and long-term business success. The four elements of this marketing strategy are mentioned below:

Products are tangible or intangible services or goods that a company offers to satisfy the requirements and desires of its target market. It takes into account factors like product features, quality, branding, and packaging. A customer's willingness to spend money on a product or service is referred to as **Price**. The proper price point must be chosen to pay costs, make a profit, and maintain market competitiveness. Value-based pricing, penetration pricing, and premium pricing are some examples of pricing methods.

Place: This component, also referred to as "Distribution," entails making the product or service accessible to the target market through a variety of channels. It involves choices about logistics, retail locations, online presence, and distribution networks.

Promotion: Promotion refers to all of the strategies a company uses to reach out to and market to its target audience. This encompasses any form of communication targeted at raising awareness, interest, and desire among potential clients, such as advertising, sales promotions, public relations, social media marketing, and others.



Figure 5; 4 Ps Marketing Mix (Micah Pratt, 2022 <https://www.business.org/marketing/sales/marketing-101-4p-matrix/>)

2.9 Sustainability

Sustainability is gaining integral importance in business planning nowadays. Specifically, when we talk about establishing a hospitality venture, we must take into account the strategies to reduce carbon footprint, ensure long-term viability, and how we can support local communities. Sustainability in business planning not only matches ethical and environmental ideals, but it may also lead to cost savings and an improved reputation. It's a developing trend in the restaurant industry, as consumers place a greater emphasis on sustainability. In addition to implementing strategies to reduce food waste, such as portion control and composting, restaurants are focused on procuring ingredients locally and responsibly these days (Marsden, Morley, & Terry Marsden, 2014).

Other ways to contribute positively to a sustainable environment in the restaurant industry include implementing strategies to reduce food waste, like portion control and composting, reducing energy consumption by using energy-efficient devices, and practices implementing proper waste management and recycling initiatives. Moreover, Staying compliant with environmental regulations is critically important in maintaining a good reputation for an organization (Hirokawa & Owley, 2021). Lastly, Introducing sustainable menu options can be very helpful in luring environmentally conscious customers.

2.10 Location Analysis

The location of a restaurant is an important aspect of its success. It entails assessing and choosing the best physical site for the restaurant, which can have a substantial impact on its performance and profitability. Research by Turk et al. (2014) emphasizes the importance of selecting a site that is close to the target client base. Foot traffic can be increased by proximity to residential areas, offices, or institutions. In addition, the accessibility of customers, analysis of demographics such as age groups, income levels, and cultural preferences of customers living in that particular area, and the competitive landscape are the essential components of business location selection.

3 METHODS

There are two different types of data collection and study i.e. **qualitative** and **quantitative**. This thesis takes a narrow theoretical look at key topics related to the creation of a business plan and marketing strategy. Although they both offer data analysis, their methods and the kinds of data they gather vary. Understanding these strategies can assist researchers in developing their study design and data collection techniques. Studies that are quantitative focus on numerical or quantifiable data. Qualitative studies, on the other hand, focus on firsthand accounts or written materials that explicitly show how individuals think or act in a certain social context (Hoover, 2021).

3.1 Choice of Method

Given the thesis's emphasis on action, the theoretical component primarily served the function of creating and clarifying crucial terminology and concepts that will be put into practice within the plan. Therefore, the nature of the research was qualitative and the thesis focused on secondary sources to build the theoretical framework, such as books on corporate structure and planning, web resources, and research publications on client loyalty and acquisition tactics. Hence, keeping in view the nature of the research method, action-based research methodology was the first method in the collection of data.

Furthermore, this method incorporates primary materials into the business plan, such as insights and inspirations from existing business plans, particularly (Friman, 2017) and (Nguyen, 2022). In addition, as the start-up needed proper homework, analyzing and comparing existing performers to compete in a better way, the author also used a benchmarking strategy to do competitor and market analysis. Though this start-up was a unique idea in the market, however, its planning and implementation needed specific market information and data to assess the viability of this strategy.

3.1.1 Action-Based Research

Action-based is a research method that is founded in practical activity (the action component) but also focuses on producing, informing, and building theory (the research component). These two components act in tandem, one informing and supporting the other (Burns, 2015). It is a live, emerging cycle process as shown in Figure 6 that changes and evolves as people involved increase their understanding of the issues at hand and grow their capacity as co-inquirers both individually and collectively (Reason & Bradbury, 2008).

Because action research begins with everyday experiences and is concerned with the production of living knowledge, the process of inquiry is as significant as specific conclusions in many ways. Good action research evolves as individuals build inquiry abilities and communities of inquiry arise within communities of practice in an evolutionary and dynamic process (Burns, 2015). Action-based research made the business planning process of this breakfast set-up responsive and flexible, guaranteeing that the Helsinki-based Pakistani breakfast restaurant remains inventive and adaptable in a market that is changing quickly.



Figure 6; Action Research Cycle (George, 2023 <https://www.scribbr.co.uk/research-methods/action-research-cycle/>)

For example, if the author runs a social media campaign offering a free cup of chai (Urdu word for tea) with every breakfast order and after analyzing the campaign's performance, she notices that it significantly boosts weekday morning sales, she extends the promotion.

Or, she conducted surveys instead of assuming that her target audience simply wanted traditional Pakistani breakfast foods and found that there was a significant market for fusion breakfast meals that combined local and Pakistani cuisines hence, she modified the menu. The author has made this plan agile and adaptable for continuous improvement and development with the help of an action-based approach.

3.1.2 Benchmarking or Comparative Research

As part of action-based research, **Benchmarking or Comparative Analysis** is also a very important tool for academic and market research. As the thesis is a business plan, this strategy was very helpful in providing information about market penetration as well as formulating an effective marketing strategy for sustainable business development. It was helpful to do a competitor analysis on how we can utilize their weaknesses as our opportunities and gain a competitive edge.

In tumultuous times, benchmarking is an important strategic tool for a company. Benchmarking goes beyond the operational level to include a wide range of value chain, strategic, operational, and project levels for long-term competitive advantage (Hong, Hong, Roh, & Park, 2012). In plainer terms, it involves gathering data to choose a benchmark, comparing the benchmark with the objects to be calibrated, and then using the results and comparative analysis to find suitable solutions to compare the objects to the benchmark.

The benchmarking approach helped the author get information about rivals. The data was then compared to the benchmarks that had been previously created to determine the parallels, differences, benefits, and limitations of rivals. It was done to determine how to update and enhance the performance of the author's restaurant as well as to determine the achievable potential of the rivals.

3.2 Identification of Research Subjects & Benchmarks

At the moment, there is no proper Pakistani Breakfast set-up in Helsinki. Though there are many Indian and Pakistani restaurants offering dine and delivery options they do not offer full-fledged traditional breakfast options. Furthermore, there are plenty of Western breakfast options and cafes in the city. The author named 6 different restaurants offering breakfast and brunch options in Helsinki. The reason for choosing breakfast setups offering different culinary styles is to determine the consumer's eating habits and preferences and how a unique and better offering can appeal to the target clientele.

The identified research subjects are well-known cafes offering, Indian, Pakistani, Continental, Mediterranean, British and Finnish breakfast cuisine to cater vast majority of the customer base and have a strong online and offline presence. Thus, to examine their benchmarks and compare them to one another to gather information to better the author's business plan, the author named the most competitive restaurants and cafes in Helsinki as the benchmark subjects. Below were the selected benchmarks for competitor analysis which helped the author in doing a SWOT analysis on how she can use the gaps in certain offerings of her rivals as her strength to get a competitive advantage. For example,

Restaurant Operating Hours: Examining these restaurants' benchmarked establishments' opening times, noting their daily, weekly, and seasonal opening and

closing hours. Observing any changes in opening and closing times, such as extra hours on weekends or during holidays. Finally, analyzing these operating hours with customer demand and how it can be used as a competitive advantage.

Restaurant Products and Services: The author has learned useful lessons about how to develop a competitive and compelling menu, ensure quality and presentation, and improve the overall customer experience by benchmarking restaurant goods and services. The success of the author's business plan is strengthened by this data-driven strategy.

Product and service quality: By analyzing quality standards such as products and services, food safety and hygiene, staff training, menu variety, presentation and plating, the author gained valuable insights on how to maintain high standards. This data-driven approach guided the author on how to stand out in the competitive industry.

Digital content and social media reviews: The author learned about effective online engagement methods, customer sentiment, and digital advances by using digital content and customer reviews as benchmarks. This data-driven strategy improved the author's business plan and assisted her in developing customer interaction and web presence tactics for a Pakistani breakfast restaurant.

Average customer footfall: Assessing average customer footfall as a benchmark provided insights into the operational dynamics of successful restaurants and helped to make informed decisions about staffing, resource allocation, customer engagement, and overall service quality. It allowed the author to optimize the restaurant's operations for different customer footfall scenarios, ultimately enhancing the customer experience and your restaurant's profitability.

3.3 Data collection method and sources

Data was collected through observation taking field notes and dining in those eateries. Narrative analysis of customer reviews and their experience was also done from Google information search, TripAdvisor, Social networks, and the restaurant's website. Furthermore, the social media pages of these eateries were also analysed to check digital engagement with customers and how effectively the digital footprint of these restaurants has been utilized for marketing and promotional activities.

3.4 Research Approach

Action-based research and benchmarking approaches provided inspiration for the research methodology that shaped SaffronMornings' business model, resulting in a dynamic combination that enhanced the entire process. This engagement was more than just a practical experience; it was a deliberate attempt to record every detail, from difficulties encountered to significant findings. The goal was to smoothly incorporate these practical findings into the overall study framework.

Iteration was accepted by the research process. Data collecting took place throughout the course of several business plan development stages rather than being a single event. This iterative process made it possible to continuously evaluate how well the plan will fit the constantly changing real-world experience scene. In addition, the decision-making process will benchmark data as a compass. Whether it is the necessity to improve quality or the cost per meal surpassing expectations, decisions will be based on information obtained from benchmark data. The goal was to make tactical changes without sacrificing product quality.

This research strategy was, all things considered, lively and responsive. It made ensuring that theoretical discoveries were not restricted to scholarly domains but were instead easily transferred into useful, real-world applications, strengthening and adapting business approach.

3.5 Validity and Reliability

The author's active participation in the business plan's execution guarantees that the information gathered is in line with the difficulties and lessons learned from opening a Pakistani breakfast restaurant in Helsinki. As a result, the findings were more credible because they accurately reflected the operating environment of the company. In addition, an iterative structure enabled continuous data gathering and introspection. Consistent reflections, events, choices, and results functioned as an ongoing verification procedure.

Furthermore, to enhance the data's dependability, this repeated validation cycle made it possible to make modifications and enhancements in response to real-world input. By collecting data at various stages of business development, the consistency and stability of the research findings can be checked throughout time, boosting the trustworthiness of the results.

The study design used a variety of data sources, such as customer feedback and rival benchmarks, in order to improve validity. It was about building confidence in the company plan's strategic directions by making sure the insights obtained from the data could be relied upon. Overall, the business plan for the Pakistani breakfast kitchen in Helsinki, with its mixed-method approach, was designed to ensure both the validity and reliability of the data collected.

3.6 Ethics

It was ensured during research that the privacy of customers, competitors, or any individual involved was not infringed. Protecting the confidentiality of customers and competitors was ensured by avoiding sharing personally identifiable information. The benchmark themes were chosen after careful analysis of their market prominence. The author defined essential criteria, such as restaurant opening hours, supplied items and services, product and service quality, digital content and social media evaluations, and average customer footfall, to perform a thorough competitor study.

Moreover, the author avoided interpretation biases by understanding the various situations and distinct obstacles that each benchmark subject encountered. One of the most important ethical principles was respecting intellectual property rights. The author did not reproduce or utilize any content that belonged to the benchmark subjects without permission. This included agreeing not to violate copyrights, trademarks, or any other forms of intellectual property rights.

This method ensured an unbiased assessment of their strengths and flaws. The author prioritized ethical issues continuously, ensuring that the benchmarking procedure was carried out with honesty and in compliance with ethical research practices. The author's dedication to openness, confidentiality, and impartial analysis supported ethical norms and enhanced the validity and consistency of the study findings.

4 RESTAURANT BUSINESS PLAN

After a brief market analysis, benchmarking and comparison of competitors, the author has formulated the strategic blueprint for a Pakistani breakfast kitchen. This business plan details the painstaking planning, cultural fusion, and entrepreneurial spirit that have led to the idea of an authentic Pakistani breakfast kitchen in the center of Helsinki. This strategy reveals a complete roadmap for turning the vision of a unique breakfast experience into a thriving reality as we traverse the complexities of market dynamics, culinary skills, and cultural considerations. This strategy has utilised all theoretical aspects of previously cited literature in the practical implementation of this business plan.

4.1 Restaurant Introduction

SaffronMornings-Authentic Pakistani Breakfast Kitchen.

"SaffronMornings" is a distinct and attractive name that inspires feelings of warmth, flavour, and authenticity, all of which are ideal for a Pakistani breakfast establishment. Saffron is a highly prized and aromatic spice that is distinguished by its brilliant reddish-golden hue. The uniqueness and culinary style of breakfast kitchen is evident from its menu cover page as in Figure 7.

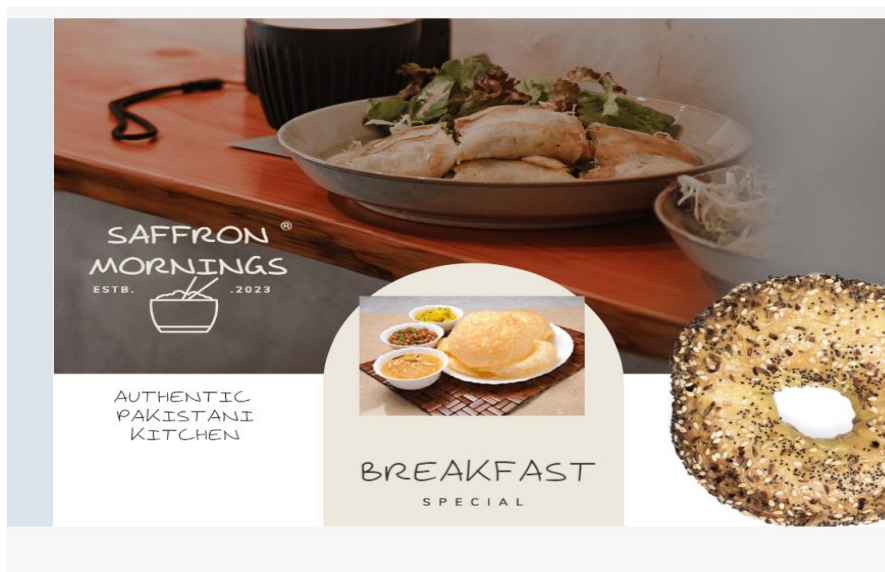


Figure 7; Menu Cover Page of SaffronMornings

It is frequently used in traditional Pakistani and Indian cuisine to provide flavour as well as a rich colour to meals. The use of Saffron in the name emphasizes the restaurant's dedication to employing high-quality ingredients and crafting dishes with a rich, authentic flavour. The term "Mornings" refers to the restaurant's emphasis on breakfast. It emphasizes that the restaurant is an excellent choice for a full breakfast to start the day.

The author names the restaurant using the word "Kitchen" rather than the word "Restaurant" since she believes the latter conjures up a cosy image of a family kitchen rather than a dining establishment. The author also wants to convey to readers that this is a restaurant that prepares authentic Pakistani cuisine from the heart.

4.2 Executive Summary

SaffronMornings is Helsinki's premier Pakistani breakfast kitchen with a focus on B2C operations with very selective B2B contracts. Our extensive breakfast menu serves a wider range of customer base while honouring Pakistani culinary customs. We emphasise providing efficient service at busy times and have a good web presence, which helps us draw in and keep clients. By offering affordable prices and prioritizing accessibility, our goal is to offer our customers a distinctive and practical breakfast experience.

Values

The three core values of SaffronMornings are:

- **Authenticity:** Providing authentic Pakistani breakfast.
- **Warm Hospitality:** Our staff is committed to creating a welcoming environment where guests feel at home.
- **Our commitment** is to provide our customers with the best possible breakfast offerings. Every meal is made with love and attention at SaffronMornings to assure our guests' complete happiness.

Vision

To be the ultimate destination for authentic Pakistani breakfast in the heart of Helsinki.

Mission

Our mission is to infuse your mornings with the flavour of Pakistan, making every visit to SaffronMornings an enjoyable exploration of cuisine, customs, and community.

Products

The restaurant offers a la carte and set menu as shown in Figure 8 for dining in, taking out and delivery via mobile app. Agility is ensured in menu development and initially, it will be made simple with selective offerings. After analysing consumer choice and response, necessary changes & developments will be made.



Figure 8; Menu for SaffronMornings

Additionally, in the starting days after launching this venture, Tea or coffee is complimentary with every breakfast order and hot chocolate with every kid's special to attract potential clientage and penetrate the market. Later on, certain offerings and campaigns will be launched occasionally to enhance customer interest in our product and to increase profitability.

About the Founder

SaffronMornings is the business idea of Paras Saleem, a Pakistani International Student who moved to Finland a year ago. Paras offers her expertise and dedication to every part of the restaurant, bringing a genuine passion for Pakistani food and a desire to create an authentic morning experience. Her goal is to bring the rich flavours of Pakistani breakfast to Helsinki, encouraging culinary experimentation and cultural interaction.

Paras has been working as a waitress and restaurant manager in Indian/Pakistani restaurants in the United Kingdom and also as a kitchen worker in Finnish restaurants in Helsinki hence, she knows how blending Asian culinary style with Western taste can bring a unique hospitality experience. Paras also aims to use this venture to encourage and inspire other entrepreneurs. She believes that creating a community that promotes small companies will benefit both entrepreneurs and consumers, resulting in higher-quality experiences for all.

4.3 Objectives

For its founding and growth, SaffronMornings has established SMART goals that are both attainable and unambiguous as in Figure 9. The first objective is to lay a strong foundation for later company phases by concentrating on obtaining a great location in Helsinki City Center and arranging essential credits within 1 year.

The second goal, which is quantified by reaching and maintaining a 4.5 out of 5 customer satisfaction rating during the first six months, focuses on a community-driven approach and upholding high standards of quality. Targeting at least 30% of the target clientele within the first three months, the third goal is to draw in a sizable section of the target clientele in Helsinki. The fourth and final aim is to support small and medium-sized businesses in the area by procuring at least 70% of ingredients from them in the first year. This goal is in line with the philosophy of a community-driven business and boosts the local economy.

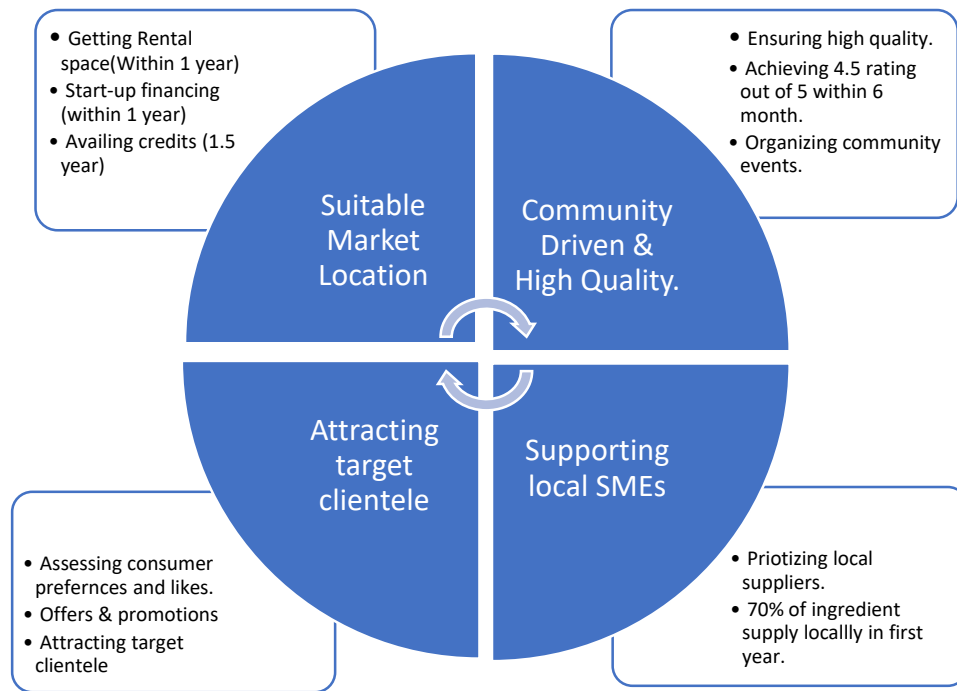


Figure 9; Objectives of SaffronMornings

4.4 Costs & Finances

As this is an action-based business idea more accurate and comprehensive details about financial projections, income statements, depreciation of assets and other P&L statements can be done once breakfast setup is established and analyzing its progress in the early phase of establishment.

In addition, this is an approximate of projected expenses. More precise calculations will be done on the practical implementation of this plan. A short overview of finances is described in Table 1 and Table 2.

Table 1: Start-up Costs (One time)

Item	Estimated costs (In Euros)
Leasing	28,000
Licenses & Permits	5,000
Equipment	40,000
Furniture & Décor	10,000
Initial Inventory	4,000

Marketing & Promotion(Pre-launch)	4,000
Technology & POS systems	8,000
Legal & Accounting Fee	2,500
Initial Staff Trainings	1,000

Total Estimated One-time Costs: EUR 102,500

Table 2: Operational Costs (Monthly)

Item	Estimated Costs (in Euros)
Rent	7,000
Utility bills	1,500
Insurance Costs	950
Salaries & Wages	6,000
Marketing & Advertising (Social & Owned Media)	1,000
Loan Payments	2,000
Supply costs	10,000
Repair & Maintenance	500
Others	1,500

Total Monthly Costs: Eur 30,450

Annual Costs: 30,450 x 12= Eur 365,400

Financing:

Owner's Equity: Eur 42,500

Bank Loan: Eur 40,000

Grant from Finnish Enterprise Agencies: Eur 20,000

Break-Even analysis:

If we assume that the average revenue per customer will be eight euros (the amount may vary depending upon customer spending, menu prices & number of customers)

Breakeven Sales Volume (Number of Customers):

Break-even Sales Volume = Total Monthly Costs / Average Revenue Per Customer

Break-even Sales Volume = 30,450 Euros / 8 Euros per customer

Break-even Sales Volume = 3,045 customers (per month to reach break-even point)

4.5 Market & Competitor Analysis

Helsinki is a diverse international city with more than 100 nationalities. As discussed in the statistics mentioned at the start of the thesis, immigrants and international students occupy a significant number of the city's population and are continuously rising every year. Furthermore, the presence of well-known universities makes considerable customer traffic to and from the city centre hence, providing a broad base of potential clientele for the author's restaurant. Furthermore, the following competitor analysis has been done after collecting the data of existing breakfast setups and cafes in Helsinki which can be helpful in continuous improvement and competitive advantage of SaffaronMornings.

Frangipani Bakery & Café, established in 2014 in Kompula by a British couple, is a popular bakery with a 4.6-star rating. Operating from Monday to Saturday, 10:00-17:00, it caters to a diverse clientele, mostly Finnish and other Europeans. The bakery offers a variety of services, including event catering and takeaway orders for cakes, cupcakes, and muffins. The culinary style blends Finnish and British tastes, evident in their cakes and cupcakes. While the café provides vegetarian lunches on weekdays, service quality may suffer during peak times. Delivery through Wolt partners is available, with a focus on no-contact delivery. The café maintains a strong online presence with regular updates on Facebook, Instagram, and Pinterest. However, its target audience appears to be those with a Western taste, and the limited breakfast options and relatively high prices may not cater to the preferences and schedules of working-class or Finnish customers.

Ravintola Shahi Dera This 4.1-star Indian & Pakistani restaurant in Malmi, Helsinki, operates from 10:30-20:00 (Mon-Fri) and 11:00-16:00 (Sat-Sun), offering delivery through its website and Wolt. Established over two years ago, it caters to a diverse clientele. The weekend brunch buffet, featuring traditional dishes, attracts Indian, Pakistani, and Finnish customers. Despite being away from the city center, the restaurant maintains good customer footfall. While the author found the product quality

satisfactory, it didn't surpass expectations for a Pakistani breakfast. Service, hygiene, and overall upkeep were up to the mark. The restaurant is active on Facebook but less so on Instagram. Limited breakfast options are offered at a good price except a buffet breakfast on weekends..

Cafferine Oba: A 4.7-star café in the heart of Helsinki, operating for over 8 years, offers fresh Mediterranean and Eastern food, including diverse breakfast options. Open Monday 09:00–18:00, Tue–Fri 09:00–20:00, Sat 10:00–17:00, Sun 10:00–16:00. Breakfast choices like Oba Breakfast and Veggie Breakfast Combo cater to Middle-Eastern and Finnish tastes. Dine-in, take-away, and Wolt/Foodora delivery options are available. Despite limited staff causing average service during busy times, the food quality and taste receive excellent reviews. The cosy ambience provides a comfortable dining experience. Located downtown, accessible by public transport, the café has positive customer reviews online. While having a strong web presence, the lack of establishment details is noted. Social media, particularly Facebook and Instagram, show positive reviews, but more consistent and promotional posts are needed for an enhanced image.

Café Tin Tin Tango: A 4.3-star continental café in Toolo, established in 1994 with Mon-Wed 07-22, Thur-Fri 07-23, Sat 09-23, Sun 09-20 hours. Offering breakfast, Italian toast, and salads all day, the café also features self-service laundry. Varied breakfast deals cater to diverse tastes, with complimentary soda water and bread for salads. The clientele, mainly students and professionals (Finnish & Europeans), enjoys a clean and cosy environment. Dine-in, pick-up, and delivery options, including Wolt, are available. The accessible location is ideal for the target clientele. While the website and Tripadvisor show a strong web presence, social media posts are infrequent, averaging once or twice a month. Mixed reviews on service quality result in an overall 4.3 rating, while 493 social media reviews rate it at 4.4.

Lazy Fox: A 4.3-star breakfast & brunch café in downtown Helsinki, around 3 to 4 years old. Open Mon-Sun with varying hours. Offers diverse breakfast options with higher prices, missing explicit euro pricing on the website. Provides dine-in, takeaway, and delivery. The cosy ambience and good food quality but longer waiting times in peak hours raise service quality questions. The website lacks information about the establishment and origin, needs optimization. Limited customer engagement on social

media, with the last post on Facebook and Instagram dated August 8, 2023. Despite a 5/5 Facebook rating, there's minimal activity on social platforms.

Café Aalto: A 4.3-star family business in central Helsinki since November 16, 1986. Open Mon-Fri 9-19:00, Sat 9-17:00, Sun 11-17:00. Offers breakfast deals from 12.70 to 15.20 euros, considered expensive due to limited items. It also provides salads, sandwiches, pies, and drinks, at high prices. Interior is comfortable, and product/service quality justifies the cost. Strong web presence with detailed information. Limited engagement on Facebook and Instagram, the last activity observed in August despite a 4.4 customer rating.

The above competitor analysis shows that a restaurant's running hours are an important factor in drawing in a certain audience, highlighting how crucial it is to focus on the correct consumer segments to achieve long-term profitability. The examination of breakfast offerings at current eateries indicates a restricted selection of Pakistani breakfast options that are frequently priced over the means of the average person, especially those who are recent immigrants and international students.

There aren't any distinguishing features of traditional Finnish-style Pakistani food that are offered. Furthermore, a lot of restaurants struggle to interact with their target audience because they don't have targeted marketing campaigns and well-designed websites. Using social media trends to your advantage can improve customer service and communication. The author's business plan, which attempts to make the breakfast setup competitive in the restaurant industry, has been informed by the benchmarks of competitors and the holes in the market that have been discovered.

4.6 Location Analysis

The business location of this breakfast setup will be central Helsinki areas like Central Railway Station or Kamppi. The reason for choosing those locations is easy accessibility via public transport connections and frequent traffic of people travelling to and from Helsinki. Especially students and working class who want to experience a delicious breakfast before starting their work or during the transit on the way to their university. Moreover, business scope and potential clientage are two more factors in considering Helsinki's downtown as ideal location for this start-up.

4.7 SWOT Analysis

Based on benchmarking data, market trends and target customers, the following SWOT analysis has been done for SaffronMornings.

Strength	Weakness
<ul style="list-style-type: none"> • Authentic Pakistani Breakfast • Unique menu offerings • Experienced working skills in the restaurant Industry. • Accessible location. • Affordable menu prices. • High quality and delicious breakfast offering. • Strong & social media and web presence. • Early opening times for availability to customers. 	<ul style="list-style-type: none"> • New entrepreneur in the business industry. • Availability of limited staff in the beginning due to limited resources. • Variable service quality in peak hours due to limited human resources in the beginning. • Limited operating hours due to only breakfast and brunch offerings.
Opportunities	Threats
<ul style="list-style-type: none"> • Cultural diversity and introducing Pakistani food to a broader audience. • Delivery and catering services to reach a broad customer base. • Local sourcing to ensure authenticity and sustainability of the menu. 	<ul style="list-style-type: none"> • Requirement of strict adherence to health & safety regulations to avoid any mishaps or bad reputation. • Economics downturns and changes in consumer spending habits. • Fierce competition from other breakfast set-ups in Helsinki's downtown. • Unforeseen supply chain disruptions affecting the availability of ingredients can impact menu offerings.

4.8 Business Model Canvas

Implementation of business model canvas in SaffronMornings set-up and for successful business operations will be done in the following ways.

Customer Segments

- Targeting South Asian specifically Pakistani and Indian communities in Helsinki.
- Attracting locals interested in diverse breakfast options.

Value Propositions

- Offering an authentic Pakistani breakfast experience.
- High-quality, community-driven, and diverse menu options.

Channels

- Physical location in Helsinki City Centre.
- Online presence through a dedicated website and social media.

Customer Relationships

- Providing excellent customer service and engagement.
- Gathering feedback through surveys and reviews.

Revenue Streams

- Sales from breakfast menu items.
- Catering services for events and parties.

Key Resources

- Trained culinary staff with expertise in Pakistani cuisine.
- Quality ingredients sourced from local SMEs.

Key Activities

- Menu planning and development.
- Marketing and promotional activities.
- Regular training for staff on cultural nuances and culinary skills.

Key Partnerships

- Collaboration with local SMEs for ingredient sourcing.
- Partnerships with event organizers for catering services.

Cost Structure

- Operational costs include rent, utilities, salaries, and marketing.
- Initial setup costs for leasing, licenses, equipment, and marketing.
- Ingredient and food preparation.

Key Metrics

- Customer satisfaction ratings.
- Percentage of local ingredient sourcing.
- Sales and revenue growth.

Below Business Model Canvas Figure 10 further outlines the fundamental aspects of how SaffronMornings plans to create, deliver, and capture value in the market and how this complete framework will help her to penetrate the market and boosting the market share afterwards.

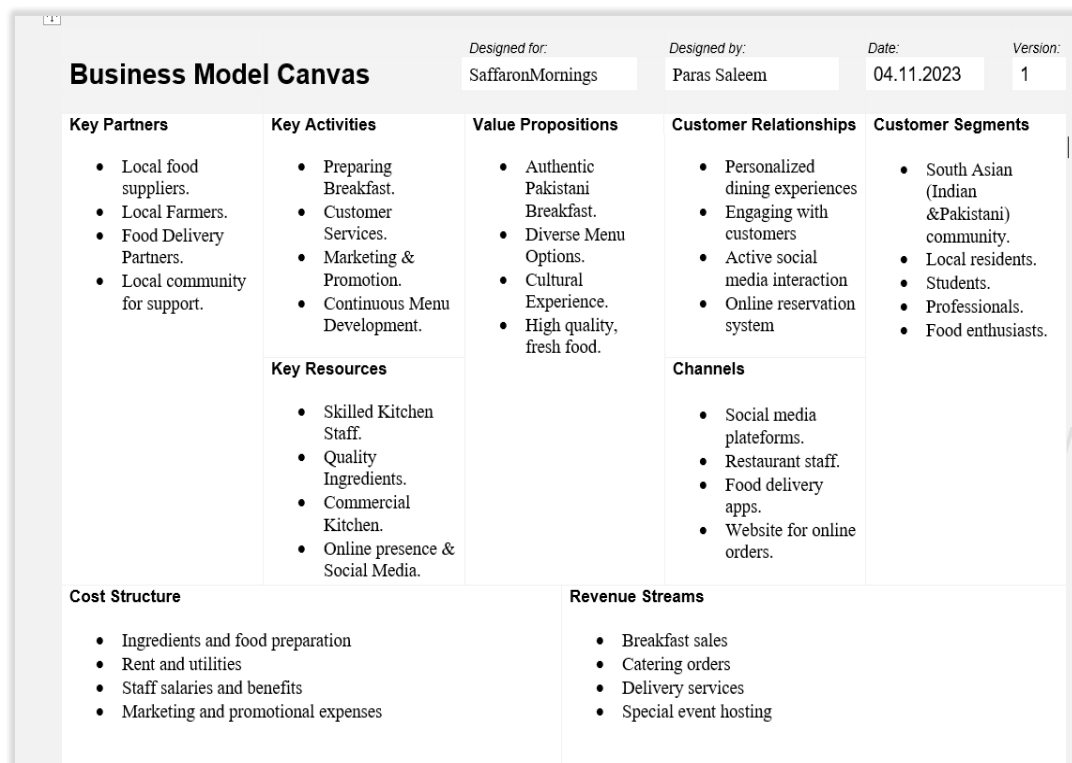


Figure 10; Business Model Canvas of SaffronMornings

4.9 Marketing Strategy

Keeping in view the 4Ps marketing strategy, SaffronMorning distinguishes itself by authentically presenting Pakistani breakfast cuisine. For example, The emphasis on distinctive breakfast **products**, such as a kid-specific Nutella Naan, attempts to draw in a diverse clientele. Because of its competitive **pricing**, which guarantees affordability without sacrificing quality, SaffronMornings is an affordable option for a wide range of consumers, including residents and visitors.

A strong web presence in addition to a well-chosen **place** in the heart of Helsinki will increase client visibility and accessibility. The two main routes for **promotion** will be social media and an optimized website. Targeted marketing efforts will highlight quality and values that are driven by the community, which will appeal to the target audience. In addition to increasing brand awareness, cooperative promotions with nearby SMEs will support the expansion of the larger business community.

The goal of this all-encompassing strategy, which includes product, pricing, location, and promotion, is to establish SaffronMornings as a distinctive and alluring option in Helsinki's competitive breakfast market. Furthermore, the following strategies are formulated to enhance the digital footprint of SaffronMornings to engage with the target audience effectively.

Social Media Platforms: To present the menu, promote specials, and interact with customers, there will continue to be active engagement on well-known platforms such as Facebook, Instagram, and Twitter. We'll use visual content, such mouthwatering culinary photos and behind-the-scenes looks.

Search Engine Optimization (SEO): By putting SEO tactics into practice, restaurant will appear more prominently in search engine rankings. This include making sure the online experience is user-friendly, employing pertinent keywords, and optimizing the content of the website.

Online Reviews and Ratings: It will be essential to promote and monitor online reviews on sites like Yelp, TripAdvisor, and Google. Good ratings boost the restaurant's reputation and draw in new patrons.

Google My Business: Improving local search presence on Google My Business requires correct and current information. This contains information on the location, the hours of operation, and customer reviews.

Content marketing is a strategy that can draw in and keep an online audience. Examples of this type of content are blog postings about Pakistani food, breakfast customs, and cooking advice.

Influencer Partnerships: The restaurant's reach can be increased by collaborating with nearby food bloggers or influencers. Influencers might advise their followers based on their dining experiences.

Paid advertising is the practice of targeting particular demographics and geographic areas with the use of Internet advertising platforms such as Google Ads or social media ads. This is very useful for advertising sales or other special occasions.

SaffronMornings wants to communicate with the target audience, build a strong online presence, and increase consumer interaction through the use of a multi-channel digital marketing approach.

4.10 Human Resources Management

Initially, the restaurant will be operated by three people a chef, a waiter and author, who will work as a restaurant manager, and cashier and also take care of customer service. It will be a cost-effective and efficient organizational structure. The author already possesses a hygiene pass and the same will be ensured during the hiring process for chef and waiter. In addition, hiring staff with a professional attitude and progressive spirit will be ensured. The staff will be trained in restaurant set-up, equipment handling, process serving, how to interact and take orders from customers and finally, how effective communication between staff catalyzes efficient customer services.

In the beginning, staff will accompanied by the author herself until they can work independently.

4.11 Sustainability

The restaurant's top priority will be to source ingredients that are produced locally and freshly. This lowers the transportation sector's carbon footprint while simultaneously assisting regional farmers and companies. Additionally, minimizing food waste will be achieved by using effective inventory management and food preparation procedures. Additionally, SaffronMornings will look into collaborating with neighbourhood groups to provide extra food to people in need. To foster a sustainable culture, staff members will also receive training on waste minimization, energy conservation techniques, and sustainable packaging. Attaining reputable green certifications, such as organic or sustainability certifications, would enhance SaffronMornings' reputation as an environmentally and socially conscientious business.

4.12 Risk Assessment & Management

Following are the possible risk factors both internally and externally and formulated strategies to mitigate those risks.

Potential Risks	Ways to manage
Economic recessions or downturns can reduce consumer expenditure on dining out.	To attract budget-conscious customers, keep a wide menu with reasonable selections.
The restaurant business is extremely competitive.	To stand out, focus on distinctive offerings, marketing, and exceptional customer service.
High personnel turnover can influence service quality and training expenses.	Implement good human resource management, give training and incentives, and build a healthy work environment as a solution.
Food prices can fluctuate.	Adjust menu prices as needed and maintain supplier connections to ensure consistent pricing.
Negative reviews or social media backlash can be detrimental to a company's reputation.	Keep an eye on internet reviews, respond properly, and strive to consistently improve service.

Breakfast demand varies according to the season.	To entice guests all year, offer seasonal menu items and incentives.
Changing customer preferences may have an impact on demand.	Evaluate and change the menu regularly to fit changing tastes.

5 DISCUSSION

This chapter is an important section that explains and makes connections between different topics covered in the study. It thoroughly examines the observed outcomes to extract important insights such as a brief discussion of the method and results.

5.1 Discussion of Results

The results of using action-based research methodologies and benchmarking to investigate Pakistani breakfast kitchen options in Helsinki were examined in the results i.e. competitor analysis section. A thorough analysis of a wide range of restaurants, including Indian, Pakistani, Continental, Mediterranean, British, and Finnish ones, was conducted as part of the benchmarking process. Finding the local market's advantages, disadvantages, opportunities, and dangers was the goal of the comparative analysis.

The results revealed that there aren't many breakfast options available in the Helsinki market, especially when it comes to Pakistani food.

The cost of a good breakfast is comparatively costly, which may put off consumers on a tight budget, including recent immigrants and international students and there is a need of low-cost breakfast option in downtown Helsinki. A thorough competition study was made possible by the benchmarking approach, which also revealed product gaps that the suggested Pakistani breakfast restaurant might capitalize on. Important aspects including restaurant operating hours, the quality of the goods and services offered, and digital content were evaluated in order to create a strategy that takes advantage of the weaknesses of the competition.

5.2 Discussion of Method

Using the benchmarking and action-based approach which included reflective analysis, iterative data collection and open to continuous improvement made this business plan agile. The strategy made it possible to dynamically modify the business plan in response to obstacles and experiences encountered in the actual world. Restaurant performance was compared to benchmark metrics, which gave important information about the plan's effectiveness and areas for development. Action-based research's iterative nature allowed for constant strategy improvement, especially in reaction to rival standards. For example, if the benchmark showed higher meal prices, cost-cutting strategies were investigated without sacrificing quality.

6 Conclusions

This in-depth investigation took a holistic look at the strategic business planning process for a Pakistani breakfast restaurant in Helsinki, Finland. The research began with an extensive literature review, which shed light on critical aspects of company planning, market analysis, competition assessment, SWOT analysis, and sustainable practices in the restaurant industry. Previous research projects, papers, and academic publications all contributed to the development of an informed theoretical framework. The main focus of this study was the research question, "What will be the important steps and processes involved in the strategic business planning of a Pakistani breakfast start-up?" It directed the creation of a strict approach that prioritized action-based research and benchmarking to evaluate rivals and gain insights into actual practices.

The vast theoretical and empirical insights were put into practice in the business plan for SaffronMornings, a Pakistani breakfast kitchen in Helsinki. Important elements covered included financial projections, SWOT analysis, menu development, assistance for regional SMEs, and the restaurant's vision and goal. The idea aimed to promote inclusivity, sustainability, and cultural richness while producing a distinctive and captivating dining experience.

In conclusion, this study provides a comprehensive view of the strategic business planning process, highlighting the importance of research, analysis, and innovation. It

emphasizes the need to understand market dynamics, effectively differentiate from competitors, and develop a long-term business plan. This study presents a roadmap for prospective entrepreneurs and business enthusiasts to embark on a successful journey in the competitive world of the restaurant sector by blending theoretical knowledge, empirical data, and practical applications. This study, which concludes with the SaffronMornings business plan, is a testament to the convergence of theory and practice, giving a physical expression of an entrepreneurial vision for the future.

6.1 Limitations of the study

The study may not adequately capture subtleties unique to other locations or cities because it mainly focuses on the Helsinki market. There is an element of unpredictability in the restaurant industry due to constantly changing market trends, economic volatility, and unforeseen events.

As a result, the competition analysis is predicated on information that is currently accessible and may not accurately represent developments in rivals' tactics, products, or market positions. Furthermore, outside variables like world events, regulatory modifications, or economic downturns may have an impact on the restaurant business and present difficulties that are not included in this study

Lastly, because the study depends on observational data and publicly available information, some details regarding the tactics used by rivals or the dynamics of the market might not be completely accessible or disclosed.

6.2 Recommendations for the future studies

Although the present business plan provides a thorough framework for the establishment of a Pakistani breakfast kitchen in Helsinki, there exist opportunities for further investigation that may augment the scope and profundity of knowledge. For instance, focus groups and in-depth surveys can provide a more thorough understanding of Finnish customers' preferences for ethnic breakfast selections.

Besides this, further investigation into the economic aspects affecting the viability of such an endeavor may prove to be a fruitful line of inquiry. Macroeconomic research, consumer spending trends, and the influence of economic factors on eating out habits

could all be part of this. In addition, the restaurant sector is always changing, so it's critical to keep an eye on client tastes and market trends. Longitudinal studies or real-time tracking may be used in future research to better understand changes in consumer behavior, new trends, and the competitive environment.

Future research could be helpful in examining how technology has affected the restaurant sector, especially in relation to digital marketing and online platforms. Analyzing customer interaction trends, the efficacy of digital marketing tactics, and the changing role of technology in influencing customer experiences may all be part of this. Finally, Employee satisfaction and retention are crucial factors in the success of a restaurant business. Future studies could explore innovative human resource management practices, employee motivation strategies, and the impact of workplace culture on service quality.

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