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MARKET RESEARCH FOR A BUSINESS PLAN

– for a child-friendly cafeteria



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MARKET RESEARCH FOR A BUSINESS PLAN FOR A CHILD-FRIENDLY CAFETERIA

The object of this Bachelor's thesis is to see whether there is a market in Turku for a new business plan, a child-friendly cafeteria. The author has an option of starting up a company if the thesis proves that there is a market for the business. The author wanted to know if other people with children feel the same way than she does about the existing cafeteria culture, the lack of healthy food and drink options and not very child-friendly environments being the main problems in the market.

The theoretical part of the thesis is focusing on marketing in general, introducing market research, marketing mix and distribution channels. The business model canvas is also presented, as business planning is a part of the thesis. The theory used is supporting the implementation in this project.

The implementation started already during the author's maternity leave in 2010, but the actual project started with the survey in November 2013. The survey was conducted as an online survey through Webropol and the respondents were collected from social media's parents groups. The survey was open 5 days online and after that the actual work began.

The project was analyzed through the theory learnt and the outcome was pretty much as expected. There is a niche market for the child-friendly cafeteria in Turku and many parents have realized that the current situation is not satisfactory, but there are also risks that have to be considered before starting up a business and exit plans have to be existing and up to date.

KEYWORDS:

A business plan, market research, cafeteria, ecological, child-friendly

Janika Rundberg

MARKKINATUTKIMUS LAPSIYSTÄVÄLLISEN KAHVILAN LIIKEIDEEA VARTEN

Tämän opinnäytetyön tarkoitus on nähdä onko Turussa tarvetta lapsiystävälliselle ja terveellisiä välipalavaihtoehtoja tarjoavalle kahvilalle. Opinnäytetyön kirjoittajalla on mahdollisuus aloittaa yritys, jos tämä markkinakartoitus todistaa että liikeidealle olisi tarpeeksi kysyntää ja riskit eivät olisi liian suuret. Kirjoittaja halusi tietää kokevatko muut vanhemmat samoin kuin hän kahviloiden nykytilasta lapsiperheiden kannalta, epäterveellisten välipalojen ja lapsille soveltumattoman ympäristön ollen suurimpia puutteita nykytilanteessa.

Opinnäytetyön teoria keskittyy suurimmaksi osaksi markkinointiin, sivuten myös liiketoimintasuunnittelua sen ollessa yksi iso tekijä aiheelle. Teoriaa on hyödynnetty projektin toteutuksessa suurelta osin.

Aiheen suunnittelu alkoi jo kirjoittajan ollessa äitiyslomalla vuonna 2010, mutta todellinen työ alkoi vasta marraskuussa 2013 kun mielipidekysely julkaistiin muutamassa sosiaalisen median vanhempainryhmässä. Kysely oli auki viisi päivää, jonka aikana kerättiin vastaukset 52 vanhemmalta. Näihin mielipiteisiin pohjautuen lähdettiin rakentamaan markkinakartoitusta tälle liiketoimintasuunnitelmalle.

Kerättyjen tietojen ja tutkimustulosten analysointi osoitti, että markkinoilla tuntuu olevan tilaa kyseiselle liiketoimintasuunnitelmalle. Riskejä luonnollisesti on, joten niihin tulisi varautua jo suunnitteluvaiheessa ja yrittäjällä tulisi olla toimiva ja ajantasainen poistumissuunnitelma jotta mahdollisten ongelmien ilmetessä olisi mahdollisimman helppoa ja riskitöntä poistua markkinoilta.

ASIASANAT:

Liiketoimintasuunnitelma, markkinatutkimus, kahvila, lapsiystävällinen, ekologisuus

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1 INTRODUCTION

The purpose of this thesis is to find out if there is a demand for a child-friendly cafeteria in Turku. The topic was chosen during the writer's maternity leave as she noticed that there is a need for a child-friendly cafeteria in the city center of Turku. It is a realistic opportunity for the author to become an entrepreneur if the thesis will prove that there is a market for the cafeteria.

The author has had a good insight into a life with small children. She has noticed that it is a big challenge to find decent cafeterias from the city center of Turku where people would feel welcome with children. She has also noticed that the cafeterias in Turku are not fulfilling the needs of most parents. The writer's point of view is that there is not enough space to enter the cafeterias with prams, the cafeteria itself and the toilet facilities are not clean enough, the cafeteria menus are not having healthy meal options and small portion sizes for children and very often parents feel like they are not wanted customers with children. The purpose of this thesis is to find out do other parents feel the same way as the writer about the existing cafeterias and do they think that there is a need for a child-friendly cafeteria in Turku.

The current situation in the cafeteria business in Turku is relatively good when you look at it from an adult's point of view. There are a few coffee chains (Café Brahe, Robert's Coffee) and some local coffee shops. But the problem arises when you have children with you. The cafeterias are not designed for children and prams. To some coffee shops it is hard to get in with a pram. In all of them there is not enough space to store prams either, some places might be able to handle a pram or two, but if there are a group of mums the situation gets challenging.

The menus in many coffee shops are also designed for adults or older children. Most cafeterias sell special coffees, sugar buns, baguettes, pies and cakes. The portion sizes are big. And in today's world people are really conscious what they are eating themselves and especially what they are feeding to their children. It

is nearly impossible to find salt and sugar free products. And it gets even harder to find organic and additive free foods and drinks.

If you have made it to that point that the prams are out of the way and the order has been made for foods and drinks, the third problem arises. The children do not have enough high-chairs and they have absolutely nothing to do. Parents wish to be able to sit down and drink their coffee while it is still hot. But it is easier said than done. Nearly every coffee shop in Turku especially do not have a play area for the children. And if they do, they are too small and dirty.

In some cafeterias the staff is not being nice for families entering the coffee shop. Good customer service could replace lacking things in the cafeterias, but when there is no help for families entering the place, it is starting to be very unpleasant situation for the customers.

The theoretical framework of this thesis focuses on marketing in general, market research, marketing mix and distribution channels. The practical part of the thesis was executed by a Webropol based questionnaire that was directed to parents of young children in the Turku area. The link to the questionnaire was sent to target group mainly via Facebook. The survey was this study's primary data source. As secondary data sources books and web-based sources has been used.

The main goal for this thesis is to prove if there is a market for this business idea. It is important to know if there is potential customers who wish to have this kind of child-friendly cafeteria in the city center and also that the cafeteria would make a profit.

1.1 Turku as a market place

Turku is a city in Southwest Finland. There were 180,225 habitants living in Turku at the end of 2012. In 2011 there was 45,017 families in Turku. The total area of Turku is 306.4 km² and its the sixth biggest city in Finland and the eighth biggest conurbation in the Nordic countries. Turku is the oldest city in Finland. Turku is considered to be founded in 1229. Turku is known especially

for its culture. In 2011 Turku was the European capital of culture along with Tallinn Estonia. (Turku 2013.)

There are 41 all-year cafeterias in total in Turku and 9 cafeterias that are only open in the summer. Most of the all-year cafeterias are located in downtown Turku. (Visitturku.fi 2013.) For a comparison there are 16,048 families with children and the total of 55 cafeterias in Rovaniemi. Some of the cafeterias are only open in the summer and some are cafes at gas stations. There are approximately 35 regular all-year cafeterias in Rovaniemi. (Rovaniemi 2013.)

2 THEORETICAL FRAMEWORK

The theoretical part of this thesis is built from the key definitions of marketing and businesses planning that are important in terms of starting up a child-friendly cafeteria. The definitions are explained briefly following with the actual planning part of the thesis. It is important to know the basics of marketing and business planning in order to be able to establish a new business on the market.

2.1 Segmentation

It is impossible for companies to serve profitably all customers the same way at a given market. There are too many customers and therefore too many different kinds of needs. Due to this it's important to choose which market segments to approach. A market segment consists of consumers that respond in a similar way to a given set of marketing efforts. Consumers can be grouped and served in various ways based on geographic, demographic, psychographic and behavioral factors. (Kotler et al. 2010, 73)

After selecting which markets to approach it is time to decide how to approach them. There are different kinds of targeting approaches. In this thesis the targeting approaches are divided in four: mass marketing, differentiated marketing, niche marketing and micromarketing.

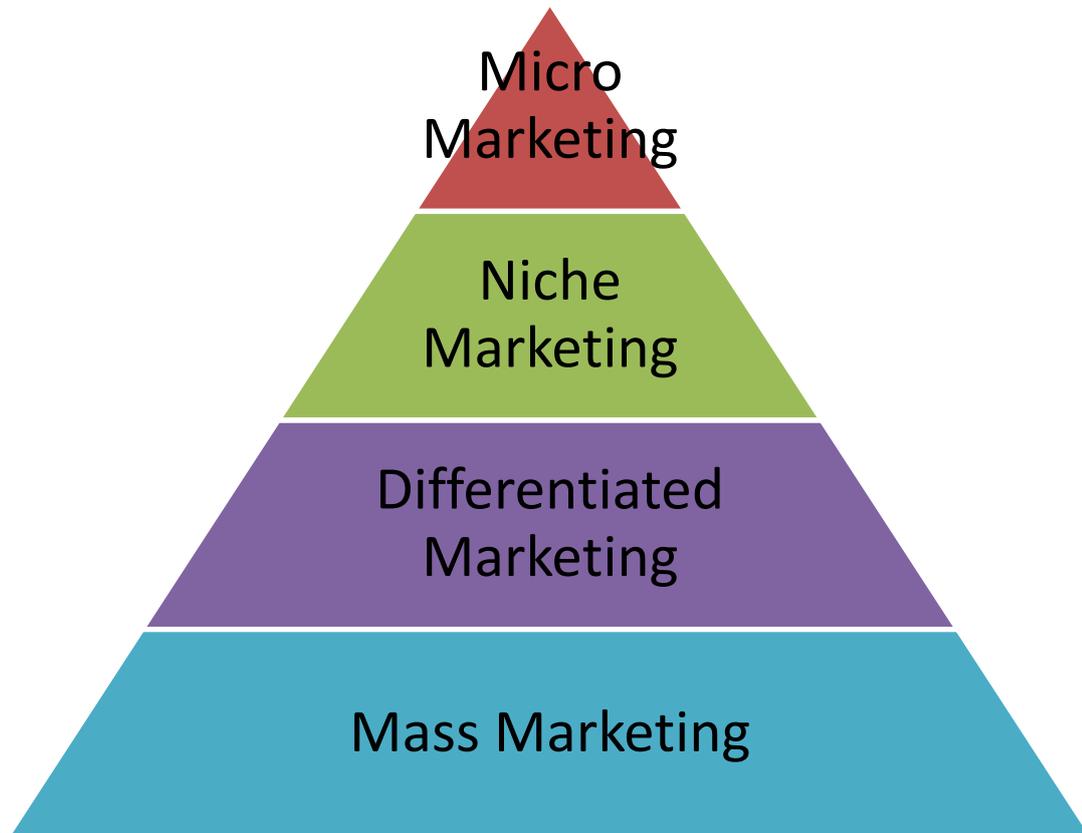


Figure 1. Targeting strategies (General Knowledge Today 2010).

Mass market is a large and undifferentiated market in which the backgrounds of customers are very different. Mass marketing is undifferentiated marketing and the aim is to get maximum exposure to the advertised product or service. In this approach there is only one product or a product line and customers are targeted with single marketing mix. Mass communication is crucial to reach large customer groups. Traditionally mass marketing focuses on radio, television and newspapers. Mass marketing is often expensive but effective way to reach target groups. Mass marketing is the opposite of niche marketing. (General Knowledge Today 2010)

In differentiated marketing at least two different market segments are targeted and each segment is reached through unique promotional strategies. In this approach there are numerous products with different marketing mixes. Market segmentation is crucial in differentiated marketing because the products are

designed to satisfy smaller consumer groups by customizing them. (General Knowledge Today 2010)

A niche market is a focused and targetable portion of market. With niche market all marketing efforts are concentrated on a small but specific customer segment. Niches are created by recognizing needs, wants and requirements that other companies are not fulfilling completely or at all. After recognizing the shortcoming in the market it's vital to come up with goods and services that satisfy the customers that are not satisfied by the mainstream providers. (Small Business: Canada 2013b)

Mastering a niche market means having a unique product or service. The best case scenario is that you are the only one selling whatever it is that you are selling. This can be accomplished by recognizing unmet needs. Other important aspect is that there has to be enough demand for the business to be profitable. Third important thing to remember with niche market is that the market has to be available. The market is often small so there is not room for many traders. Market research can be used to determine the amount of demand, competition and the size of market. Niche marketing is most suitable for small businesses that have limited resources. (Small Business: Canada 2013b)

Micromarketing is a marketing strategy that targets specific customers within a niche market. The difference between micromarketing and niche marketing is that niche marketing focuses on reaching a particular segment within that market while micromarketing requires personalizing marketing methods to reach a specific client. This requires that the client's needs, likes and dislikes are known well. This kind of approach is often successful because it goes to more personal level with the client. Micromarketing is often used by small businesses to grow and establish customer base with a defined geographical area. (WiseGeek 2013)

2.2 Market research

Market research consists of information about the market, product offering and potential customers. (Entrepreneur 2013). Market research means the collection and analysis of information about consumers, competitors and the effectiveness of marketing problems. Market research is especially important when starting up a business but it can also be used in developing existing businesses. Market research is used to:

- Determine is a new business idea practicable
- Test interest for new products and services
- Improve business aspects like customer service and distribution channels.

(Small Business: Canada 2013a)

The terms market research and marketing research are commonly tumbled in the literature. According to American Marketing Association marketing research is the function that links customers and the public to the marketer through information. This information is used to:

- Identify and define marketing opportunities and problems
- Generate, refine and evaluate marketing actions
- Monitor marketing performance
- Improve understanding marketing process.

Marketing research specifies the needed information to solve problems, designs the techniques for information collection, manages the data collection process and analyzes the results and their meanings. (American Marketing Association 2004)

Common mistakes with market research

Lesley Spencer Pyle listed most common marketing mistakes in his column "How to do market research - The basics" in the Entrepreneur in September 2010. The first mistake is to use only secondary research. Secondary research

can be used as a place to start but it does not give the full picture because the information got from secondary sources can be outdated. (Entrepreneur 2010)

The second mistake, according to Pyle, is using only web based resources. The information that is available for everybody may not be fully accurate. Budget wise way to perform deeper searches is to use the resources at the local library, college campus or a small-business center. The third mistake is to survey only the people the researcher already knows. It's important to hear the wants, needs and expectations of real customers to get the most useful and accurate information. (Entrepreneur 2010)

Market report

Market report produces information about the target market and the players in the value network. Market report is a practical tool for business development and financial negotiation. Well operated market report increases the understanding of the opportunities that new market areas has to offer and it's a good instrument to increase sales. Market report also decreases the risk of wrong choices. (Digital Media Finland 2013)

Market report starts with recognizing the target market and the conclusion of the report is a description of the markets key customer needs and trends, competitor analysis and the assessment of market potential. The result can also be that the market potential proves to be weaker than expected. In this case it's important to have the courage to call off the planning of a new business area. (Digital Media Finland 2013)

Market report is crucial at the start-up phase but it can also be used for expanding operations and estimating the potential of new market areas. The purpose of market analysis is to offer accurate information about the target market, its size, construction and opportunities to the company itself and its investors. (Digital Media Finland 2013)

Competitor analysis

Company needs to find out all it can about its competitors in order to plan effective marketing strategies. It needs to constantly compare its marketing strategies, products, prices, channels and promotions to competitors.

Analyzing the competitors' strengths and weaknesses helps the company to determine its position at the surrounding market and to sharpen its own operation. Competitor analysis observes the company's relationship to its competitors by analyzing for example profitability, efficiency, financial standing and development. (Asiakastieto 2009) In this way the company can find areas of potential competitive advantage or disadvantage. (Kotler et al. 2010, 552).

Competitors' strengths and weaknesses can be assessed with customer value analysis. The aim of this analysis is to determine the benefits that target customers' value and how the customers rate the relative value of various competitors' offers. First the company needs to recognize the main features that customer's value and determine the importance customers place on these features. The next step is to estimate the company's and the competitors' performance on the valued feature. (Kotler et al. 2010, 555)

2.3 Distribution channels

Distribution channels are complex behavioral systems in which people and companies interact to accomplish individual, company and channel goals. There are different kinds of channel systems.

Conventional distribution channel consists of one or more independent manufacturers, wholesalers and retailers that operate under independent ownership. Each member of the channel seeks to maximize its own profit, possibly even at the expense of the whole system. The members of the channel do not have control over one another and there are no formal means for role assessment or conflict management. (Kotler et al. 2010, 368)

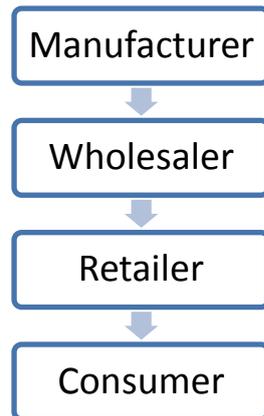


Figure 2. Conventional distribution channel (Kotler et al. 2010, 368).

In order to the channel to function properly each channel member's role must be specified and channel conflict must be managed. Conventional channels have often lacked such leadership resulting in conflicts and poor performance. (Kotler et al. 2010, 367)

Vertical marketing system (VMS) consists of manufacturers, wholesalers and retailers that all act as one unified system. Basically it means that all members of the system work together in a consistent manner. The formation of VMS has been considered as one of the biggest developments in distribution channels over the years because it provides leadership to distribution channels. (Kotler et al. 2010, 367)



Figure 3. Vertical marketing system (Kotler et al. 2010, 367).

In vertical marketing system one channel member either owns the other members, has contracts with them or wields so much power that the others has to cooperate. There are three main types of vertical marketing system: Corporate VMS, Contractual VMS and Administrated VMS. (Kotler et al. 2010, 367-368)

A corporate VMS combines successive stages of production and distribution under single ownership. Coordination and conflict management are achieved through common ownership. Contractual VMS is formed of independent firms at different stages of the production and distribution chains unite through contracts to gain more economies or sales impact than they would achieve alone. In contractual VMS the channel members coordinate their operations and deal with potential channel conflicts through the contract. The most common type of contractual VMS is franchise organization. In administered VMS the leadership is achieved through the size or power of one or few dominant channel members. In this case there is no ownership or contracts needed. For example the manufacturers of a top brand can get strong trade cooperation and support from resellers. (Kotler et al. 2010, 368-369)

Horizontal marketing system consists of two or more companies at certain level join together to pursue a new marketing opportunity. With cooperation the companies can combine their production, financial or marketing resources to accomplish more than the companies' could accomplish alone. It's possible to join forces with competitors or noncompetitors. The working together can be temporary or permanent and it's also possible to create a separate company for the cooperation. (Kotler et al. 2010, 369)

Multichannel distribution system also known as hybrid marketing channel occurs when a company sets up two or more marketing channels to reach one or more customer segments. In the past it was common to use only one marketing channel but the use of multichannel systems is increasingly growing.

Multichannel distribution systems offer many advantages to companies facing large and complex markets. With new channels company can expand its sales and market coverage and obtain opportunities to tailor its products to specific customer segments. On the other hand multichannel systems are difficult to control and they may generate more conflicts. (Kotler et al. 2010, 370)

2.4 Marketing mix

Company's strategic plan defines the company's mission and objectives. Marketing strategy determines how the company hopes to create value for its customers and achieve profitable customer relationships. Company designs its marketing mix based on the marketing strategy. The marketing mix consists of the four P's, which, are product, price, place and promotion. In order to be successful in marketing the company needs to create the right mix of the right product, which, is sold at the right price at the right place, using the most suitable promotion. The best marketing strategy and marketing mix are found by first doing market research and based on that planning the strategy, implementing it to function and then controlling it. (Kotler et al. 2010, 72-73; The Times 100 business case studies 2013)



Figure 4. The marketing mix (Kotler et al. 2010, 72-73).

Product

The product or service range and how it's used is the core function of marketing mix. The product aspect in marketing mix consists of the products features. These features can be for example quality, size, style, brand and guarantee. (The Times 100 business case studies 2013; Luxinnovation G.I.E 2008)

Price

Price is the only aspect of the marketing mix that creates sales revenue. All the other aspects only create costs. It's important to research customer's opinions about pricing because it reveals how they value the product and how much are they willing to pay for it. Company's pricing may vary in different locations and times. (The Times 100 business case studies 2013)

Place

Place aspect includes decisions about transporting and storing goods and then making them available for customers. The choice of distribution channels are also included in place aspect. (The Times 100 business case studies 2013)

Promotion

Promotion means advertinsing the product or service to customers. It offers information about the product or service making the decision of purchasing it easier for target groups. Promotion takes a significant porpotion on the overall cost of manufacturing a product or service. (The Times 100 business case studies 2013)

2.5 Business model canvas

Alexander Osterwalder and Yves Pigneur published a book Business Model Generator in 2010, which, gives a good guideline to start planning a business.

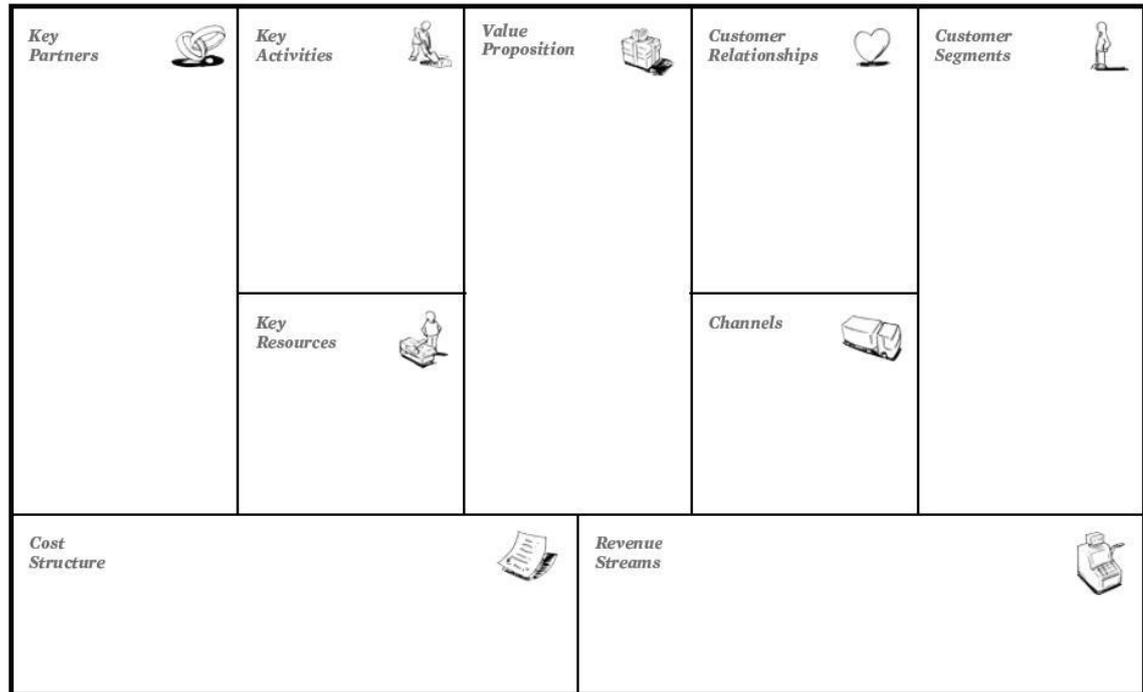


Figure 5. Business Model Canvas (Business Model Generation 2013).

The book *Business Model Generator* introduces nine building blocks for a business plan. Each building block focuses on one important area of business planning and by planning every step carefully the entrepreneur has a good base for the business.



Figure 6. Building blocks for planning a business (Osterwalder & Pigneur 2010, 18-19).

Key activities are the core things a company does for making its business model work. This includes problem solving and controlling the distribution channel. Value propositions is the promise made for customers. It illustrates how the company will create value for its customers. Customer relationships are the types of relationships that a company forms with its customers. Customer segments are the targeted groups of people a company aims to reach and serve. Key resources are the most important assets required to make the business successful. The key resources can be physical, intellectual, financial or human and they can be owned or leased by the company or acquired from key partners. (Osterwalder & Pigneur 2010, 20-23)

3 PROJECT PLAN

When thinking about starting up a business to fill a niche in the market, one must be sure how potential customers feel about the current situation in the market. The best way to find out is to carry out a survey. If there really is a need for the business idea in the market, it is a lot safer to start planning and executing the idea, as it is proven that there really is a need and want for the service.

In general a cafeteria can be quite risky business as there is lots of competition in the market. But in this business plan it is not a big problem as it is offering the potential customers something there is not in the market yet.

The author planned the survey questions through the main points of the business plan. She needed to be sure that other people see the same market gap than she did. The survey includes nine questions of which some were multiple choice questions and the rest of them people were allowed to write freely. The chance to have free word was important, as usually people might have opinions in between the offered answers.

The survey was conducted as an internet survey through Webropol website. It was open for a few days and it was advertised in social media, mainly in Facebook. The link to the survey was shared in big mother groups and in flea market group focusing on children's clothing. The author herself is a member of Facebook mother groups, which were ideal way to find the target group. The author decided she wanted people who she does not necessarily know to answer it, as she felt like the closest people to her might be so similar that she is that the answers would not give wide enough base for the business plan.

The survey was in Finnish as a foreign language would have had limited the amount of respondents. Having to know a foreign language well could have also affected to the social group of the respondents. Most likely highly educated people would have answered more than the ones who have poor language skills and usually in that case less education. There was no question asking the gender of the respondents as it is not meaningful information in this survey.

Due to the strict time table the survey was only open a few days, 5.11-9.11.2013. The aim was to have at least 50 replies before closing the survey. The final amount of responses was 52.

The research method was qualitative. Qualitative research is more subjective and is usually made for smaller groups while observing people's opinions about something and this is exactly what the goal in this survey was. Qualitative research method allows more explaining for the respondents. Quantitative research method then again has usually a bigger number of respondents and need more predetermination. It is more about the numbers and hard data than qualitative research method. (Imperial COE 2006; Qualtrics Blog 2012.)

3.1 The survey

In this section the survey questions and answers will be introduced. There are graphs demonstrating how the questions have divided. The goal is to see whether the answers are supporting the idea that the city center needs a child-friendly cafeteria or not.

Are you willing to pay a bit more to get a service that is made specifically for families with children?

This means healthy and child-friendly food, clean environment, things to do for the children, decent storage space for the prams and nice nappy changing rooms, not forgetting good customer service.

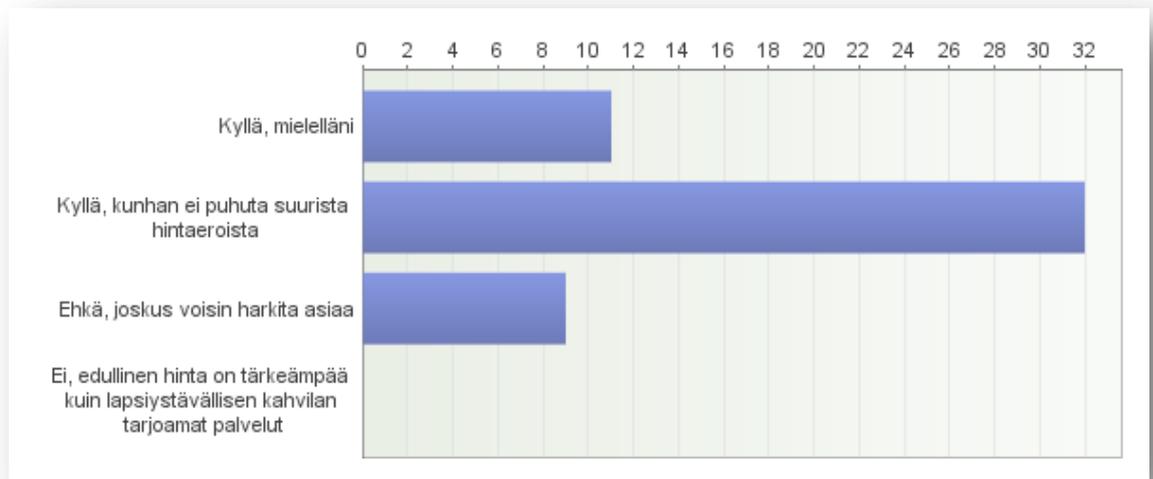


Figure 7. Willingness to pay extra for services addressed to children.

One fifth said they would happily pay more. Clearly more than a half said that they would pay more as long as the price difference to a “normal” cafeteria would not be too big. Less than one fifth said that they could consider it and no-one thought that the cheap price is more important than the services child-friendly cafeteria would offer.

This result shows already that there is a need for this kind of service. Parents know what they want these days and they are even happy to pay for what they want. Life with small children is often hectic and even chaotic, so things that can be affected have to be made easy.

Do you go to city center with children regularly?

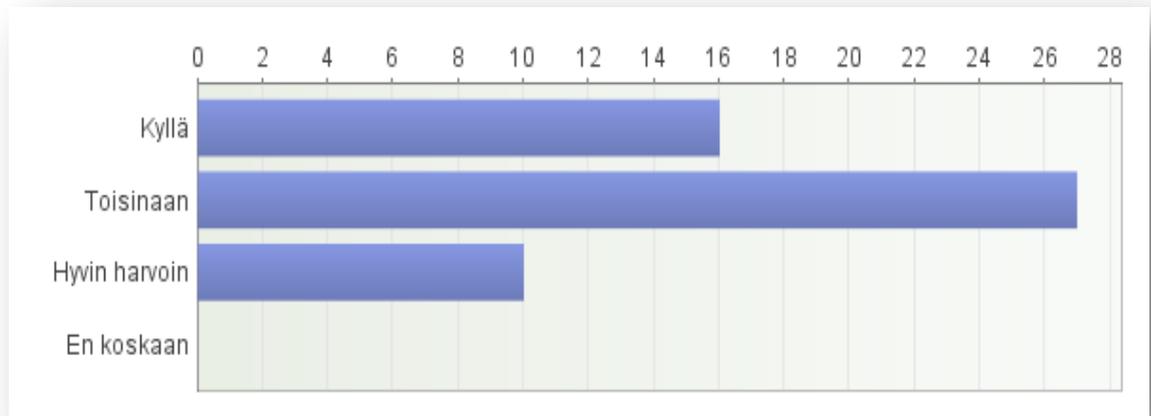


Figure 8. Frequency for regular visits to city center with children.

16 out of 52 respondents go regularly to city center with children and 27 out of 52 goes occasionally. Only 10 out of 52 said they go only rarely and none of the respondents never spent time in the city center with children. There is a chance that evens the ones who does not spend time in city center regularly with the children at the moment, would actually end up going if there would be a child-friendly cafeteria to make their visit easier and nicer.

This result shows us how families with children do spend time in the city centers. In general shopping centers are more popular among the people with children, as it is easier to be inside all the time and the shopping centers usually have better play areas for children. But not all the things can be taken care of in the shopping centers, as many governmental offices, banks, posts and special shops are located in the central area of cities.

Which city you live at? Are you satisfied with what the local cafeterias offer from families' point of view?

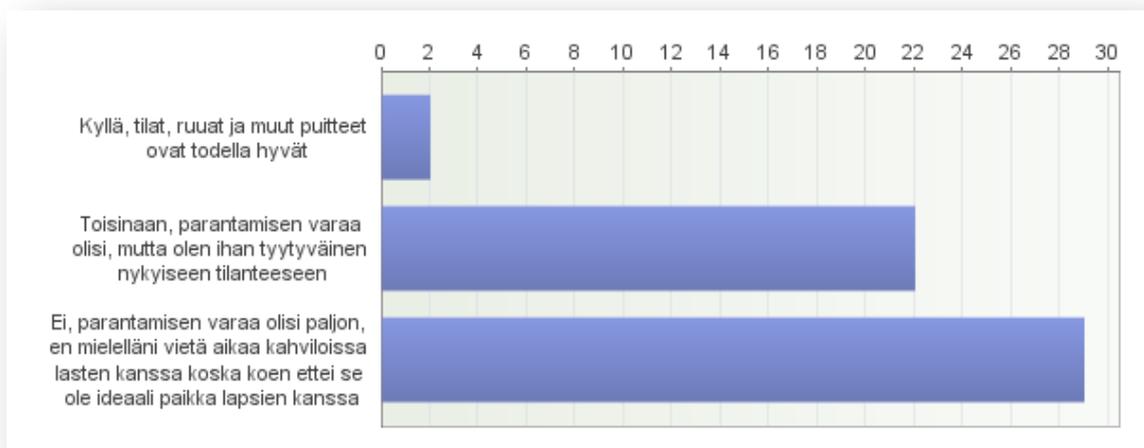
The author wanted to be aware of how many people were actually from Turku region and also to know where else the respondents were located at. At least

30 respondents were living in Turku region, which was important fact for this survey, as the possible child-friendly cafeteria would be based in Turku. It was also necessary to let people from elsewhere in Finland to reply to the survey as the author wanted to find out if the situation is similar in all over Finland. From the answers of this survey it seems to be the same in all over Finland, which gives a possibility to extend the business in the future if it works out in Turku.

Here are a few samples what kinds of answers were collected to this question. One person said that "I'm from Kaarina. We only have one cafeteria in the center and it is really difficult to get in there with children/buggy. There are steep stairs so it is not easy to open the door and push the pram in at the same time. The staff is not helping and they are unfriendly in general. We do not go there anymore."

Another respondent had similar thoughts. "I live in Turku and I am not satisfied. The cafeterias are dirty from a child's perspective. They are narrow, there is not enough highchairs (and if there is they are dirty). There are no convenient foods or drinks and the atmosphere towards the children is unfriendly. We are not allowed to make any noise so the PAYING customers would not get disturbed, like I would not be paying customer myself?!"

These answers showed quite well the general feeling towards the situation in cafeterias with children.



Have the cafeterias you use taken into account families with children?

Figure 9. Consideration to families with children in cafeterias.

In the fourth question the author wanted to know have the cafeterias that respondents use taken families with children under consideration. This question was planned to map out if there is already cafeteria that the parents are happy with.

Only 2 out of 52 of the respondents were happy with the space, foods and other framework in the cafeterias. 42% thought that occasionally the cafeterias are alright, but still improvements could be made. And the majority, clearly more than 50% of the respondents said that the situation is so unpleasant that they don't want to spend time in cafeterias that much because they are not ideal places with children.

Are you satisfied with the menus in cafeterias?

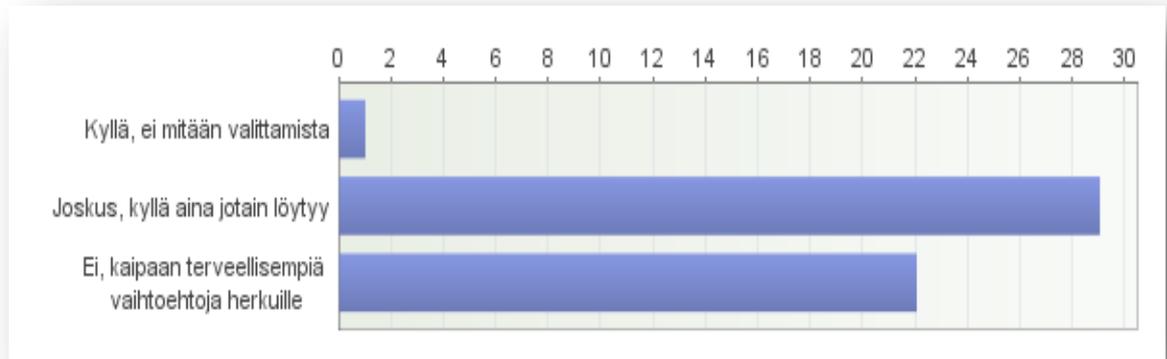


Figure 10. Contentment to menus in cafeterias.

The fifth question dealt with the food and drink supply in cafeterias. The purpose was to map out if the cafeteria menus are satisfying the parents. Only one respondent thought the cafeteria menus at the moment are good. More than 50% were pleased with the menus occasionally and more than 40% of the respondents were hoping to have healthier snacks and drinks on the menus.

This again shows the current trend of healthier life style. People become more and more aware of the damage sugar, salt and preventatives cause in human body. It is not rare to have parents who completely stop their children having any sugar or salt until age of 3 for example these days. Unfortunately at the moment there is no easy option for them to have a quick snack in a coffee shop. The parents I know have to prepare all the snacks in advantage and carry them in plastic boxes with them. Foods and drinks that have to be kept in cold cannot be carried around for hours, so that limits also what you can take with you.

What kind of foods and drinks would you like cafeterias to offer when it comes to thinking about the children? For example sugar free, salt free, organic etc.

In the sixth question the author wanted to find out what kind of foods and drinks people would like cafeterias to offer when it comes to thinking about the children? For example sugar free, salt free, organic etc. Based on the fifth question there would be improvements to be done in the menus, so the goal was to get concrete examples from the parents what kind of foods and drinks they would like cafeterias to offer for their children.

Most answers were based on the same hopes than the author had in mind while thinking about this business idea. The foods and drinks should have less sugar and salt and be organic if possible. People would rather by home food type snacks, healthy and fresh. Some respondents pointed out how important it would be to remember special diets when planning the menu, for example dairy and gluten allergies are common these days. Drinks should have sugar and sweetener free options, such as fresh orange juice or milk. Many people suggested little fruit and vegetable plates, that children could eat themselves.

Overall the food should be fresh, non-processed, in smaller portion sizes and have as little as possible unhealthy additives in the, meaning salt, sugar and preservatives. In this answer the current trend of healthy lifestyle is clearly seen. Parents these days are really aware of the health risks that unhealthy foods do cause. The cafeteria market just has not answered to this demand yet.

Tell with your own words how do you feel about the environment in cafeterias? Is the something to do for the children? Are the nappy changing rooms/rest rooms updated and functional?

In the seventh question the respondents were asked to tell with their own words how do they feel about the environment in cafeterias? The question was also meant to find out is there any activities for the children? Or are the nappy changing rooms/rest rooms updated and functional?

Respondents seemed to agree in this case. They told that most places have not thought of children at all in the things mentioned in the question. But if some places have given even a little thought for them, those are the places people tend to go then. General thought seems to be that there are no play areas at all and even if there is, they are small and dirty. The author has noticed this strongly herself. When her baby was still crawling it was completely out of the question to let the baby to crawl around on the floor. Babies and toddlers do put everything in to their mouth, so the cafeteria area should be kept as clean as possible. Cafeterias in general should be cleaner, as they are places where food is prepared and eaten.

People have noticed that to some cafeterias they cannot even go in, as they do not fit in from the door with double pram. It is also noticed that the toilet facilities are dirty and often do not have decent place for nappy changing. The toilet facilities should be kept clean any way, but especially with small children using them. This can be done for example by having clean potties, which does not require much from the cafeteria. Also getting little baby care tables to the rest rooms is cheap way to make the nappy changing sessions more comfortable.

Some feel like cafeterias are in general too dangerous for their children. They are dirty, stuffed and the open area allows children to run out of the cafeteria easily. There should be closed area where even smaller toddlers can freely crawl and walk around without being able to escape anywhere. The toys in the play area should be safe for all ages (for example Lego Dublos and soft building blocks), easy to keep clean (suitable materials like hard plastic) and still entertaining.

Is the staff treating you with the same way and the same respect when you are with the children than what they would if you would be without them?

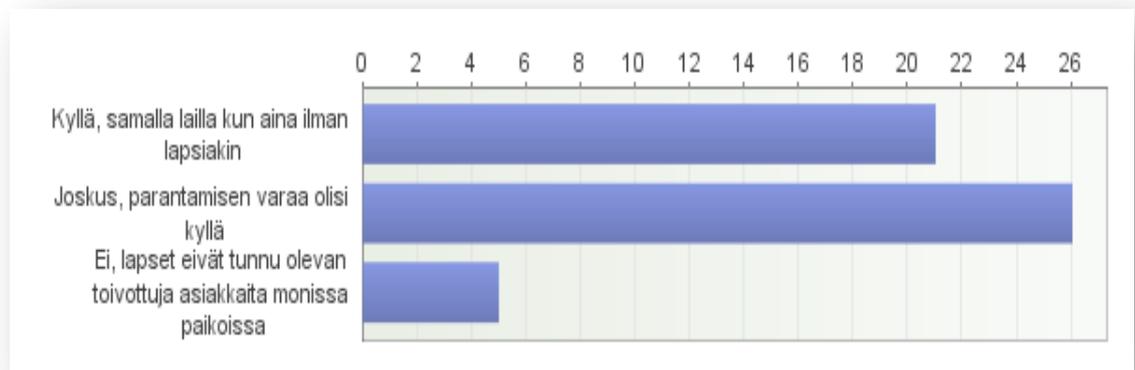


Figure 11. Personnel's behavior towards family with children.

In question number eight the goal was to find out if the staff was treating customers in a same way weather they had children with them or not.

Half of the respondents felt that sometimes they feel like they are not treated as they would be when they are in a coffee shop without children as they are when being with them. This is quite shocking result, as the staff in coffee shops and all the other customer service places should not judge people from issues like that. But still 40% felt like they get treated similarly every time, no matter, who they are with.

Tell with your own words about your hopes and dreams towards a child-friendly cafeteria

The last question was to tell freely of hopes and dreams towards a child-friendly cafeteria. The reason for this was to be sure that the author has not forgotten something that others feel would be important. Many issues mentioned in the answers were already in this survey, such as more space, cleaner restrooms, healthier foods and drinks, better portion sizes, easy access with the pram and a place to keep the pram during the visit.

Also the general atmosphere is important to the respondents. People want to feel welcomed with children and not be afraid of noises. Mothers of babies want to be able to breastfeed without people giving them bad eye for that.

There was also good advice that did not occur to the authors mind earlier. Really good point was to focus on the materials, so the cafeterias as a place would not be full of sharp corners and the sounds would not be echoing. Also the roof and the floor should be soundproof as the children themselves create enough noises already.

Toys should be easy to clean and something that children different age would benefit from. Even though the parents hope their children would enjoy their time, some hope also that it would not be completely children's zone, so there would be nice resting places for parents also.

3.2 Survey conclusions

As a conclusions it can be seen that based on this survey there is a need for a healthier cafeteria. Healthy choices in menu would make many parents life easier and could even help getting new customers by getting those people in who has avoided cafeterias until now as they have not been able to offer anything for them. It is also more beneficial for the cafeterias when customers would buy everything they want to eat and drink from the cafeteria, instead of taking their own snacks with them.

People appreciate being welcomed in places while having children with them and they do not want to feel like disturbing other people. To make their visit positive experience with children the cafeteria should have enough space for the families and the equipment that are needed with children.

In order to pull customers the menu should be appealing and healthy. There should be tasty snacks with no additives or extra sugar and salt. Organic foods and drinks are a definite bonus for families. Most people are ready to pay slightly more than in other average cafeteria to get cover up all these extra things that most cafeterias are not offering, at least in same level.

After spending a lot of time sitting in a pram or otherwise being told to behave or just be quiet, parents hope that the children could actually move around a little bit and have something to play with while being in a cafeteria. The trip to cafeteria is like a little break from running errands for the whole family or sometimes it can be the only reason why people come to the city. Many stay at home mothers enjoy having play dates and cafeteria would be ideal for that, as long as it is child-friendly one. So not only being a place for a break, cafeterias ideally are places for catching up with friends. In order for adults to be able to chat, the children should be safely entertained.

4 THE CHILD-FRIENDLY CAFETERIA

Based on what has been learnt from the theory and the survey conducted, the actual project execution can be planned. The business canvas model is being used as the base for a business plan for a child-friendly cafeteria. It is important to remember later on, that the business model has to be reformed time after time, as the surrounding market and people's opinions and needs changes all the time.

In this chapter the theoretical framework will be put to use. A market analysis of Turku will be done as well as SWOT- and 4P-analysis. Also a closer look at Turku as a market place will be thought through.

4.1 Business model canvas

<p><u>Key Partners</u></p> <ul style="list-style-type: none"> • Customers • Suppliers (e.g. food and drinks) • Co-operation with non-competitors 	<p><u>Key Activities</u></p> <ul style="list-style-type: none"> • Distribution channels • Cash flow 	<p><u>Value Propositions</u></p> <ul style="list-style-type: none"> • To offer child-friendly cafeteria to our customers • Spacious and clean premises • Informed service • Healthy foods and drinks 	<p><u>Customer Relationships</u></p> <ul style="list-style-type: none"> • Businesslike • Informed • Friendly 	<p><u>Customer Segments</u></p> <ul style="list-style-type: none"> • Families with children
	<p><u>Key Resources</u></p> <ul style="list-style-type: none"> • Premises (rented) • Business loan 		<p><u>Channels</u></p> <ul style="list-style-type: none"> • Social media • Word-of-mouth • Location (walking by) 	

Table 1. Business model canvas for a child-friendly cafeteria.

Key partners for the child-friendly cafeteria are customers, suppliers and partners in co-operation. Customers are naturally important interest group, because there is no business without cash flow coming from customers. Good relationships to suppliers make sure that there will be reliable supplies. Main suppliers at the cafeteria are food and drink suppliers. Foods and drinks need to be suitable for young children so it is wise to use local organic food suppliers. Using local food is an upcoming trend that aware people favor increasingly. Especially parents of young children are careful about what they are feeding to their children.

It is a good idea to form strategic alliances with other child-friendly traders such as local sports clubs, children's clothing stores and flea markets targeting families with children. The co-operation needs to be profitable for both partners. The partners can recommend each other for their own client base and this way the partners' clientele grows. There could for example be discounts for partners' customers or there could be some kind of bonus for all the new customers that come in through the partners' recommendation.

Key activities are distribution and cash flow. Effective supply chain management is crucial for being able to offer fresh foods and drinks to the customer for reasonable pricing.

Tailored service for a specific group of people is our priority when it comes to value propositions. Our tailored service includes child-friendly customer service and cafeteria, clean and spacious premises, healthy foods and drinks and informed service. By these means we outstand from the competitors.

We offer every customer a valuable visit in our cafeteria and we want to give individual service to each and every one of our customers.

Our customer segment is a niche market. We focus on a certain group of people, parents and carers with children. We focus solely on that groups wants

and need to fulfill their wishes the best we can. This is one of the main things we focus on.

Key resources include the premises which will be rented as it requires less start-up money and has less risks as buying one. From the physical point of view the staff giving the perfect service is the key thing.

The channels we use are mainly owned channels. Channels present how the communication happens with the customers. Our customers will be mostly reached at the place of the cafeteria (people walking by) and in social media. For advertising we use social media as it is free and extremely effective way to reach people. Through social media the customers also do a part of the advertising for you by "liking" your place and posts and also by tagging themselves in to your company while visiting.

4.2 Market analysis of Turku

Customer analysis

As one of the biggest cities in Finland, Turku has a great cliental for a child-friendly cafeteria existing. The average customer would be a carerr with one or more children with them, seeking for a place to sit down, relax for a bit in-between running errands and having something to eat and drink. As today's average person is more concerned of healthiness of foods and drinks than they were before, the people seek to have healthier options even when eating out.

One of the biggest parts of customer analysis is customer orientation. We have to follow the customer needs, we have to know what do they like and how the trends are changing over time.

Competitor analysis

There are no competitors when one is thinking about the whole business idea of child-friendliness and healthiness. So the competitors are normal cafeterias in Turku. With them we mainly compete over prices, services and customer care. We aim to have similar pricing system than the average cafeteria in Turku has,

but the main focus is offering products and services they do not get from elsewhere. The main goal is the whole set together, perfectly respectful service added with healthy and delicious snacks.

Segmentation

Targeting the right customers is one of the main points of this business. When targeting a niche market it is crucial to find the right markets. Luckily the author, being a mother herself has lots of contacts in Turku and specified knowledge about meeting families with children is possible. Families with children are found for example in flea markets that are focused on children's clothing and equipment, gymnastic classes and daycares. The author is also very active member of parent groups in social media like Facebook and has her own local flea market group in Facebook also. It is an advantage to know the target group by heart. This is achieved by the active use of social media.

Potential customers are reached through availability. People walking by the cafeteria see it as an attractive place to have a break with children. To achieve this it's important to invest in the cafeterias interiors and design management. The cafeterias exterior and logo need to be tempting. Instead of having to ensure people why they would need this new service, it is actually something they are looking for already.

Marketing channels

In this business it is best to use own channels as it is cheaper than using partner channels. In the beginning the only way of using partner channels is most likely through family and friend contacts. Partner channels are an effective way to advertise, but is often very costly.

4.3 SWOT-analysis

STRENGTHS	WEAKNESSES
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<ul style="list-style-type: none"> • Offers something that competitors don't (child-friendliness) • Enough room for prams • Organic and healthy menu • Central location • Customer service • Cleanliness 	<ul style="list-style-type: none"> • Prices (high prices are typical for central location and organic foods) • Competitors keep their cafeterias open longer • Exciting customer base
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Special discounts for frequent customers • Expanding to other cities • Cooperation with other child-friendly traders such as: <ul style="list-style-type: none"> ➤ clothing stores for children ➤ flea markets focusing on children's clothing and equipment ➤ sports clubs for children 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Competitors • Economic conditions • Costs rising • Reputation being hurt by bad reviews (social media) • Families with children do not come to city center and goes to shopping malls instead

Table 2. SWOT-analysis for child-friendly cafeteria

The main strengths of the child-friendly cafeteria are that is something the other competitors have not focused on enough. Organic and healthy menu is also a positive thing in today's changing eating habits when most of the competitors offer still unhealthy bakery products with added sugar, salt and additives. The central location enables everyone to see the place and it is good for people living all over the area it is located. For example transportation always takes people to centrum. Good customer service cannot be thought enough, as people know what they want and they often stop using services completely if

they have bad experiences with the customer service. As in Finland we say, people vote with their feet. Last but not least the cleanliness is a major issue as the place serves foods. In Finland the authorities are generally quite strict about the hygiene and cleanliness in companies that handle food, but still we would be one step ahead in this matter.

The biggest weakness is possibly the high prices. The prices would not be higher than in the biggest competitors places in the centrum, but still higher than in some suburban cafeterias or cheap fast-food chains. It is up to the customers then if they want to pay for the quality or not. Another issue is that most of our competitors keep their cafeterias open longer hours than us. As we have focused solely on families with children, we see that it is not profitable to keep the cafeteria open on late hours, meaning after 18.00. Also we have to gather customer base from scratch as our competitors have their cliental ready. It might take some time to prove the new customers that we are good and show what our business idea can offer to them.

As listed above, there are interesting opportunities for a place like this. There is a possibility to share leaflets in the city area or through our partners.

4.4 Marketing mix

Product (or service)

The main product is organic and healthy snacks and drinks in a child-friendly environment. We will continuously monitor the changes in customer preferences and follow them.

Place

The place for business will be the central area of Turku city. Even though the cost of renting a place is higher in the city centrum, the amount of visitors will be higher also. The city central on Turku is drawing people from whole Southwest Finland area as there are shops, theaters, bureaus etc. There are no suburban malls or smaller towns around the area.

Price

Pricing will be similar to other coffee shops around the city center. The location is expensive and so is organic foods, but we are going to balance them costs out by lower advertising costs, lower start-up costs and doing lots of things ourselves (lots of skills from baking to building in a friend network). The goal is to be reasonable priced, but obviously make a profit at the same time.

Promotion

We look at promotion from a few different points of views. We have divided it to advertisement, design and customer focus groups. Advertisement in the child-friendly cafeteria will be mostly on internet. We will use social media as it is free, simple and easy way to reach lots of people. Social media also spreads the advertisement well as for example in Facebook when one person likes a page, all the people's friends will see that like. Other advertisement will be in local newspapers, in the company's own website and in the company's own blog. We also hope we get partners whose leaflets we can share and who can do the same for me. These partners could be like daycares, children's gymnastic clubs and children's clothing stores.

The design we want to keep simple and clear. We want to create a logo and decorate the cafeteria itself so it looks appealing to both children and adults. We also want the design to look fresh, simple, clean and ecological to present the values we have in our company.

The customer part of the promotion is the biggest part of our business idea. We want our customers to have a reason to come back and recommend our place to the others. We will achieve this by being polite and respectful for all our customers. We want to be updated with our customers' needs and wants and try to fulfill them the best we can. Even though cafeterias, healthy eating and family-orientation are separately already considered as trendy things these days, we want to prove people you can have them all the same time and help these trends to grow bigger.

The premises

There are quite many issues to consider when it comes to the business premises. One of our main ideas is to make families visit in our cafeteria as pleasant as possible. In order to make that happen the premises has to be suitable for that. The whole place cannot have any stairs. It is impossible to walk stairs with prams and children easily. Some places have ramps on the side on the stairs, but it is still difficult, so we want to avoid the stairs completely.

At the entrance there will be spacious area for the prams. At the end of the day the area does not have to be massive, as nearly all the prams can be folded up easily these days. We will encourage our customers to fold up the prams, but it is allowed to leave them as they are.

The tables will be round, so there are no hard corners where people could knock their heads at. There will be plenty of high-chairs and they will be foldable also for easy storage. The plates, cups and cutlery will be plastic for the children. The toilet facilities will be located at the end of the cafeteria. Outside of it will be small resting place and a quiet area for people who want to breastfeed in privacy. The toilets will have a good amount of potties. There will be nappy changing table in each separate toilet, as they fold to the wall easily. Also we will provide more spacious nappy changing area on the side of the toilet where is more space.

The play area is in the middle of the cafeteria. The tables are at around it, leaving a good walking area in between the tables and the play area. The central location of the play area will allow all the child minders to see their children all the time, which makes it easier to look after the children from every table.

5 CONCLUSIONS

There are a lot of cafeterias in Turku already, so the question remains, is there room for a new competitor. Even though we are representing something new to the market, there is a risk that most people have adapted to the situation in the market and are stuck in their favorite places. There might be massive competitors coming to the market also, as Starbucks for example seems to be spreading through the world rapidly. Helsinki has already two Starbucks cafeterias and it might be just a matter of time before they start spreading in Finland more.

It seems like people are willing to pay a bit extra in order to get the service and products what they feel like are important. The people who are following the changing health instructions are aware of the price differences in organic foods, so they are also understanding it in the cafeteria business and respecting it that places start serving them what they want. One risk is that are people with less education and smaller income as happy to use our cafeteria? For this the solution could be child-friendliness. Going out to city ever now and then is a special occasion for some people and usually then people are less concerned about the prices. Poorer and less educated people might not be able to visit the cafeteria as often, but we hope and believe that there is still on market there also.

According to the survey people are perfectly aware of the situation that city centers are the worst places when it comes to the cafeteria culture with children. As the author first thought there is many reasons why people still have to use the services in city centers, as the shopping malls are not offering as wide range of services as centrums are. But other possible risk is that people with children generally spend time in shopping malls if they have the option and that would take a lot of customers away from us.

As a few people replied in the survey, they have adapted and got used to the situation as it is, and they are not really missing the improvements before something better would actually be there. Can the cafeterias in the centrum

already have their regular customers and are the customers of other cafeterias willing to try something new? Most these risks cannot be predicted before it is actually seen in real life how it goes. That is why it is important to have some kind of exit plan as always when starting a new company. In this child-friendly cafeteria the premises and most valuable machinery would be rented in order to being able to get rid of everything if the worst case would happen.

For the new business it seems to be wise to use many business planning tools to make sure the result is a best possible and the outcome realistic. The main focus in this thesis was supposed to be in the business model canvas, but during the writing the author felt that the business model canvas didn't give her all that she needed from it. The author felt that the model doesn't take the surrounding market into consideration well enough. Also she felt that it gives too one-sided view of the business idea. Marketing mix and SWOT-analysis supported the study and gave even clearer view to the outcome of the planning and the survey. As a conclusion it can be said, that it is wise to use more than one business tool to get the most realistic picture of the business plan.

All in all the market looks ready for a child-friendly and healthy cafeteria.

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APPENDICES

Lapsiystävällinen kahvila

Hei! Olen tradenomiopiskelija Turusta ja teen kyselyä lopputyötäni varten. Kaipaisin ihmisten mielipiteitä liiketoimintaideaani koskien. Haluaisin tietää olisiko liiketoimintaidealleni kannatusta/tarvetta. Olen suunnitellut lapsiystävällistä kahvilaa, jossa olisi tarjolla terveellisempiä ruoka- ja juomavaihtoehtoja, kunnan leikkiätilaa, tilavia lastenhoitohuoneita, ystävällistä palvelua ja puhdasta ympäristöä. Kaikki pienimmätkin asiat olisi suunniteltu lapsiperheitä ajatellen, muun muassa rattaille tarpeeksi säilytystilaa sekä riittävästi tarvikkeita kuten syöttötuoleja. Toivon mahdollisimman kattavia vastauksia jotta saan hyvän pohjan lopputyölleni, vastaamiseen ei mene muutamaa minuuttia kauempaa. Suuri kiitos vaivannäöstäsi!

1. Oletko valmis maksamaan hieman enemmän siitä että sinulle tarjottaisi palvelua joka olisi nimenomaan lapsia ajatellen kehitetty? Tarkoittaen puhdasta ja lapsille sopivaa ruokaa, puhdasta ympäristöä, virikkeitä ja asianmukaisia rattaiden säilytystiloja sekä lastenhoitohuoneita, hyvää palvelua unohtamatta? *

- Kyllä, mielelläni
- Kyllä, kunhan ei puhuta suurista hintaeroista
- Ehkä, joskus voisin harkita asiaa
- Ei, edullinen hinta on tärkeämpää kuin lapsiystävällisen kahvilan tarjoamat palvelut

2. Käytkö säännöllisesti lapsen/lasten kanssa kaupungilla? *

- Kyllä
- Toisinaan
- Hyvin harvoin
- En koskaan

3. Missä kaupungissa asut? Oletko tyytyväinen kotikaupunkisi tarjoamaan kahvilatarjontaan lapsiperheen näkökulmasta? *

4. Onko käyttämässäsi kahviloissa otettu lapsiperheet hyvin huomioon? *

- Kyllä, tilat, ruuat ja muut puitteet ovat todella hyvät
- Toisinaan, parantamisen varaa olisi, mutta olen ihan tyytyväinen nykyiseen tilanteeseen
- Ei, parantamisen varaa olisi paljon, en mielelläni vietä aikaa kahviloissa lasten kanssa koska koen ettei se ole ideaali paikka lapsien kanssa

5. Kahviloiden menu; oletko tyytyväinen kahviloiden ruoka- ja juomatarjontaan lapsia ajatellen? *

- Kyllä, ei mitään valittamista
- Joskus, kyllä aina jotain löytyy
- Ei, kaipaan terveellisempiä vaihtoehtoja herkuille

6. Millaisia ruokia ja juomia kaipaisit kahviloihin lapsia ajatellen? Esim. sokerittomia, suolattomia, luomua jne. *

7. Kerro omin sanoin mitä mieltä olet kahviloiden tiloista lapsia ajatellen? Löytyykö lapsille ajanvietettä? Entä ovatko lastenhoituhuoneet ajantasalla ja toimivat? *

8. Kohtelee kahviloiden henkilökunta sinua hyvin ja arvostavasti kun olet liikkeellä lasten kanssa? *

- Kyllä, samalla lailla kun aina ilman lapsiakin
- Joskus, parantamisen varaa olisi kyllä
- Ei, lapset eivät tunnu olevan toivottuja asiakkaita monissa paikoissa

9. Kerro avoimesti toiveistasi lapsiystävällistä kahvilaa kohtaan, kiitos. *
