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Faculty of Tourism and Hospitality, Imatra
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How Ethnic Restaurants' Product and Service Quality Effects Customer Satisfaction: A study on Indian Sub-continental Restaurants in Lap- peenranta

Thesis 2019

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How Ethnic Restaurants' Product and Service Quality Effects Customer Satisfaction: A Study on Indian Sub-Continental Restaurants in Lappeenranta, 50 pages, 3 appendices.
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The purpose of this thesis report was to carry out a research on how ethnic restaurants' product and service quality effects customer satisfaction while it comes to restaurants specialised on Indian sub continental cuisine. This research is focused on the customer satisfaction which is regarded as the backbone of any product and service. This is a positive attitude from the customers to the manufacturer. It is a very important factor which drives the wheels of a company's or business' profitability. Satisfied customer is an important asset for the company as it confirms customer loyalty which brings success to the company.

The data to support the theoretical background of the report was collected from different books containing information about customer satisfaction, customer loyalty, customer dissatisfaction and consumer behaviour and from numerous reliable internet sources.

The result of the study demonstrates the customer feedback and reviews which are shown in graphs and result states that the level of satisfied customers is higher than the unsatisfied ones. Recommendations are given at the end for the improvement of the business. These recommendations are given for both existing restaurants and for those international entrepreneurs who intend to establish an Indian cuisine restaurant in Lappeenranta.

Keywords: Ethnic Restaurants, Customer Satisfaction, Indian Sub-Continental restaurants, Lappeenranta

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1 Introduction

Human needs keep changing according to their demand and necessity. With the change and drifts in trends, it is becoming challenging to interpret what the demands and expectations of the customers. Nowadays, businesses are focusing on the customers individually to build relations with the company because every single customer is significant and brings business for the company. Understanding consumers' preferences is becoming more difficult when it comes to restaurant business because food and beverage industry is adopting new trends every year. To develop vital understanding towards the new trends, restaurants industry is taking initiatives to make their customer satisfied.

The term satisfaction is correlative and reciprocal which can be a nerve-wracking task to any restaurant to make their customers satisfied because satisfaction is the state that varies from person to person. Consumers have different needs and behaviours towards restaurants' products and services. The rapid development in the restaurant industry is raising the customers' expectations. Usually customers have certain expectations while going to any restaurant; if restaurants recognise their need and desires by assuming their consuming behaviour, they can be able to provide the best service and quality to them which contributes a vital role in fulfilling their expectations. Thus, it leads to customer satisfaction which benefits a restaurant for obtaining a brand image, and brand image affects the profitability in business.

1.1 Restaurant business

An establishment where food, drinks or refreshment are prepared and sold within the premises or off the premises to the customers providing the seating patrons, comfortable environment without drive-thru facility is known as a restaurant (Planning Rezoning Rest Bars Night club 2013).

Restaurants can also be defined as the place that serves and prepares food having its own kitchen and seating arrangements providing a cosy environment in or off the premises to the customers, offering alcoholic or non-alcoholic menus together with a three-meal course menu. The restaurant is said to be complete if there are at least 36 seats to be placed. To succeed as a restaurant, the premises

should maintain at least thirty percent (30%) gross receipts from beverages and food out of the total gross receipts of food, non-alcoholic and alcoholic beverages. (Planning Rezoning Rest Bars Night club 2013.)

Restaurant business has developed through ages but from twenty-first century the restaurants have vastly grown providing new trends, and changes arisen in the food industry help globally developing economic stability (Chon & Maier 2010, p. 428).

1.2 Ethnic food and restaurant

According to the authors' personal experiences in Finland, restaurants seemed to be transformed by the introduction of different food styles. Day to day increasing immigrants and tourists coming from different parts of the world have a huge influence on the emergence of ethnic restaurants. Therefore, these types of restaurants have become trendy and have increased massively in figures.

The restaurant business is an integral part of tourism as food influences tourists a lot and makes them satisfied. Ethnic foods can be described as these are the foods which have the origin from a certain inheritance and culture from a specific ethnic group who utilize their skills and knowledge over their local ingredients and sources. For instance, Italian, Mexican, French, Chinese, Japanese, Greek and Indian food cuisines are very famous and appreciated food styles all over the world now a day. These food styles are known as ethnic cuisine. Moreover, people who have religious beliefs or faith while consuming and eating food such as Buddhist cuisine, Christian cuisine and Muslim cuisine are considered in the term of ethnic food. (Kwon 2015.)

In this competitive food and restaurant business, people from a different culture are enthusiastic to familiarise and market their own food style all over the world. Each food style has its own story which describes the culture, and tradition in particular. Finland is no exception in terms of having the influence of different food cuisines in the restaurant business which is basically based on the ethnic food style.

1.3 Indian cuisine

One strong inspiration for Indian cuisine is its history. It consists of cuisine from Indian sub-continent. The history started around over 5,000 years ago when some of the famous spices like turmeric, cardamom, black pepper and mustard started to be harvested in India. There were numerous developments and changes and this land has experienced wide development through numerous immigrants and millennia, which has benefited this land with different food influences also. The protuberant change came when the Mughal arrived at Indian sub-continent in 1526. Mughals were used to have lavish life and delicious food. (Lewis 2011.)

Mughal cuisine also known as Indian sub-continental cuisine that later changed to Indian Cuisine and is a blend of different styles of cooking and dishes developed from Medieval India which was the centre of Mughal Empires. It signifies South Asian and Central Asian Cuisine. The basic taste and styles of cooking started from Mughal kings and later with different variations, it developed around India, Pakistan, Bangladesh and Nepal. Many of the dishes like Biryani, Rogan Josh, Haleem, Kofta, Kebabs, Murg Musallam, Curry of different styles, mainly Fish, Chicken, Lamb and Beef, are famous. (Mughlai Cuisine n.d.)



Figure 1: Typical Indian Cuisine (Different Indian cuisine 2016).

A well-known actress and author of different cookbooks Madhur Jaffrey said about Indian cuisine that this particular cuisine is both electrifying and intimidating as it contains interesting elements, different dishes, and delicious tastes. All the techniques can be combined from different cuisines and with the blend of enchanted spices which give a great food experience. She also added that basically there are approximately 20 to 30 spices utilize in countless dishes, and cumin, turmeric, coriander and ginger are used in almost every dish. These spices have various way to using them while cooking different foods and every spice contains a specific cause for being in any dishes. These spices have plenty of healthy advantages and not only that but also, they make the food more thrilling and tangier. (Real Simple n.d.)



Figure 2: Indian Spices (Dream Strime 2019).

According to Floyd Cardoz who is the executive chef and one of the partner of North End Grill in New York and also the author of One Spice, Two Spice articulates about the Indian cuisine that Indian cuisine practises the whole palette of numerous flavours in the food style including spicy, sour, sweet, and hot all together and at the same time which makes it feel like something that wants to jump off the plate. Adding to this Cardoz also mentions that there is no reason to be afraid while cooking Indian food at home, just need to know the uses of spices as different spices play vital role for different dishes while preparing Indian cuisine. All of the species are different from each other and the only thing that links is having explicit knowledge of how to use them.



Figure 3: Different Curries (Trip Advisor n.d.).

Opposing to the most usual belief it can be said that not all dishes are curries while it comes to the Indian cuisine as the author belongs to that food culture. Nevertheless, now-a-days any spice-oriented meat or vegetable dish that contains sauce curry has a very common name and it is curry. Depending on the maker or the chef of the food, curries can be either soggy or dry and it can be red, green or hot as well. For a beginner, it can be recommended by the author's personal experience that a basic chicken curry can be the simplest and easiest dish to begin with while experimenting Indian cuisine. It can be served on either a tortilla made of wheat or rice with a side dish dal made of lentils, peas or beans which increase the taste more.

Indian cuisine also deals with vegetarian food which is currently a trend adopted by health-conscious people all over the world. For vegetarian people it is a friendly cuisine with the use of various spices and sauces giving a new and unique taste. For instance, a very famous dish Palak paneer made of spinach

and cheese is not only tasty but also healthy served with a bread type called naan.

Indian cuisine lets chefs or cooks be inventive and enthusiastic towards new creation as it offers a collection of spices and attitude for experimenting, trying with regular dishes and flavours.

1.4 Purpose of the thesis

Satisfying customers is the core goal of the producers. To find out the success of the product in the market, one needs to raise customer satisfaction. The main focus of this study will deal with this purpose. The author will refer to Indian sub-continental cuisine and restaurants that are dealing with business in Lap-
peenranta for the research study.

The main purposes of the study are observing and analyzing the eating habits of Indian sub-continental food, recognizing the customers' reason for making a complaint, determining customer satisfaction, detecting the features that appeal clients in consuming foods and finding the relationship of customer satisfaction by research questionnaire. The authors' assume that it would be a good research subject and can benefit a specific group of people who are connected or want to be connected with this business.

Nevertheless, this research is going to be supportive for the authors to acquire sufficient ideas and measure the current market situation of this certain food business. It will also benefit to draw the bigger picture and familiarize the pros and cons of the business from both customers and owner's points of view.

The result or the conclusion will reflect the fact that what should be taken into consideration while organising, designing and conducting a restaurant specialised in Indian cuisine considering the customer demand and satisfaction.

1.5 Statement of the problems

The longer a business contains its customer satisfaction and loyalty, the more profit that customer brings (Griffin 2002, p. 3). Businesses vanished if they neglect customer satisfaction. It is not only to fulfil the customers' demand and their

orders but also business needs to consider many other facts that can affect the business such as product quality and service quality. These are the most significant issues to be considered while establishing customer satisfaction which retains customer loyalty. Any business that wants to survive in this competitive business world needs to understand the facts that influence customer satisfaction and dissatisfaction. Like in any business or organisation in a restaurant business it is also important to give attention to the customer complaints or their feedback and why they make complaints, as customer complaints or feedback reflects customer satisfaction or dissatisfaction. Therefore, the authors conducting the research try to find out the pros and cons of customer satisfaction and dissatisfaction of Indian sub-continental cuisine operated in Lappeenranta. Observing the consumer behaviour in Lappeenranta towards this cuisine is going to help the authors to conclude the study.

Despite the availability of substitute restaurants or brands of ethnicity in the same market place, there is a very vital need of understanding the aspects which influence a customer to be devoted or being loyal to a brand or why a customer switches brand. This study is conducted to measure the customer satisfaction and dissatisfaction of Indian sub-continental restaurants (Pakistani and Bangladeshi) in Lappeenranta.

During about a hundred years, Lappeenranta has grown and evolved from an army camp Grand Duchy into an international university from city and tourist destination. It has approximately 73,000 residents, about half of the total population of South Karelia region. This town benefited from its special location in the border region between the East and West and from the fourth largest lake in Europe, lake Saimaa. Saimaa has provided the town numerous opportunities and favoured local and international businesses in Lappeenranta. Lappeenranta is being developed strategically, therefore numerous projects are undergoing. Opportunities like a shopping mall, restaurants, green Lappeenranta, and public transports will be the key success for developing the town. Lappeenranta University of Technology LUT and Lake Saimaa are vital elements to consider for the international entrepreneurs who can help to grow or establish a new business because number of immigrants, students and tourists is increasing, which is an important

factor to take into consideration when thinking about the products whom to sell, what to sell and how to sell. (Lappeenranta town n.d.)

With these diverse and increasing developments, the expectation of inhabitants and tourists are also raising. This research work is mainly focusing on the restaurants specialising in Indian cuisine and about the analysis of customer satisfaction towards the quality of products and services. There are numerous aspects to study such as consumer response towards products and services, reason and level of customer satisfaction and dissatisfaction, quality of services and products, quality of food, ambience and cleanliness factors and the brand loyalty of Finnish and international consumers.

1.6 Framework

The framework of the research is divided into seven chapters. These chapters are:

Chapter 1. Introduction: In this chapter, the authors include various features such as restaurant business, ethnic food and restaurants, Indian cuisine, the purpose of the thesis, statement of the problem.

Chapter 2. Restaurant Essentials: This chapter deals with the theoretical works like the product, services, quality, price, cleanliness and ambience where information and data are analysed from different books, articles, journals, publications and research work. It tells about brands and other marketing activities.

Chapter 3. Customer Contentment: Even though this chapter is also a part of theoretical background, but authors differentiate the chapter. This chapter is the core part of the thesis where features like customer needs, customer, customer satisfaction on profitability, customer loyalty and retention are discussed. These features are going to help in directing the research outcome.

Chapter 4. Research method: in this chapter authors give an explanation of the research methodology, research design, source of data, population, sampling, data collection process and analysis, and research questions are well defined.

Chapter 5. Empirical study: the empirical study is the chapter dealing with the focus of study, the significance of study and Limitations.

Chapter 6. Result and conclusion: This chapter offers the result of the research and conclude the research with evaluation.

Chapter 7. Recommendation: This is the last chapter of this study where the author put recommendation after analysing and evaluating the whole research.

2 Restaurant essentials

2.1 Product

The product has been defined numerous times according to the need and present market. Every product has two dimensions to measure, its features and benefits. Marketers emphasize benefit more because consumer buying behaviour is more focused on the satisfaction received. Features can be defined as the characteristics in the product that are the reasons for satisfaction. (Buttle 1986, p. 184.)

The product can be anything, a service, an idea or an item offered to a market for attention, promotion or purchase for consumption or use that are able to fulfil the need and satisfaction of the customers. It can be a physical object, people, place or organisation and economic or social entity. (Kotler & Armstrong 2006, p. 546.)

The product in hospitality is the set of satisfactions and dissatisfactions, which may be physiological, economic, social or psychological received from a hospitality service. Each factor has its own description to fulfil the demands of the customer. Economic satisfaction can be good value for money, credit facilities, monthly payments or a quick received service in a friendly and reachable location. Focusing on physiological satisfaction, it is about the comfort the customer receives; it may be the full stomach, quenched thirst, warm place or comfortable bed. Hospitality products hotels mainly pay attention to social, comfort, attentive services, whilst restaurants subdue hunger twinge. (Buttle 1986, pp. 184-185.)

It is very important to know about the culture, lifestyle and the art of cooking of specific cuisine when setting products for any restaurants. The products in restaurants are highly diverse in terms of Indian Cuisine. Different dishes and style of cooking like tandoor, grill, different types of curries, different spices like Tikka masala, Garam masala, Fish masala etc are the most primary products in making Indian food.

2.2 Price

In the selection of products, the price is the most important factor needs to be considered while setting the menus. Price is directly linked with the business and customer satisfaction, it plays an important role in conducting business. Retaining a balance between price and product influences customer satisfaction.

Generally, it is said to be the flexible part for the company that can be changed according to market values, products or services which helps to derive revenue. Price is always difficult to maintain and always challenging to keep a balance between consumer's ability to pay and earning revenues as well. Lower prices will cause unprofitability and overpricing will turn customers to change their buying behaviours towards your products. (Dibb et al. 2001, p.130.)

Customer satisfaction is directly proportional to the prices. They will be willing to pay more in high seasons too if they are happy with the quality of the food served. Especially, in terms of food, if the restaurants have seasonal menu and change according to events, potential, as well as regular customers, will happily pay according to the menu.

Prices directly impact the total sale or the revenue, determining prices involves careful attention on food costs and gross margin. Indian basic spices are usually not expensive, but the style of cooking needs varieties of equipment, expensive crockery and requirement of time which cause high cost of workers. Other base ingredients like tomatoes, onions or meat products including chicken, beef, lamb, and seafood like prawns, different types of fish are usually costly, which needs high attention in decision making while setting prices for the menu.

2.3 Quality of service

Quality is defined as the ability to satisfy (or exceed) expectations and need of the customers. It is a love affair between customers and your product or services which retains a stronger relationship with the company. Consumers just do not buy a product or service but make an overall judgement of experience and image of the company that sells product. (Bergman & Klefsjö 2010, pp, 23-24.)

Even though goods and services are different to some extent, it is very important to determine the quality level at the time when a customer is being served which helps while designing new products or improving the existing ones. Service quality can have several dimensions to measure customer expectation, Parasuraman, A., Zeithaml, V. A., & Berry, L. L (1985) set the quality dimensions and introduced a SERVQUAL mode, also known as RATER model

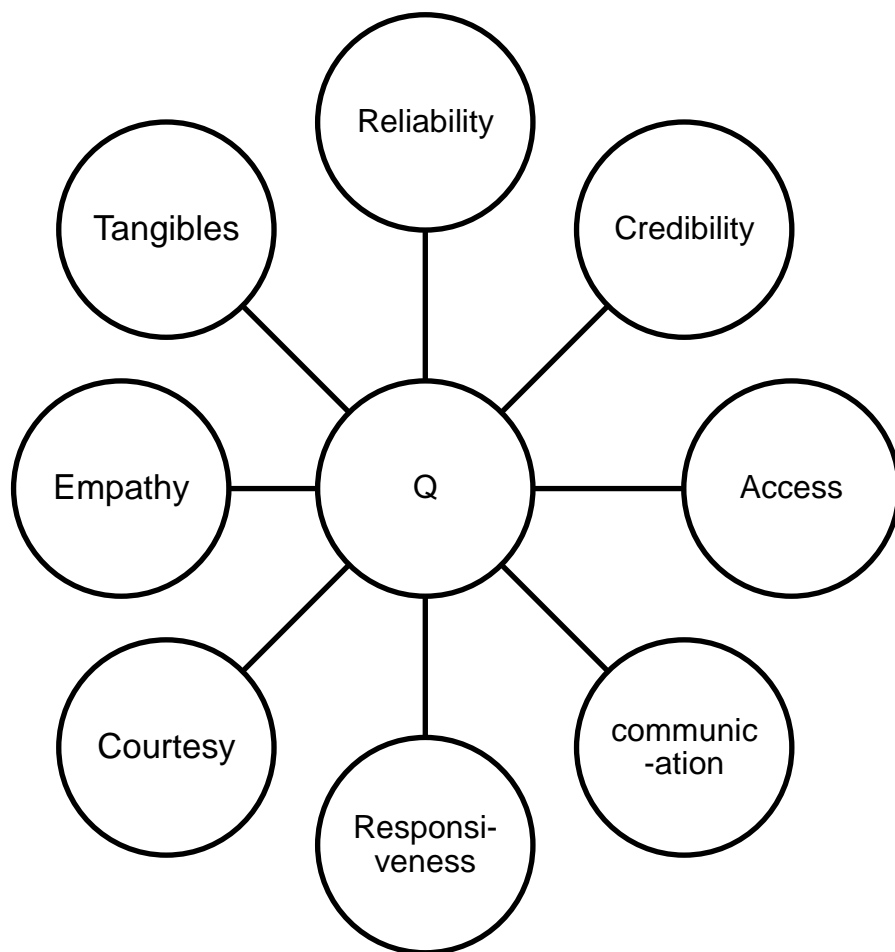


Figure 4: SERVQUAL Model (Parasuraman, A., Zeithaml, V. A., & Berry, L. L. 1985)

The above figure shows the dimensions related to customer satisfaction. Services often not tangible but directly proportional to customer's relation. Reliability and credibility refer to the trust towards the company, while accessibility and communication enhance trust, how likely they want to listen to their customers and work on their needs or complaints. If the company understands its customers completely and responds friendly, it is possible to meet or exceed the customers' needs and expectations. (Bergman & Klefsjo 2010, pp, 33-34.)

Customers highly appreciate the service when it exceeds their expectations or meets their needs. Basically, if the consumers get beyond expectation or get according to the purpose of the visit, it leaves a positive mark on them, which is the base of customer satisfaction. Relating to the fact, the customers do not just expect food from restaurants, but also a high-quality service including serving, adequate knowledge of the dishes or information about ingredients, atmosphere and friendly staff.

2.4 Quality of Food

The core value for any restaurant is its food, good quality of food contributes an important role to make the customers attach with you for longer. The characteristic of the food is satisfactory when it is accepted by the consumers, including its texture, flavour, appearance and standards. The manufacturing process, quality of ingredients and rich in nutrition are said to be the standard of food quality. Due to diets and allergies, special attention is required in handling and making food. Beside this, it is very important that the production place such as the kitchen should be clean to ensure the Food Safety standards. It has a positive influence on customers and encourages them for repurchase. Ryu et al. in 2012 highlighted the five-key important dimensions to determine the quality of food, including the freshness of the food, aroma of the food, food is being well nutritious, a variety of food in menu and taste of the food. It defines the degree of satisfaction individually, by freshness, aroma, and taste. Positive relations with the food build the positive image of the restaurant that works as a marketing word of mouth also. It augments the behaviour of the customers and helps to spread the word if the customers come repeatedly for dining; apparently, it means the customer is satisfied with your product and service. (Ahmad 2015, pp. 129-139.)

The definition of food quality can vary by consumers to consumers, some people prefer food only, some come for the environment; especially in cafes for comfortable environment, and some for prices, thus it is not possible to satisfy every customer is perception of the quality as they have their own way of perception but the two main dimensions were introduced by Ku and So in 2013 to identify the classes of dimension by customers and products perception; the products and consumers category. The products category includes safety, culinary arts, hygiene and products characteristics while consumer category contributes in service quality, promotion, marketing and environment. (Ku & Su 2013.)

2.5 Ambience and cleanliness

Building a strong customer relation needs a high level of attention from every aspect, Ambience and cleanliness are another factor that has a huge contribution in making strong customer satisfaction. The atmosphere is a service design of buying environment that creates emotional attachment within the buyer that enhances its probability of repurchase (Kotler 1974, p.50). The key concept to explain the atmosphere is the sensory terms, it is apprehended through sight, touch, sound and smell. Sight includes colour, brightness, size and shape while other sensory factors include scent, freshness, temperature, volumes or sound. (Kotler 1974, pp, 50-51.)

According to the above theory described by Kotler and Julie Baker (1987), the first impression on the customers is ambience as food may not alone bring people to the restaurant. It just not brings customers to eat but also will influence their dining experience. Therefore, the spatial layout is an essential element for the restaurant's appearance. It refers to equipment, amenities, furnishing and facilities. It profoundly affects what people think about the restaurant which helps to make a good brand image. The décor, sound, lighting and service standards directly contribute to the customers' dining experiences. Calm, light and soft music are always attractive, once customers get comfortable with the sound, it may keep them longer in the restaurant which may cause re-ordering. Same as scent, it is a small factor but may affect enormously the stay of customers. It can also have a powerful impact on the customer's behaviour and emotions. Ambience hence plays a vital role for customer satisfaction. (Baker 1987, p. 81.)

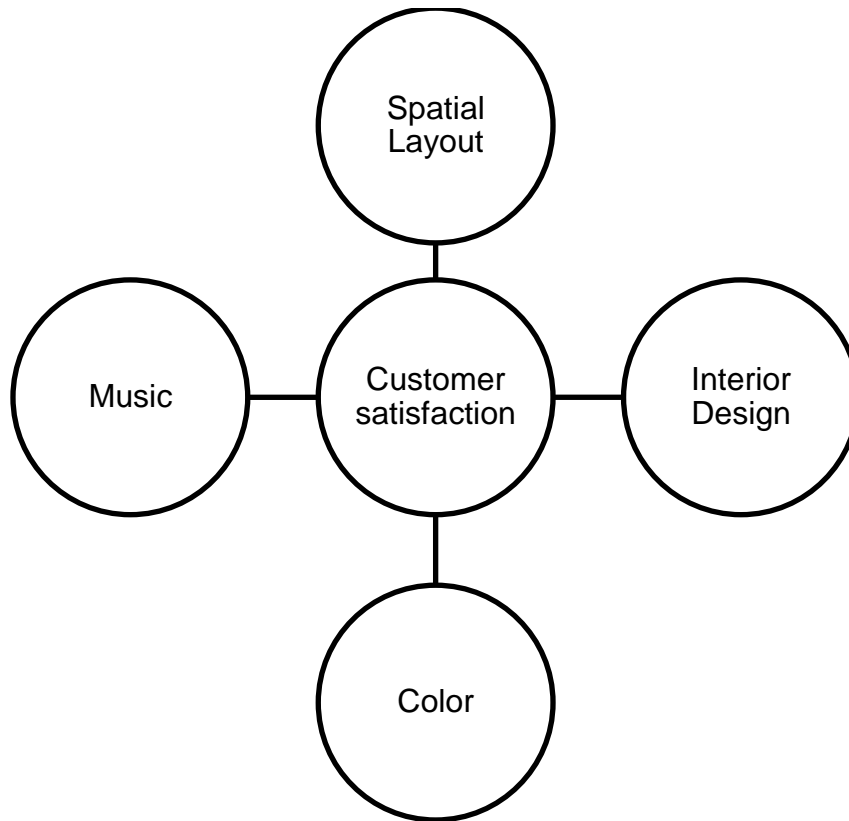


Figure 5: Theoretical framework

Above figure is used in support of the theory drawn for the conclusion of ambience and cleanliness by the authors. Cleanliness is directly proportional to the ambience, ambience is only possible if the restaurant is clean and tidy. Enough sitting arrangements providing a cosy environment and enough leg spaces keeping personal spaces into consideration can attract customers more often. Cleanliness needs particular attention as it determines the quality of dining place and forms a better perception about the workers and area of the restaurant.

3 Customer Contentment

Get closer than ever to your customers. So close that you tell them what they need well before they realize it themselves (Jobs n.d.).

Customer satisfaction is a term used by both customer and seller to measure the customer's contentment to a product, service, or experience. This term is measured by conducting a survey with an organised questionnaire where customers

are asked to answer a specific number of questions about the product and services that they have used. This is about customer's interaction, purchase, or overall customer experience, where the answers stand between highly unsatisfied to highly satisfied. However, customer satisfaction can be defined as well a consideration of customer's feeling and interaction towards a brand. Almost every business and brand calculates or measures the positive or negative reaction of a customer towards their brand or business by conducting customer satisfaction surveys.

Every business in this world starts and closes with customers. Therefore, customers undoubtedly needed to be treated like a King of the market, as no matter what happens, customer is always right and required for any business to be successful. Business growth, profit, position, image everything depends on customers and their satisfaction. Thus, it is significant for all the businesses or companies to work on fulfilling customers' expectations. (Juneja 2019.)

3.1 Needs and Behaviour

Usually, the triumph of a restaurant manager or owner depends on how that manager or owner has understood the customers' needs and expectations and tries to make it so that those customer needs and expectations are met better and faster than any other competitors.

Customer satisfaction is a commonly studied fact in any business whether it is hospitality business or restaurant business because of its significance which has a straight influence on the financial performance of a restaurant. To identify the customer needs and expectations, the customer satisfaction survey is a great way of understanding the behaviour and opinions of customers. During this process, a restaurant can figure out the customer needs and their behaviour which later on helps a restaurant owner or manager to make it possible for the customer's expectations to be fulfilled. This attitude is so important for the business that it causes a restaurant's success. The more the customers' needs and expectations are nurtured, the more the restaurant is going to be successful. If the customers are satisfied, it will automatically increase the restaurant's profit.

There are different kinds of customers in term of their presence in a restaurant. Firstly, the walk-in customers who will come to a restaurant once or twice with the need of just having the meal and won't come again. These types of customer come only to fulfil their hunger for that particular time. Secondly, there are people who come seldom but not very often. Last but not least there are the customers who come regularly and try the product and services of the restaurant and they have expectations concerning the quality of product and service that they consume or experience. These are the most significant clients who have a fundamental influence in terms of the restaurant's success. (Puttfood 2018.)

3.2 Satisfaction and profitability

According to ACSI founder, Claes Fornell, *Companies with highly satisfied customers generate superior returns because customer satisfaction is critical for repeat business, and that type of business is usually very profitable. That is, loyal customers tend to be highly profitable as long as their loyalty comes from their satisfaction and not because prices are low.* (Dijulius 2017.)

It seems that a loyal customer has a great impact on the higher sales and profits. Apparently, loyalty comes from customer satisfaction. This helps to understand the fact that no matter what the business is, as long as the customer is satisfied the profit is inevitable. The restaurant business has a huge impact on profitability while talking about customer satisfaction.

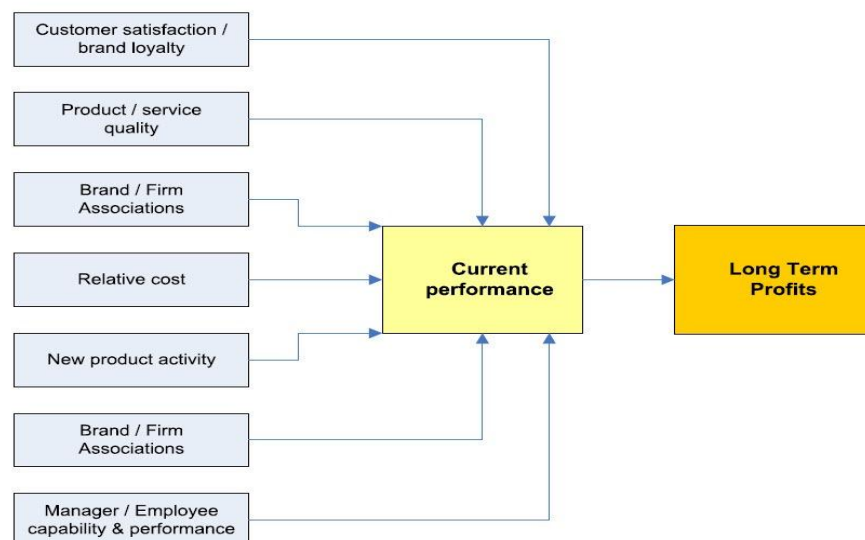


Figure 6: Correlation between Customer satisfaction and Profitability (Haaften 2017).

Above figure illustrates the fact that the long-term profit has to go through a path to make the customer satisfied which at the end influence the profitability of a company.

According to Hoyer and MacInnis Customer satisfaction affects a company's profitability and success. Further mentioning to link the correlation between customer satisfaction and profitability, they mention that satisfied customers play a vital role while forming the foundation of a business. Customer satisfaction is a term which makes customer for repeating purchase, showing loyalty to the brand. Positive word of mouth is now-a-days a popular term to acquire new customer and to boost the revenue. (Haafte 2017.)

Several studies were done worldwide by numerous people about the effect of customer satisfaction which deals with repeat purchase of a product, customer loyalty and customer retention. These studies provide the parallel fact that contented customers have the attitude to share their experiences of purchasing a service or product with five or six other people. On the contrary, discontented customers have the attitude of sharing their experience with ten or more people about their ill-fated involvement towards the product. To conclude, it should be considered that customer satisfaction or complaint may seem expensive, but it should be known by the business personnel that it costs sometimes 25 percent extra while working for managing new clients. (Haafte 2017.)

3.3 Loyalty and Retention

The term customer loyalty means that a customer has a particular choice of a product, shop or brand towards which he or she is totally satisfied with instead of adapting another product, shop or brand. It can be also defined as a customer's constant purchasing of a specific product from a particular shop or brand.

On the contrary, customer retention is absorbing the customers towards a product or to keep them firm towards a brand. When it comes to customer retention, it is always less expensive for existing customers than to get attention from the new ones. Studies have revealed that it is six to seven time costlier to a new customer than the existing one. (Marketing Business News n.d.)

Customer constantly buying a product refers to the customer loyalty and a loyal customer is a customer who is satisfied with the previous purchase of a product or service that he or she made which makes it possible to the manufacturer to retain customers. Therefore, it can be said that customer satisfaction has an influence on a customer who becomes loyal. Conducting a successful business, it is essential to have a good relationship between the seller and the customer. Forming a good relationship can only be possible when the customer is satisfied with the quality of a product or service in any sort of business. The restaurant business has no other alternative.

Loyalty is such an advantage that can be accumulated by the association of a satisfied consumer. A precise estimation and measurement of customer loyalty are such that appealing a fresh and new customer towards a business is five times more cost worthy than retaining an old or existing one. Costs relate to the marketing promotion, complementary introducing offer, free gifts and many others that are not necessary for terms of dealing with the loyal customer. (Lynch 1995, p.66.)

3.4 Engagement and Satisfaction

Engaging customer towards a brand or product is a challenge now-a-days. With the globalization, restaurant business is getting more challenging and competitive. Continuing a restaurant business with the established brand image and good profitability, customer engagement is the driven factor. Engagement of customer means to establish a fair and emotional bonding between the restaurant or the product and service of the restaurant with the customer. Considering the fact of engaging the customers towards a specific restaurant, a restaurant owner needs to make the customer satisfied by providing a great amount of quality service and product.

Customer engagement is a term which means to establish a profound emotional relation between customers and a product. Customers connected to a restaurant spend their money to have quality products and services are a great asset to the company. Whenever a customer is involved or attached emotionally, he or she turns to a representative who works as a free word of mouth for that company.

This kind of engagement is a process that begins with purchasing, giving feedback about the purchase that is made and afterwards being a satisfied customer starts contributing to product promotion. Thus, it is explicit that a satisfied customer not only makes money by buying product or service but also brings extra business for the loyal company by providing new customers. Concisely it can be said that customer engagement leads to customer relationship and relationship turns into liquid profit. (Insider Blog n.d.)

3.5 Complaints vs Satisfaction

Conducting business in this present time is getting tougher as social media now plays a huge role in promoting business all over the world. People are also becoming more conscious and like to use social media to share their views and give feedback on social platforms. These kinds of platforms have gigantic influence on any sort of business, especially in the restaurant business. Customer having good or bad experience share in these platforms. Good reviews and feedbacks are great for the business profitability and brand image, on the contrary bad feedback can be destructive. Therefore, customer complaints should be taken into consideration in order to improve customer satisfaction.

Customer complaints refer to the fact that a product or service provided does not come up with the customer's expectation and the customer gives a review about it. This review or feedback connects a customer and the manufacturer which explains that the product or service consumed by the customer does not have the balance between expectation and the reality. In that case, it should be considered as the most valuable gift given by a customer which assists in establishing product and service with great quality that later on helps to satisfy the customer. (Barlow & Moller 2008, p. 24.)

Restaurant business must face plenty of complaints as food is a product which not only fulfils the hunger of a person but also contents the heart more. Therefore, it is very usual and expected to have complaints which are actually a vital element in terms of improving quality related to the product, service and restaurant itself.

It is very important to have customer complaints as it helps in improving the business but handling those complaints is the utmost job for the employees that are

taking care of them. Employees should be well trained and patient enough while handling complaints because the customer always pays attention while they make any claim. Therefore, managing customer complaint is another driven factor while customer satisfaction is taken into account. (Scott 2000, p. 88.)

4 Research method

4.1 Research design and source of data

The research was conducted two parts which are survey questionnaires and interview with the owners of the restaurants. Primary data and secondary data both have been used for accomplishing the research. The primary data collected for this research were taken from the interviews of the restaurant owners and printed questionnaire for customers provided to the restaurants. The method chosen by the authors for conducting the research is qualitative research method as it will help to evaluate customer satisfaction. Effects of Indian cuisine, product, services and quality on customer satisfaction are taken into consideration. All the data that were collected during the survey were examined and interpreted by the authors to draw a conclusion.

4.2 Population and sampling

People from Lappeenranta region who visit restaurants specialised in Indian cuisine are taken into consideration as the population of this research. The population is large for this study which makes the authors select random sampling for the research. 100 questionnaires were given to the restaurants from which 50 were answered. Out of those, 27 questionnaires were collected from one restaurant and the rest 23 were collected from another one.

4.3 Data collection process

Data collection process was divided into two parts which are interviews and survey questionnaire. First, the interviews took place between the restaurant owners and the authors where questions have been asked to find out owners' point of view regarding customer satisfaction. After the interview, each restaurant owner has been informed about and discussed the survey questionnaire which later on

has been provided to them by the author as a printed version. The customers filled the questionnaires during their visit and afterwards fully completed or answered questionnaires were returned to authors by the owners of the restaurants.

4.4 Research question

The research questions for this study are focusing on finding out the customers' satisfaction towards the restaurants based on Indian cuisine and their products, services and quality. This research is meant to measure the customer satisfaction of the existing restaurants in Lappeenranta who are dealing with Indian cuisine. The research questions are developed and designed in a way that the result and conclusion of the study will give an overall idea about customer's viewpoint towards this specific cuisine. These viewpoints are going to demonstrate the influencing factors when it comes to customer satisfaction. There are different types of research questions including open-ended, close-ended and multiple-choice questions.

5 Empirical study

5.1 Focus of study

The main focus of the study the factors which influence customer satisfaction or dissatisfaction. The research is going to be accomplished by visiting restaurants specialised in Indian cuisine in Lappeenranta, interviewing the owners and providing questionnaires for the customers. Therefore, the authors' intention is to concentrate on customers' behaviour and frame of mind towards the product, quality and service. This study is going to find out the customers' reason for complaining, influencing factors and matters that are needed to be measured for the development of customer satisfaction or contentment.

5.2 Significance of the study

The world now-a-days is a competitive market for businesses. Every day there is a new and unique idea for restaurant business coming out, but it is a fact that not many of them are appreciated by the consumers. The reason behind that is those products and services are unable to meet the customer's needs and satisfaction.

Instead of having lots of promotion, marketing campaigns and unique product or services businesses are shutting down every now and then just because they do not have customer satisfaction. In the food business, different people have different choices and tests which need to be studied and this study can find out whether the customer is satisfied or dissatisfied. Conducting customer satisfaction survey engages restaurants and customers. This makes the customers feel that the restaurant which is chosen by them, respects their ideas, suggestions and feedback towards the services and products. These kinds of surveys help to come up with new strategies and measure the existing ones.

5.3 Limitations

Limitations of this research are taken into consideration. Research is conducted into two restaurants named Indiana Curry and Maan which are specialised in Indian cuisine situated in Lappeenranta region. The sample size is small in comparison to the large population and the data collection method chosen for the research is primary data. The questionnaires for the survey are focused on customer satisfaction which was delivered to the restaurants and later on provided to the customers by the restaurant authority. The author also took personal interviews with the owners of these particular restaurants to study their point of view on customer satisfaction, customer engagement and their own satisfaction as well.

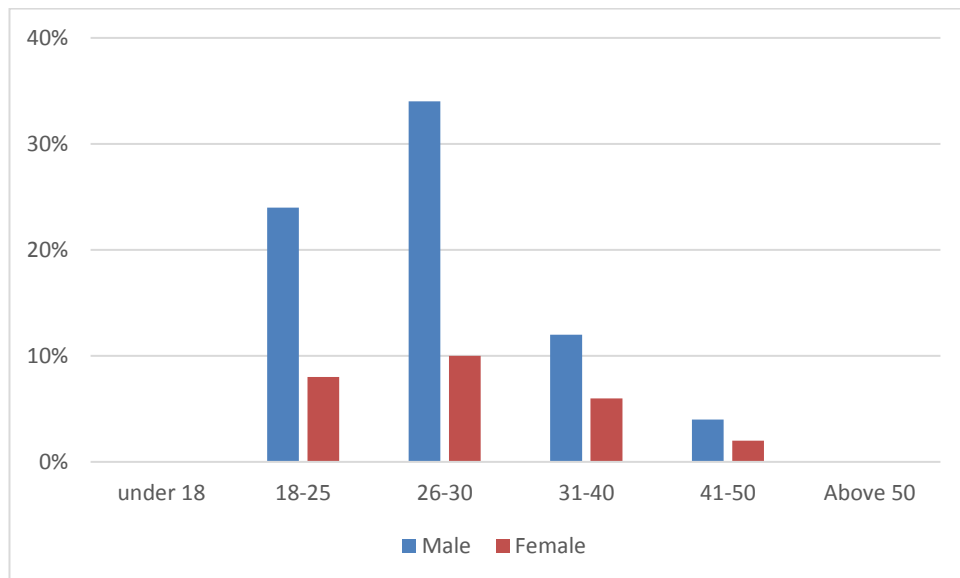
6 Results

This chapter reflects the research conducted on customer satisfaction in Indian sub continental restaurants by interviewing owners and the information received from the questionnaires which were filled in by the customers. The response of the respondents and the interviews will be analysed in this part which will assist to achieve the result of the stated thesis topic. The questionnaires were distributed to restaurants and collected after the data had been filled in by respondents. Every question was studied thoroughly, checked and analysed, which shows the consumer behaviour and response to the customer satisfaction towards Indian food.

There are numerous ways to analyse customer satisfaction. Based on the topic and research the best possible way is to analyse the consumer behaviour of re-purchase, satisfaction or reviews about the restaurant and taste. The questionnaires were mainly based on the food, quality, environment and prices. Questionnaires were given to the respondents to answer according to their satisfaction level. Total of 50 respondents' answers were collected and tabulated in charts to analyse and get a clear understanding of customer satisfaction.

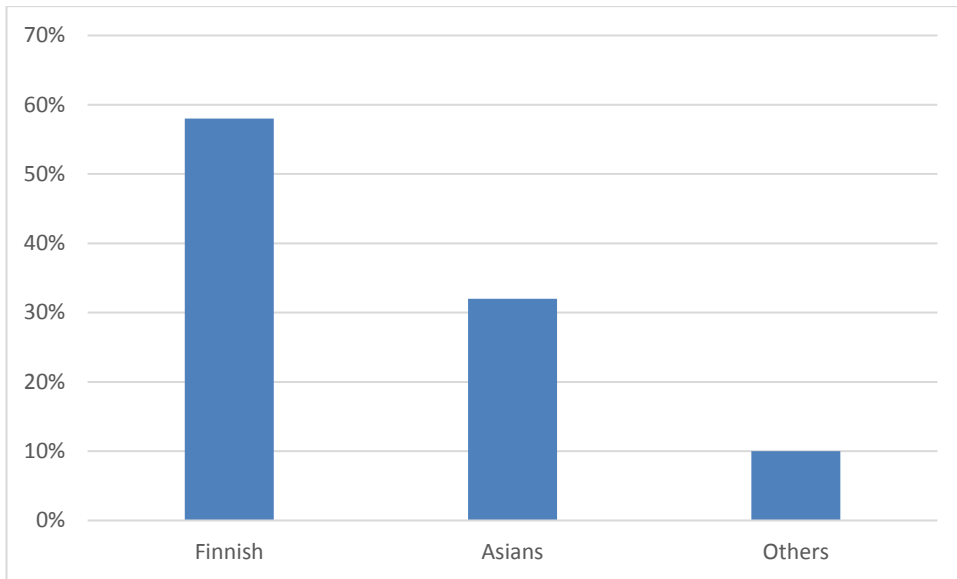
6.1 Questionnaire analysis

The Graph below shows the gender status, age and number of the respondents. Out of 50 respondents, 74% were male and 26% were female to respond. There were more male respondents than female.



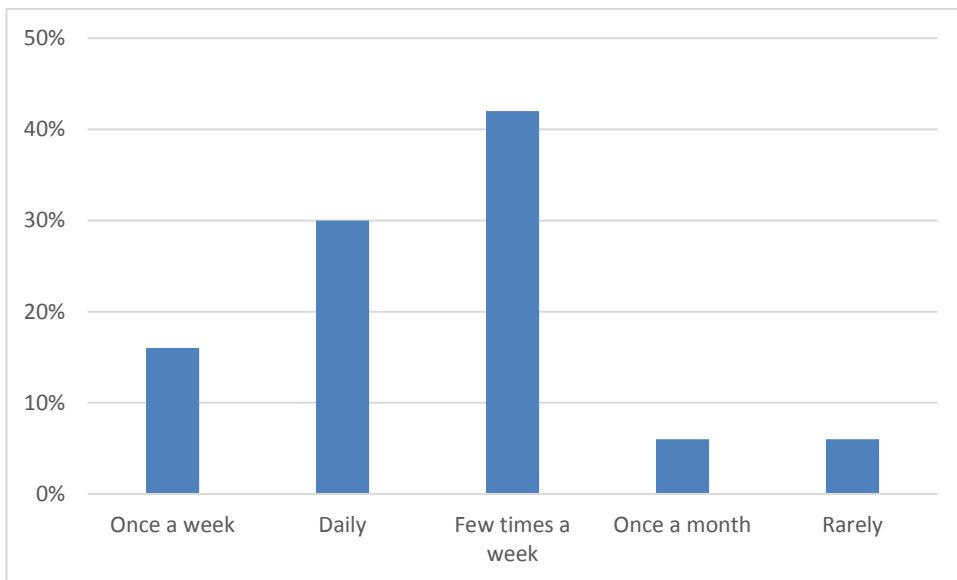
Graph 1: Age and Gender of customers.

Different age groups represent different interests towards eating in restaurants. Most respondents were from 26 to 30 old years and youngsters who accept mostly all taste in their developing age. The third largest age group was from 31 to 40 years in which most people use to eat what they like.



Graph 2: Nationalities of the customers.

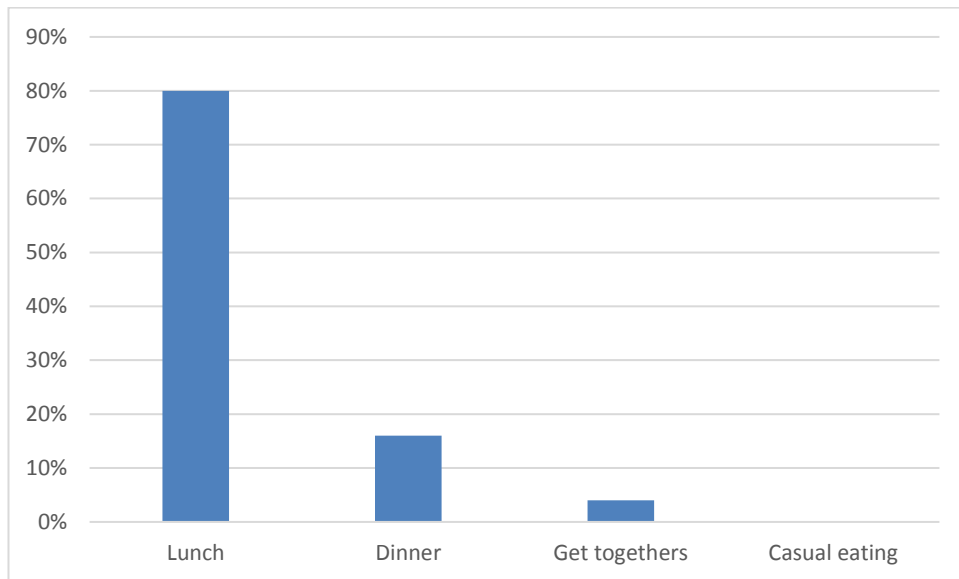
The above graph represents the nationalities of the respondents. Fifty eight percentage of the respondents were Finnish and 32% were Asians. There were 10% of other nationalities, namely Russians, Arabs, Africans or others living in Lap-
peenranta region.



Graph 3: Frequency of visits.

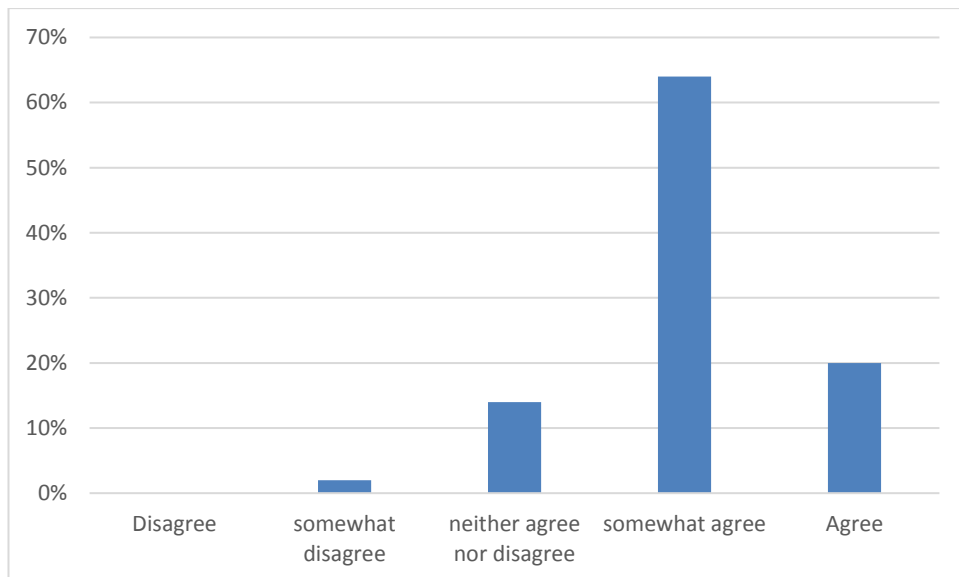
The above graph shows the frequency of visit of the customers. Thirty percent of the respondents visit the restaurants every day for lunch, dinner or casual eating. It shows 42% of the respondents visits a few times a week and the third largest

group is 16% visiting at least once a week. There are also some customers that rarely visit or visit once a month which is 6% and 6% respectively.



Graph 4: Purpose of visits.

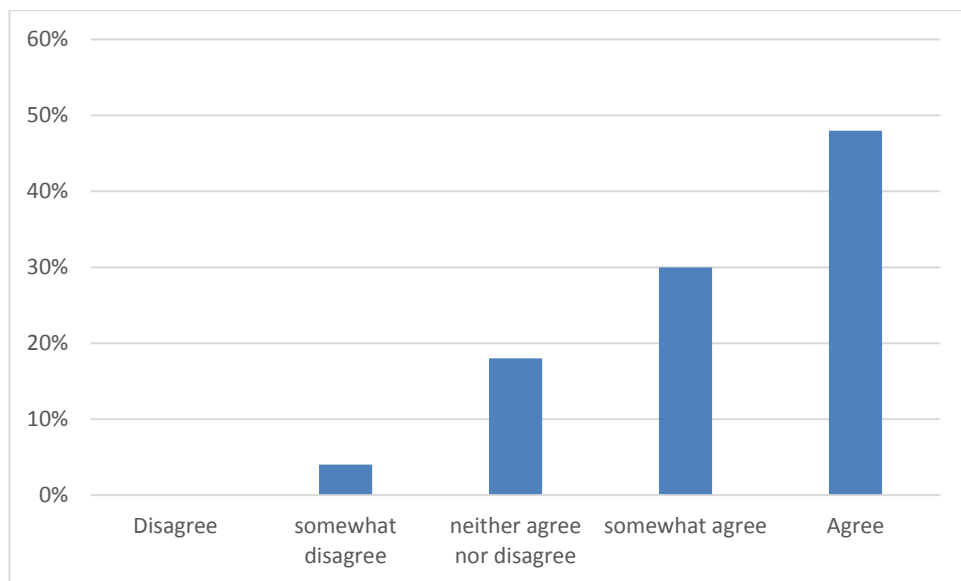
Eighty percent of the respondents visits for lunch mostly, showing the highest rate of customer visits in lunch time according to the results and information collected. While for dinner or get togethers mostly visits are 16% and 4% respectively.



Graph 5: Satisfaction with food.

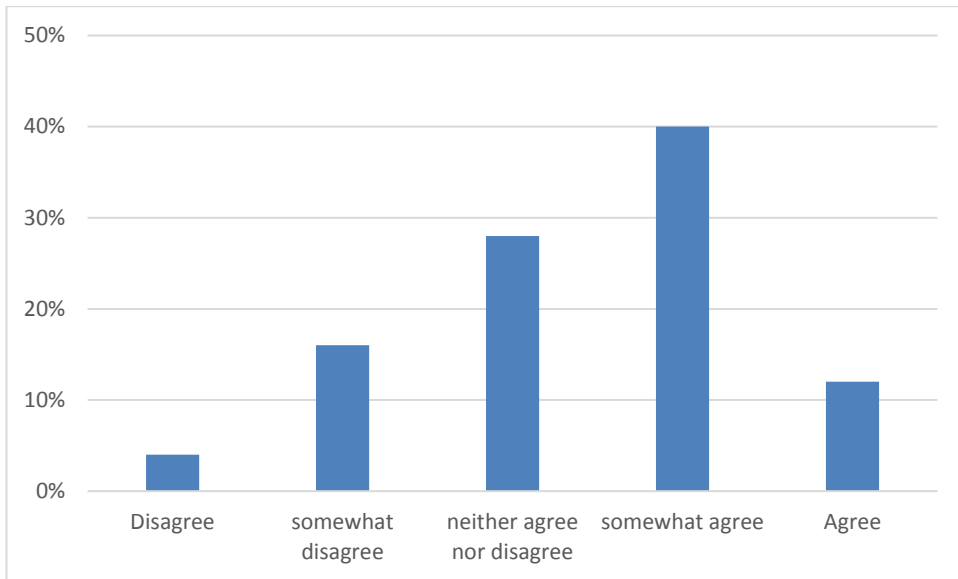
More than half of the respondents responded positively regarding the food. They are satisfied with the restaurant food and service. Sixty four percent of the customers said they somewhat agree and are pleased with the food. The food is good and well decorated that looks delicious to eat. Twenty percent of the customers are totally agreed with the food and decorations. Two percent of the customers said they somewhat disagree and 14% who do not agree or disagree.

The next question is about the freshness and warmness of the food, which is the core point of a good meal. If it is not enough warm or fresh, definitely customers are not likely to accept the food and will create a bad image of the restaurant.



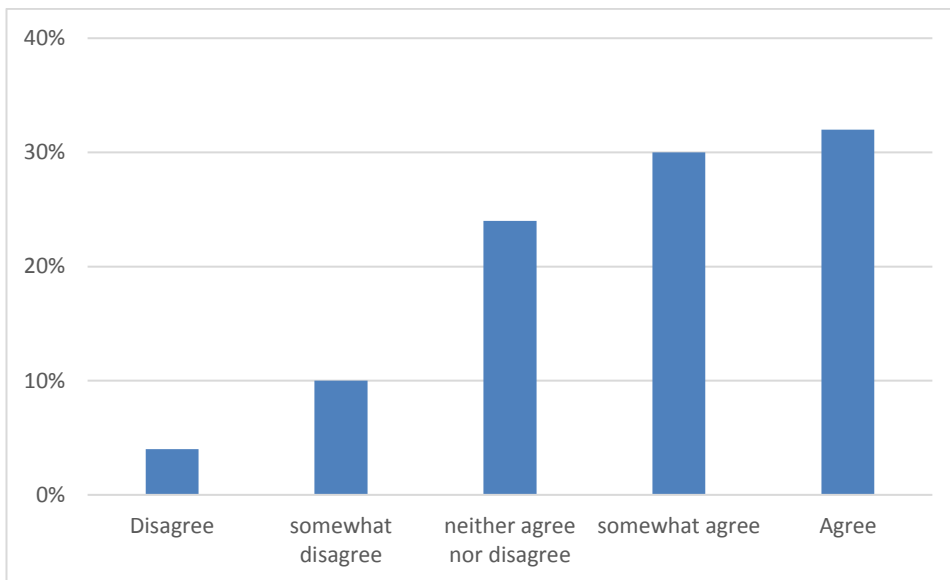
Graph 6: Satisfaction of freshness and warmness of food.

The above graph shows different responses to the freshness and warmness of the food. About 48% of the customers agree that the food is warm and fresh but on the other side 30% and 18% of the customers somewhat agree and neither agree nor disagree respectively. Four percent of the customers somewhat disagree about the freshness of food.



Graph 7: Variation of food.

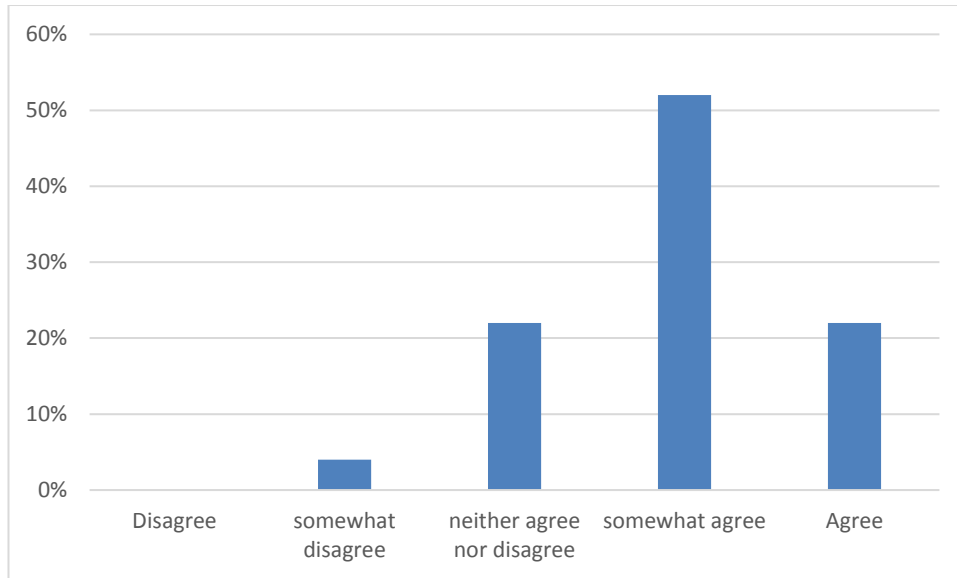
About 40% of the customers somewhat agree that they offer a variety of food whilst 12% of the customers totally agrees with the variation of food. Twenty eight percent of the customers said that they do not agree or disagree. Sixteen percent somewhat disagree and 4% of them totally disagree.



Graph 8: Spices in the food.

Spice in Indian food is very important. Typically, Indian cuisine is spicy but as working in Finland restaurant needs to understand the customers' taste that anyone can eat whether they are Asians, Finnish or other nationalities. The graph

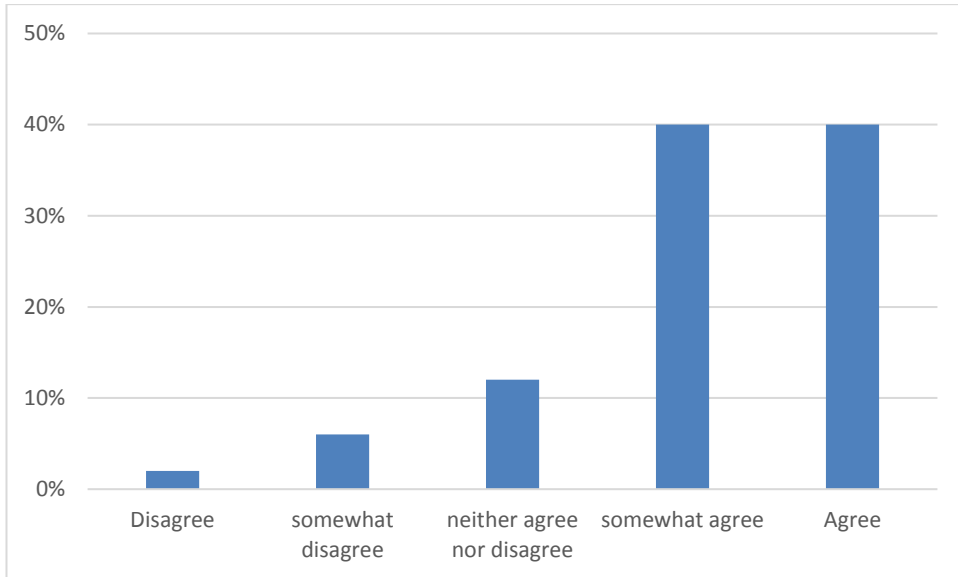
above shows that 32% of the customers agreed that the spice is appropriate enough in the food but almost 30% somewhat agrees to show that there is a need to improve. At the same time 24%, 10% and 4% of the customers neither agree nor disagree, somewhat disagree and totally disagree, respectively.



Graph 9: Environment of the restaurant.

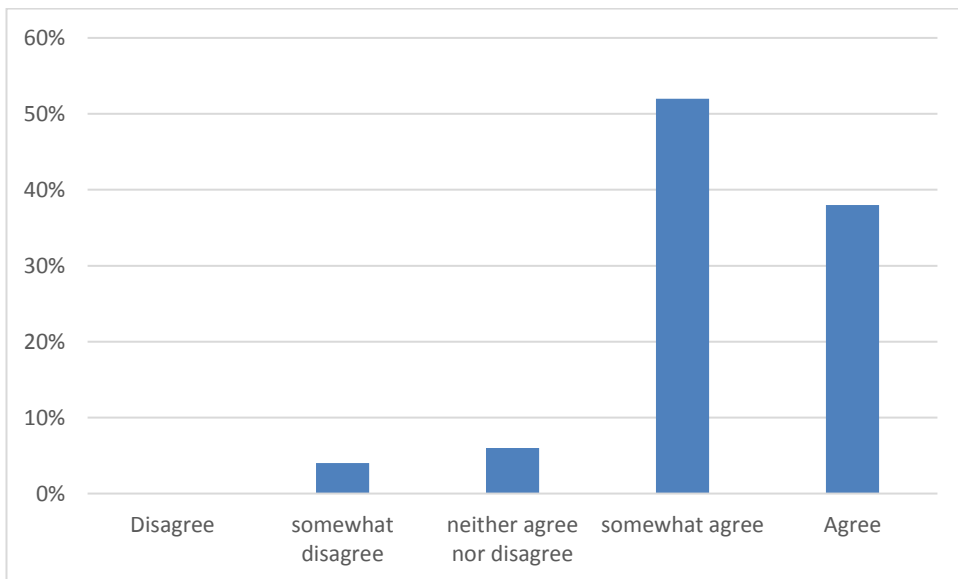
The environment is the main attraction of any place, mostly people visit Malls, Hotels, tourist places because of the comfortable and calm environment. So as in restaurants, it is very important to have clean, comfortable and cosy environment because if the environment is good, people most likely visit more often.

According to the information collected more than half of respondents said that the environment is good but according to the answers there is a need for the improvement. Fifty percent of the respondents said that they somewhat agree with the environment. Twenty-two of the customers totally agree with the environment and 22% neither agree nor disagree while 4% somewhat disagree.



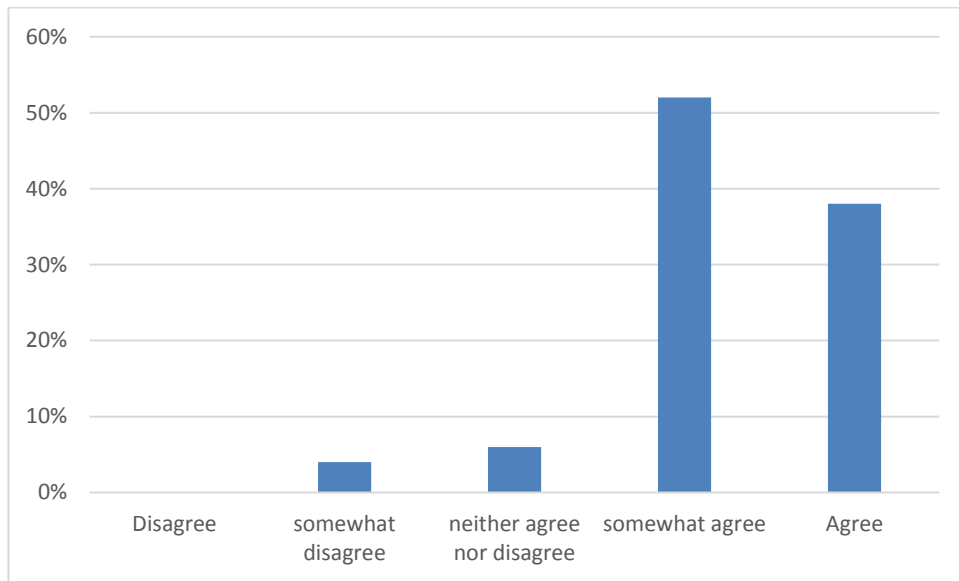
Graph 10: Sound Level.

Forty percent of the customers said that the sound level is good, and they can feel comfortable in the environment. Forty percent of the customers are somewhat agreeing to show altogether 80% of the customers like the sound level and music which creates a comfort zone for them to eat and stay. Twelve percent of the customers neither agree nor disagree, while 6% said they neither agree nor disagree. Two percent of customers totally disagreed about the sound level and music satisfaction.



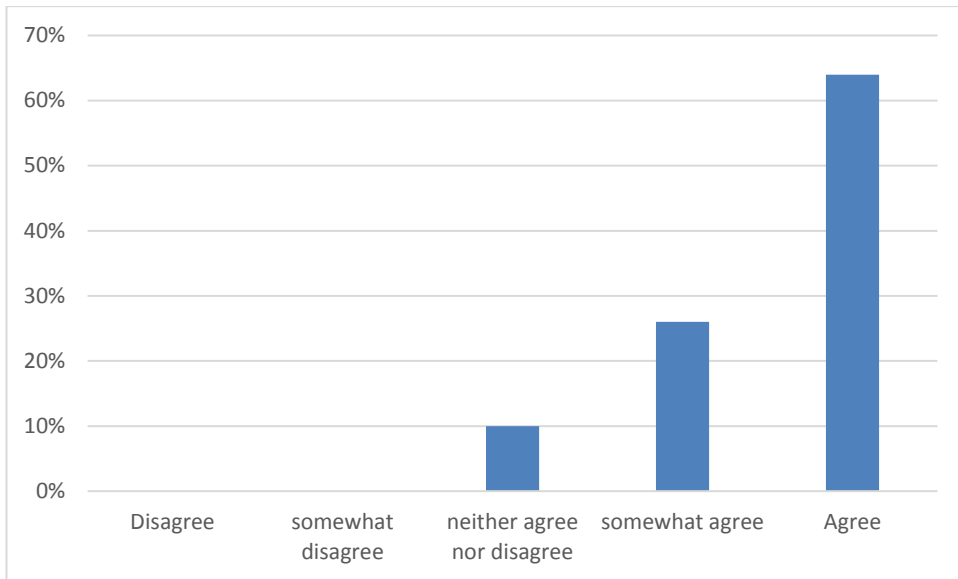
Graph 11: Cleanliness of the restaurant.

Earlier it was mentioned that ambience and cleanliness are directly related to each other. This question was based on the clean environment which shows that more than half, 52%, said that they somewhat agree that the environment is clean and comfortable, while 38% totally agree with the clean and tidy environment. Few of the customers, 6% and 4% neither agree nor disagree and somewhat disagree, respectively.



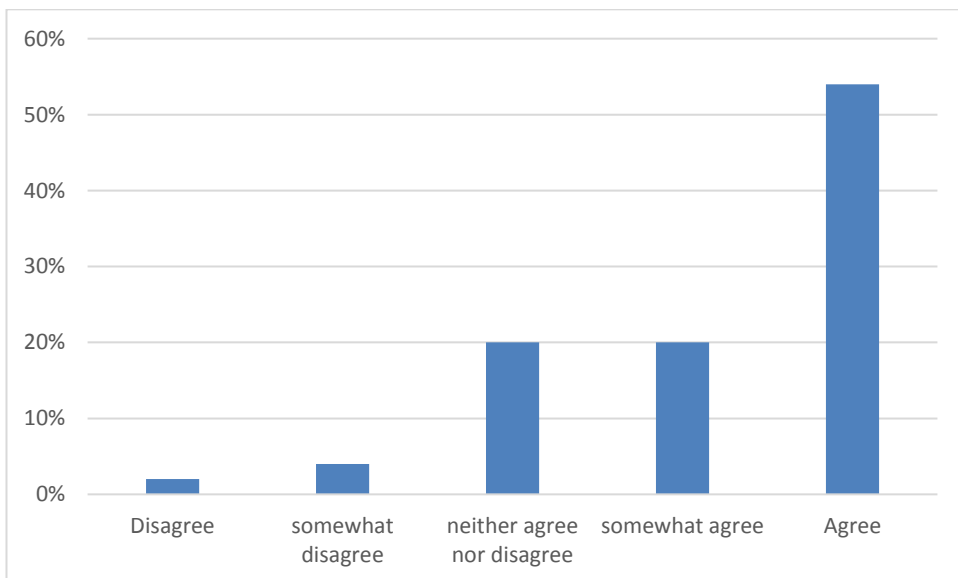
Graph 12: Friendly staff.

This graph shows the relation between the staff and customers. Friendly staff creates a comfort zone for the customers which leaves a positive image in the mind. Good behaviour and listening to the customers are the core values of the staff in the restaurant. Fifty two percent of the customers said that they somewhat agree that staff behaviour is good while serving. Thirty percent totally agrees while 6% neither agrees nor disagrees and 4% somewhat disagrees with the staff behaviour.



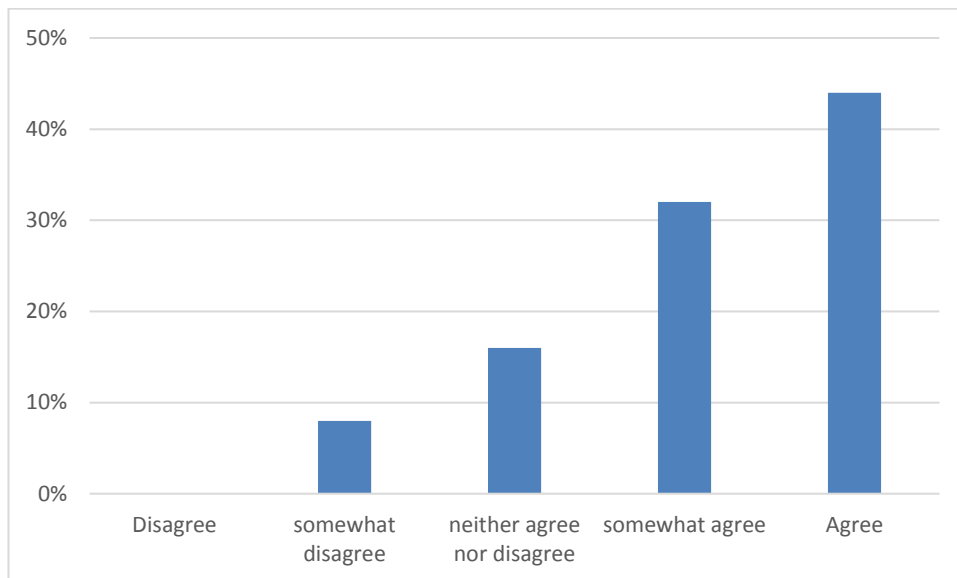
Graph 13: Attentiveness of the staff

This question is related to the above research question, but the authors wanted to know more precisely as the staff plays an important role in building customer satisfaction. Results show a huge amount of the satisfaction level towards staff. Sixty four percent of the customers totally agreed that staff pay attention to the customers and if they needed any more things. Twenty six percent said they somewhat agreed and 10% neither agreed nor disagreed.



Graph 14: Price value meets the menu

An important factor of any restaurant is the price. If the customers are satisfied with the prices, there is a huge number of chances that customers visit more often or increase their repurchase behaviour. In the above graph, 54% of the customers agree with the prices that they are reasonable and meets the value of the food. Twenty percent somewhat agrees and 20% neither agree nor disagree, while 4% said they somewhat disagree and 2% totally disagreed showing the need to revising the prices.



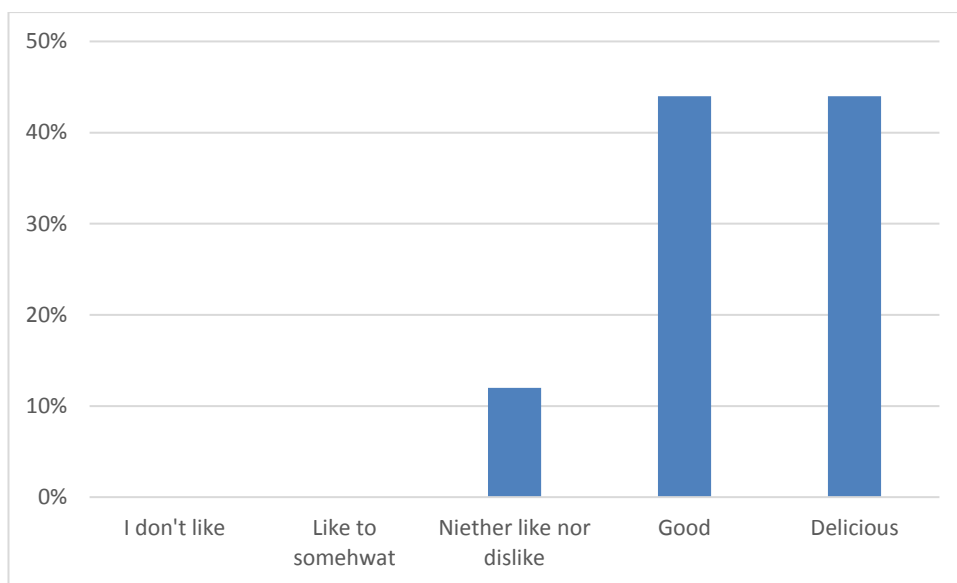
Graph 15: Prices versus food quality.

This research question is also related to the above question, but the authors feel the need to know the quality of food and relation with the price. High food quality always makes the prices higher, so it was important to know if the price meets the food quality? Forty four percent of the customers said they totally agree that the prices are reasonable and the food they are getting matches with the quality, while 38% of the customers somewhat agrees. Sixteen percent of customers neither agree nor disagree while 8% of the customers somewhat disagreed with the prices of the given quality of the food.

Based on the evaluation, interpretation and information received, the following conclusion has been made.

Most of the customers of the restaurants are Finnish. The customers often visit a few times a week and have a good relationship with the restaurant. Most of the

customers are satisfied with the food and services. Similarly, staff behaviour, cleanliness, ambience, music and sound level are satisfactory and appreciated by most respondents. Price level and food quality are mostly liked by the people but creating a need to revise the prices and also there is a need for change in varieties of food. Most people disagreed with the variation of food; they said it almost the same every day. Similarly, spices are good enough and liked by most of the respondents but to satisfy minorities developing a new taste and less spicy option can attract more customers. Overall satisfaction with the Indian cuisine is shown in the statistics below.



Graph16: Affection for Indian cuisine

The graph shows how much they like Indian cuisine. The results were astonishing because most of the respondents were Finnish accepting the diversity of Indian Cuisine in Lappeenranta. Forty four percent rated it is delicious and 44% answered it is good and 12% neither like or dislike.

6.2 Analysis of interviews

Authors' main priority of the study is to measure customer satisfaction for which the questionnaire survey has been conducted. Besides that, the author also considered the fact how the owners react to customer satisfaction while they run their business. Thus, owners were interviewed about handling customer complaints,

engaging with customers, asking customer feedback, customer loyalty and sustaining their business; how they act as a manufacturer or service provider.

Apart from the customers' questionnaire, it seemed a bit different when it comes to the owner's response during personal interviews. During the personal interview the authors intended to ask some questions that could affect the owners while considering customer satisfaction from their point of view.

Personal interview with the owners was conducted by raising some questions which are going to help them in terms of customer satisfaction. While asking about customer feedback survey, authors came to know that these restaurants hardly take customer feedback or reviews. It was mentioned that sometimes customer is asked about the food quality right after the completion of the food. Both the owners agreed that Finnish people hardly give feedback face to face and though some of the customers give but they usually comment about the taste of foods.

According to the authors, research and theoretical analysis, customer satisfaction rely on or is influenced by various facts such as product, services, qualities, environment, decoration or interior, cleanliness and ambience. These factors cannot be determined and commented on for the customer through the question, how the food was. Regarding customer complaints, owners mentioned it seemed the same that the customers rarely come up with direct complaints unless there is some big issue with the food or service. When handling customer feedback, the authors find that the owners are paying more attention to online or social media feedbacks as it plays a vital role in the promotion of the restaurants. Pizza online and Facebook reviews or feedbacks are highly preferred by the restaurants as these are the most common and effective medium to grab customer attention in Finland nowadays. Added to this, one of the owners also stated that Trip advisor is also considered when it comes to customer feedback or handling customer complaints.

Service is always appreciated though, but one of the owners revealed the fact that usually Finnish people do not like to get served by foreign or international

staffs when it comes to the small townss like Lappeenranta. For customer engagement and promotion of the product, these restaurants promote their product and services on Facebook and Pizza online. One of the owners found that the newspaper is a great medium as it brings more customers. Added to this the advertisement needed to be half of the page in length, as a short advertisement is easily negligible. Owners enlighten the fact that social media is expensive and less effective where likes and shares are common, but the result is not fruitful. The owners also mentioned that they have less educated staff who knows the cooking method but have less information about why the food is healthy which they think is needed while promoting the product. To engage new customers one of the restaurants participates in different fairs and festivals such as Imatran ajo and Lappeenranta sand castle. According to the restaurant, it is a great source of customer engagement and product promotion.

The authors raised the question during the interview of how they consider customer loyalty and what is the strategy that they have for the potential customer. Answering to that both the restaurants stated that they provide one free dish for the loyal customer either in any of the customer's family get togethers or birthday function.

Pointing out the fact of sustainability, the owners revealed some interesting and important fact. Relating to this they said people in Lappeenranta are mostly Finnish food oriented and also added that unlike Helsinki which is more multi-cultural and adapting different food culture, Lappeenranta is not yet fully ready for the Indian cuisine. People are more conscious about the health issues concerning the food. Therefore, the business seems a bit unsustainable which make both the owners to open another restaurant with different food cuisines like Kebab or Pizza. Pizza and kebab menus are more profitable and less time consuming to prepare, compared to Indian cuisine. Answering to the accessibility of the raw materials, owners mentioned the fact that materials used for Indian Cuisine are expensive to import, especially spices. At the end of the interview both the owners were asked if they get the response of the customers that they expected before establishing the business. The answer was quite simple that they are still struggling to acquire the response that they expected.

7 Recommendations and Conclusions

Customers are the backbone of any company which is the eternal and irrefutable truth. Satisfied customers are the key to success. The more a company contains satisfied customers more the profit it has, for which a company has to get through a lot of strategies and plans. Making a customer satisfied is not that easy in this competitive business world as the different customers have different expectations and desires. To know the expectations and desires it is undoubtedly essential to build up communication and engagement between the restaurants and the customer. Being communicative and engaged makes both the customer and restaurants up to date about a certain product. The aim of this research is to find out the customer satisfaction of the restaurants specialized in Indian cuisine established in Lappeenranta. This survey also facilitates to engage the owners of the restaurants and the customers so that the owners can get to know what they are providing in terms of products, services and quality is making the customer satisfied or not. After analysing and observing the survey questionnaire and the interviews, authors came up with the recommendations for both the existing restaurants and the upcoming restaurants in the near future specialized in Indian cuisine. These 2 types of recommendation are enlisted below:

7.1 Implementing new ideas

First and foremost, a recommendation that the authors would like to mention in this part of the report is conducting a survey in the restaurants more and more. While interviewing the owners it was revealed that these restaurants do not take any surveys of their product and service quality which is necessary for running the restaurant successfully in the near future. Reason for this kind of survey is to show the customer that manufacturer of the product and service is careful while it comes to customer satisfaction. Not only that but also it proves that a restaurant pays attention to the customers when it comes to customer feedbacks, reviews, complaints and suggestions as these influence customer satisfaction and dissatisfaction. Thus, a planned survey after every suitable period of time is suggested which makes both the restaurant and the customer aware of the product and service quality. For instance, survey monkey is a great way to conduct a simple survey by the restaurant management in online. Customers whoever are willing

would participate in the survey. The reason behind choosing this specific survey system is that this is a very popular survey. Five hundred companies rely on survey monkey when it comes to conducting online survey. Survey monkey is reliable and secure which gets twenty million answers every day with suggestions from the customers. By conducting surveys once in a three months engage the restaurant owners and the customers which build a good relationship. (SurveyMonkey n.d.)



Get the answers you need

We get daily answers to 20 million questions. Get the feedback you need with the world's leading survey software.



Figure 7: SurveyMonkey (SurveyMonkey n.d.).

On the other hand, with the influence of technology and digitalisation now- a-days it is very usual to provide ‘happy or not’ machine where the customer can provide their feedback or reviews by just pressing a button which does not even take one

second. This easy and hassle-free survey is not only less time consuming but also effective for both the customers and restaurant authorities. By this machine restaurant owners can survey on different things such as service, food quality, cleanliness, food quality and so on. Different subject (quality of service, food, cleanliness etc.) can be chosen for every week.



Figure 8: Happy Not machine (HAPPY or NOT n.d.).

During the research, authors found that Lappeenranta has lots of different restaurants based on different cuisines, which can get together and make a food fair. These kinds of food fairs are a very effective promotion and motivate the customers to come and enjoy the time and food. Later on, it can be a success factor for the brands and their promotion if it is organised with a plan. For example, where people can come to test a certain food, buy them and leave feedback in the machine standing in front of the counter for each brand. Social media platform is a great place to engage customers. For instance, on Facebook and Instagram page is a place where the customer is active and always tries to leave their feedbacks and reviews. Therefore, being active online is suggested for the companies. During the interviews with the owners of the restaurants, authors found that they have

little social media presence. The world is getting more vegetarian and vegan oriented, especially in Finland people are more onto adapting these food styles. As a matter of fact, Indian cuisine should focus more on these kinds of people, promoting the products and services by providing catering option for different parties, events and weddings. They can also introduce food truck during summer time as it is nowadays a great idea. This is not only boosting sales revenue but also a nice media of promoting a product with unique services during the summer time. These kind of approaches in restaurant business not only bring business but also promotes the brand image and helps to grab new customers. The more people know about the products and services the more revenues grow.

Concerning drinks items, as these restaurants do not sell alcohol they should offer some variation such as lassi which is made of yogurt and milk with fruit fusion, berries shake. These kinds of drinks are fresh and healthy, so people will appreciate the variations. For vegan people, they can provide shakes containing almond milk, soya milk or oat milk with different berries. Regarding customer loyalty, there could be an offer provided for loyal customers which works as loyalty program. Addressing to the survey analysis it is observed that 80% of the respondents prefer a lunch period of time. Therefore, to retain the existing and loyal customer, restaurants can make a gold membership card for the customers where every purchase will be recorded by stamp. Customers who purchase nine lunches can get discounts in the tenth purchase or the whole purchase can be free. This kind of offer not only grabs the attention of existing customers but also welcomes new ones as well. Relating to this author think that it is an offer which works as a promotion for the company and loyal customers basically promote it using word of mouth. Sending gift cards and wishes to loyal customers during anniversaries and birthdays makes those customers feel special. Restaurants can invite the customer and the family or friends over dinner or lunch by offering discounts on food or a free dessert. These kinds of approaches help in customer retention and satisfaction which is a great way of managing the customer relationship.

7.2 Improvement of existing ideas

Indian restaurants are known for the spices, whereas a certain number of customers found it less spicy. Therefore, the author recommends the restaurants to pay more attention to this fact. While dealing with spices it is recommended that they should know about the spices how they work and if the spice is good to consume on a daily basis regarding health issues. There has been a common complaint from the customers about the salad which needed to be fresh. The salad is a very important starter when it comes to Finland. Thus, the necessity of providing fresh salad should be paid a great amount of importance.

The restaurant management should think upon the enlargement of the space in the restaurant. People going to a restaurant now-a-days not only go for food but also go for a cosy and relaxed place. Generally, Finnish people like to have their personal space which applies in their real life wherever they are. The reason behind this recommendation is that in the questionnaire survey authors came to know customer complains about the inner space of the restaurants. After the authors' own observation during the interviews, it was noticed that the places are congested. Interior decoration of the restaurants could be renovated as it affects customers' impression, it can create a good impact on customers. People ask for more music and nice environment with a pleasant design. After considering the questionnaire survey authors recommend considering variation on curry dishes especially chicken as they remained the same from the very beginning. Adding to this, variation in salad menu is suggested as well.

7.3 Conclusions

To conclude it can be assured that restaurants are not made to serve food only, it is the combination of many elements and factors which build a strong relation with the customers that portrays to satisfaction. Every element like product, price, service and ambience has its own significance, and if they do not meet customers' demands or are not properly organised, can lead to dissatisfaction. Every restaurant nowadays is paying more attention to customer-contentment and is struggling to meet the needs of the customers.

The research was conducted on the consumer behaviour about Indian cuisines in Lappeenranta. From the information collected and analysed, it has been observed that people living in Lappeenranta are mostly Finnish food oriented or consume fast food. Apparently, it is difficult to say that Indian restaurants are sustainable in this region. It has been determined that prices, food quality, and services play a vital role in customer satisfaction. These are also the core KPIs (Key Performance Indicators) for any restaurant. The selected restaurants were studied and analysed thoroughly. Customers' contentment and dissatisfaction were determined by a survey questionnaire and interviews of the owners. Even though research highlighted that these restaurants have already established a good brand image and name between the inhabitants and possess a large amount of population as their customers, many other factors need to be considered to build stronger relations with the existing and new customers.

It is impossible to satisfy every single customer with changing trends in restaurant business nowadays. The customers' demands and wishes are getting higher, especially when it comes to prices. This is a challenge to maintain low prices with high quality of food and services. However, with a balanced business strategy and with some nominal changes, these objectives can be achieved.

As further conclusion it can be said that the results of this research have matched with the theory. All the theory parts were validated into practical matters and reliable. As all the parts in the theory have influenced the research itself, so it seems that the authors' aim of the study is successful. Both the questionnaire survey and the interviews with the owners helped the authors in measuring customer satisfaction in Indian restaurants and recommend the best possible ways to satisfy customers.

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Appendices

Appendix 1:

SURVEY QUESTIONNAIRE (In English)

This questionnaire is based on customer satisfaction about the product, food and service quality. Kindly fill the survey below and thank you for your participation. The answers will be used exclusively for research purpose and will be kept confidential and help restaurants to grow.

1. Choose the age group you belong to
 - Under 18 years
 - 18 – 25 years
 - 26 – 30 years
 - 31 – 40 years
 - 41 – 50 years
 - Above 50 years

2. Gender
 - Male
 - Female

3. What is your Nationality?
 - Finnish
 - Asians
 - Others






4. How often do you visit the restaurant?
 - Once a week
 - Daily
 - Few times a week
 - Once a month
 - Rarely









































5. What is your basis to visit the restaurant?
 - Lunch
 - Dinner
 - Get togethers
 - Casual eating




6. Do you like Indian cuisine? (1=don't like, 5=Delicious)

- 1
- 2
- 3
- 4
- 5

How happy are you with this restaurant? Please fill in the answer sheet using

following scale.  = Disagree,  = somewhat disagree,  neither agree nor disagree,  = somewhat agree,  = Agree.

Statement / Questions	Please Mark ✓ to the appropriate answer.				
1. I am pleased with the food offered and it is well decorated	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>
2. The food always is fresh and hot	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>
3. The menu offers variety of food	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>
4. The food is appropriate spicy	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>
5. I am pleased with the environment of the restaurant	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>
6. Noise or sound level is good	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>
7. Cleanliness of the environment is good	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>
8. The staff are friendly and easy to talk when served	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>

<p>9. Does the staff give attention to the customers</p>	 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>10. The prices of food in the menu meets the price value and are reasonable</p>	 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>11. The restaurant offers the best possible price that meets the food quality</p>	 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>12. Please write any comments or suggestions.</p>	

Appendix 2:

KYSELYLOMAKE (In Finnish)

Ole hyvä ja vastaa alla esitettyihin kysymyksiin. Vastaukset käsitellään luottamuksellisesti ja niitä käytetään ainoastaan tutkimustarkoituksiin ja ravintoloiden kasvun edistämiseen. Kiitos osallistumisesta.

1. Valitse ikäryhmä, johon kuulut
 - Alle 18 vuotta
 - 18-25 vuotta
 - 26 – 30 vuotta
 - 31 – 40 vuotta
 - 41 – 50 vuotta
 - yli 50 vuotta

2. Sukupuoli
 - Mies
 - Nainen

3. Mihin kansallisuuteen kuulut?
 - Suomalainen
 - Aasialainen
 - Muu






4. Kuinka usein käyt tässä ravintolassa?
 - Kerran viikossa
 - Päivittäin
 - Muutaman kerran viikossa
 - Kerran kuussa
 - Harvemmin































5. Mikä on tämänkertaisen ravintolavierailusi syy?
 - Lounas
 - Päivällinen
 - Kokoontuminen
 - Vapaa-ajan vietto

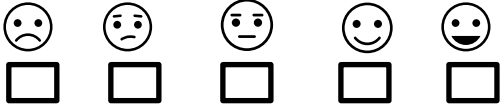
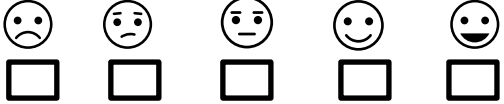
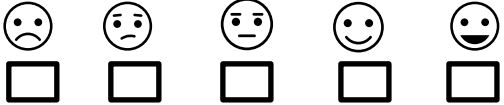
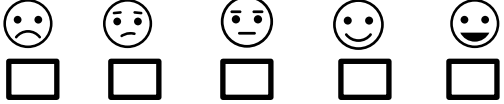
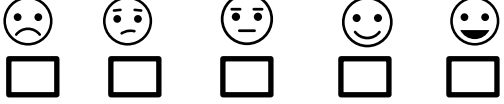
6. Pidätkö intialaisesta ruuasta? (1 on En tykkää yhtään ja 5 on Erittäin herkullinen)

- 1
- 2
- 3
- 4
- 5

Kuinka tyytyväinen olet tähän ravintolaan? Käytä seuraavaa asteikkoa.

 = Täysin eri mieltä
  = Jokseenkin eri mieltä
  = En samaa enkä eri mieltä
 = Jokseenkin samaa mieltä
  = Täysin samaa mieltä.

Väittämät / Kysymykset	Olkaa hyvä ja merkitkää sopiva vaihtoehto.
1. Pidän tarjotusta ruuasta ja sisustuksesta tai esillepanosta	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>
2. Ruoka on aina tuoretta ja lämmintä.	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>
3. Ruokalistalla on erilaisia vaihtoehtoja.	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>
4. Ruoka on sopivan mausteista/tulista	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>
5. Pidän ravintolan sisustuksesta.	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>
6. Ravintolassa ei ole meluisaa ja musiikin	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>

<p>äänenvoimakkuus on sopiva.</p>	
<p>7. Ravintolan siisteystaso on hyvä.</p>	
<p>8. Henkilökunta on ystävällistä ja heidän kanssaan on helppo puhua.</p>	
<p>9. Huomioiko henkilökunta asiakkaita tarpeeksi?</p>	
<p>10. Hinta-laatu -suhde on kohdallaan.</p>	
<p>11. Hinnat ovat kohtuullisia.</p>	
<p>12. Halutessanne voitte kirjoittaa tähän kommentteja tai ehdotuksia.</p> <p>.</p>	

Appendix 3:

Interview Questionnaire

1. Do you often ask for customer feedback or reviews?
2. How do you deal with customer complaints?
3. Things that you consider while it comes to customer loyalty and satisfaction?
4. How do you consider customer engagement?
5. How do you promote your brand or product and services to engage the customers?
6. Do you follow CRM, or do you have any particular CRM system that help you to be connected with the customers?
7. Are the ingredients easily accessible or importable?