



Creating A Menu & Service Concept

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2019 Laurea



Laurea University of Applied Sciences

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Restaurant Entrepreneurship
Bachelor's Thesis
December, 2019

In recent years, the map of culinary world in the author's hometown - Vietnam - was rare in fine-dining restaurant which serves high-quality food and service operation. Taking that into consideration, the author desires to bring a new breeze, a new concept into the restaurant section in Vietnam. Understanding the importance of being creative and innovative in changing culinary world, the author has decided to take a step in creating menu and service concept for the author's own future business.

The main purpose of this thesis is to produce a tasting menu, service blueprint which is based on service concept terminology. Furthermore, the author also sets a goal to emphasize on how an effective menu exerts a remarkable impact on customers' behaviours and how they automatically do the marketing for restaurants. Furthermore, this thesis paper will be also a really essential source of the author's future business idea. It plays a key role in maintaining the author's ideas and it functions as a firmly-made base for the author in the future.

In this thesis, the author made use of semi-structured interview with one of the head chefs in 1-star Michelin restaurant. The purpose of this semi-structured interview is to acquire useful experience, inspiration from the professional chef, to seek for solutions for the problems when planning a menu. Additionally, the author also conducted a menu tasting week to test the feasibility of the menu. Plus, observation was also executed at the same time with the project. From those development tasks, a service blueprint will be created.

The outcome of this thesis is to design a menu which can appeal and pamper the most difficult taste of modern eaters and to create a service blueprint environment in which that designed menu is used. The author has perception of great importance of a menu that can sell effectively and a service concept that can comfort customers in the dining premises, which is currently lacking in author's homeland - Vietnam. So, this thesis outcome will support and give solutions to that issue.

Keywords: menu designing, service blueprint, fine-dining restaurant, high-quality food

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1 Introduction

From time to time, people has been constantly gaining some specific experiences in the hospitality field especially in dining culture. Dining is, without a doubt, one of the most principle needs of a human beings to maintain their well-being, self-development and also to satisfy their taste in the dining market. Speaking more clearly, dining cultures are dynamic because: the society changes, so does the way people eat. Every year passing by, the eater is becoming more demanding and demanding than ever because the world is spinning around and keeps modifying itself every single second. From that points of view, the need for creating and innovating new set of intriguing menus and services appears consequently. That said, it is quite a challenge to everyone, to service providers, to businessmen and also to the author (Varga 2019).

The main purpose of this thesis is to produce a tasting menu, service blueprints which is based on service concept terminology. Additionally, the author also aims to emphasize on how an effective menu exerts a remarkable influence on customers' behaviours and how they automatically do the marketing for restaurants. Furthermore, this thesis would be also a really crucial source of the author's future business idea. It plays a key role in maintaining the author's ideas and it functions as a firmly-made base for the author in the future.

On the verge of realizing the need of making new service culture, the author surprisingly came up with some ideas about setting up his own restaurant in which a new breeze for service innovation is introduced. This idea is initiated with the desire of exploring the field of designing a well-integrated, effectively-fused tasting menu as well as the importance of properly-designed service. The important of well-designed menu and service process is going to be explained in details later on in this thesis.

The thesis is made up of two fundamental parts: theoretical backgrounds and menu & service design process. For the former part, the author is pleased to give introduction to various principle points: the menu definition, the service concept, the service design which includes some main factors such as service blueprint. All of these terms will be carefully and consideratly discussed in detailes in the thesis because they contain important knowledges to the author. The latter part, which is menu & service design process, is supported by the development task which is set to be taken place in Flow Restaurant, BarLaurea and qualitative research methods. The development task functions as a menu tasting week to test the feasibility and effectiveness of the designed menu, the service concept.

Related qualitative research methodologies will be carried on, including semi-structured interview with OIO head chef and observation, which will be conducted during menu tasting week. These qualitative methods in this thesis play an essential part in making connections

between the development task and the thesis itself. Most importantly, the practical implementation will be carried out in Flow restaurant in Laurea UAS so as to test the feasibility and effectiveness of the menu which would be made later on. After the menu tasting week, the author will have chances to evaluate and analyze thoroughly the process of making a fully-detailed and well-made menu for modern eaters.

2 Theoretical Backgrounds

During this chapter, the author is going to go through some main theories bases which are considered remarkably important to the author's future business. These theoretical backgrounds are viewed, analyzed and chosen with author's proper care in order to have a clear knowledge base for the author. In this chapter, the definition of a menu, service concept, service design are going to be stated and explained in comprehensive words, pictures and figures. Menu planning is also described briefly as it is an important part of the implementation task.

2.1 Menu Design

When customers come to a restaurant, the only thing that connect them with the chefs is menu. To put it in another way, the menu is apparently the embodiment of chefs' optimal pride, natural mindset in culinary field as well as top skills. The menu's definition is literally can be said that it is a list of food to be prepared and served. However, it is not simple like that, the menus are not only the elements that act as an aparatif of you restaurant brand, but it is also a tool of marketing to impress customers to come to your restaurant, in other words, like an invitation letter to visit your restaurant's kitchen. An effective menu definitely have to convey the ambiance, the vision, the concept, the food and the quality that restaurant wants the customers to expect. (Serving the Entrepreneur and the Fortune 500 2019.)

2.1.1 The origin of Menu

According to Lander (2018) stated in the book "On the Menu: The World's Favorite Piece of Paper", the birth of menus originated from three old restaurants in Paris: Beauvilliers, Lavenne and Veron et Baron. However, it is impossible to track back to the exact date of those menus. It is also said that the menu of Lavenne was introduced around 1805. Despite the fact that during the period of French Revolution, restaurants were burgeoning like mushrooms after rain, but how the menus concept emerged was still a mystery. (Lander 2018, 307.)

Lander (2018) believed in many reasons why menus emerged at that time. During early 19th century, the printing technology was not developed much sophisticated and systematic like modern times. That is why contemporary menus were printed in an inexpensive way like

normal newspaper in the early 19th century. These kinds of menu was an layout of columns and was printed in a "closely-packed" style, which means the words, characters was near to each other. Every different courses, drinks or wines will be placed in different part on this sheet of paper, or to be called "menu". (Lander 2018, 319-331.)

BEAUVILLIERS, RESTAURATEUR,		
<i>Anciennement à la grande Tavernede la République, Palais-Egalité, No. 142, Présentement Rue de la LOI, No. 1243.</i>		
PRIX DES METS POUR UNE PERSONNE. — LES ARTICLES DONT LES PRIN NE SONT POINT FIXES, MANQUENT.		
POTAGES.		
Potage aux laitues et petits pois.....	fr. s.	
Potage aux croûtons à la purée.....	0 15	
Potage aux choux.....	0 15	
Potage au consommé.....	0 12	
Potage au pain.....	0 12	
Potage de santé.....	0 12	
Potage au vermicel.....	0 12	
Potage au ris.....	0 12	
Potage à la julienne.....	0 12	
Potage printanier.....	0 15	
Potage à la purée.....	0 15	
Potage au lait d'amandes.....	0 15	
Potage en tortue.....	1 10	
HORS-D'ŒUVRES.		
Tranche de melon.....	1 0	
Artichaud à la poivrade.....	0 15	
Raves et Radis.....	0 6	
Salade de concombres.....	1 10	
Thon mariné.....	1 10	
Anchois à l'huile.....	1 5	
Olives.....	0 15	
Pied de cochon à la Sainte-Ménéhould.....	0 12	
Cornichons.....	0 8	
Petit salé aux choux.....	1 8	
Saucisses aux choux.....	0 18	
1 Petit Pain de Beurre.....	0 4	
2 Œufs frais.....	0 12	
1 Citron.....	0 8	
Rissole à la Choisy.....	1 0	
Croquette de volaille.....	1 4	
3 Rognons à la brochette.....	1 0	
Tête de veau en tortue.....	2 5	
Tête de veau au naturel.....	1 0	
1 Côtelette de porc frais, sauce robert.....	1 0	
Chou-Croûte garni.....	1 10	
Jambon de Mayence aux épinards.....	1 5	
ENTRÉES DE BŒUF.		
Bœuf au naturel ou à la sauce.....	0 15	
Bœuf aux choux ou aux légumes.....	0 18	
Carnebif.....	1 10	
Rosbif.....	1 5	
Filet de Bœuf sauté dans sa glace.....	1 5	
Bifeck.....	1 5	
Entre-côte, sauce aux cornichons.....	1 5	
Palais de Bœuf au gratin.....	1 4	
Palais de Bœuf à la poulette ou à l'Italienne.....	1 0	
Langue de Bœuf glacée aux épinards.....	1 0	
Jarrets de veau.....	0 15	
ENTRÉES DE PATISSERIE.		
Pâté chaud de légumes.....	1 5	
2 petits Pâtés à la Béchamel.....	1 4	
2 petits Pâtés au jus.....	0 16	
1 Pâté chaud d'anguille.....	1 10	
1 Pâté chaud de crêtes et de rognons de coqs.....	2 0	
Tourte de godiveau.....	1 0	
Tourte aux confitures.....	1 5	
Vol-au-Vent de filets de volailles.....	2 0	

Figure 1: The old-fashioned French menu of Beauvilliers restaurant in 1802

Figure 1: The old-fashioned French menu of Beauvilliers restaurant in 1802. (Shannon Selin 2019.)

The figure 1 describes the menu of one of the first restaurants in France in 1802 - Beauvilliers. The menu delivered old style, vintage-infused fashion design back then. This old menu style in France back in time was much more detailed, but not so sophisticated in design. The menu above contains "closely-stacked" texts and prices with each other. Moreover, there are a lot of items displayed on the menu. (Shannon Selin 2019.)

2.1.2 Planning & Designing a Menu

A menu is never an outcome of one single chef. On the contrary, it is the well-thought result of many elements together, in other words, it is a complete product of a team. There are a

lot of contributors who has to work for and come up with ideas just for one dish on the menu. One chef and his team co-operate to create a dish with their own's capacities and abilities. As Lander (2018) has argued, the dishes or the menus are the final pinnacle of his team, his sommeliers as well as his restaurateur partners. In addition, a menu is somehow an embodiment of the demand of customers. (Lander 2018, 426.)

Designing a fully-attractive menu which can draw attention from customers is a challenge. According to Bowen & Morris (1995), designing a menu can be seen as a selling tool in a restaurant. A menu is made of different elements including fonts, text size, colours, layouts, paper materials and so on. It is said that text colours and layout can absolutely appeal customers' attention and curiosity. After all, the purpose of a menu is to sell products, food to targeted customers, so it is important to emphasize the process of menu design. (Bowen & Morris 1995, 4.)

As Wansink & Love have argued (2014) in the article "Slim by design: Menu strategies for promoting high-margin, healthy foods", they emphasized on the term so-called "menu psychology", it is the way customers see, perceive and react to specific factors in a menu. Taking good use of menu psychology not only draws more attention from customers but also to promote the image and concept that a restaurant wants to. There are many strategies which can be used to enhance the taste expectation of guests as well as curiosity about the quality. Bowen & Love have listed some essential points on menu designing: sensory names, geographic names, nostalgic names and brand names. (Wansink & Love 2014, 140.)

2.1.3 Common types of Menu

Nowadays, menus are keeping changing in every decade and specific era, compared to the first menus developed in France 200 years ago. A menu, in general, a piece of paper which displays dishes and prices of them, sometimes with VAT rate. Nonetheless, despite the fact that modern menus are different from old menus, but it is not that much changes. It can be said that although the layout, the design, the conception of menu has changed from time to time, but the contents, quality of food and diversity of ingredients do not. (Lander 2018, 1044.)

On top of that, chefs always know how to appreciate and value their menus - their culmination of prolonged working efforts just so as to please customers' demand at its best quality. Alongside the development and growth of economy, menus consequently flourished than before as they have been becoming more and more specialised. Lander emphasized on the types of menu on his own words, he discussed four types of menu which burgeoned in recent years. (Lander 2018, 1048.)

These four types of menu are *the breakfast/brunch menu, the afternoon tea menu, the cocktail menu and separate dessert menu*. Amongst those types, the first three are the most recent. The breakfast/brunch menu, without a doubt, is the quickest growing menu and probably the most appreciated by customers. Almost in every restaurant and hotels are serving breakfast/brunch menu meeting growing demands of customers. The breakfast/brunch menu should be at affordable prices because of its simple cooking skills and ingredients of which all customer know costs. The afternoon tea menu is quite new, by the way. This kind of menu is a mixture between sweet and savoury flavour, which is well-known and developed significantly in British culture. The afternoon tea menu is the amongst best choice when talking about a place to pamper oneself with chilling, relaxing atmosphere and all kinds of comfort. (Lander 2018, 1060-1168.)

The cocktail menu involves liqueurs and alcohols. This menu is a good way to start in any meals. Apparently, it plays a key role in impressing and attracting a number of customers in any restaurants, hotels, resorts and so on. Cocktails, in particular way, are easy to dive in and understand than merely spirits or liqueurs. As Lander (2018) shared, there is no need to remember exactly the breeds of grape, their origins, specific words to cocktails for millenials. In the meantime, classic cocktails tend to attract and intrigue more of both genders because of its romantic characteristics. Lastly, the dessert menu has been existing for decades, but it remains one of the most challenging mission in leading customers to the best experience journey. The dessert menu is difficult to seduce customers at the very last step of a meal because of time pressure. Usually, customers are inclined for a choice of any available drinks on the menu and skip the dessert part. It turned out that handling the successful dessert menu necessitates a lot of well-trained skills and expertise to meet the demand of desserts' characteristics of difficulty as well as savvy customers. (Lander 2018, 1233-1294.)

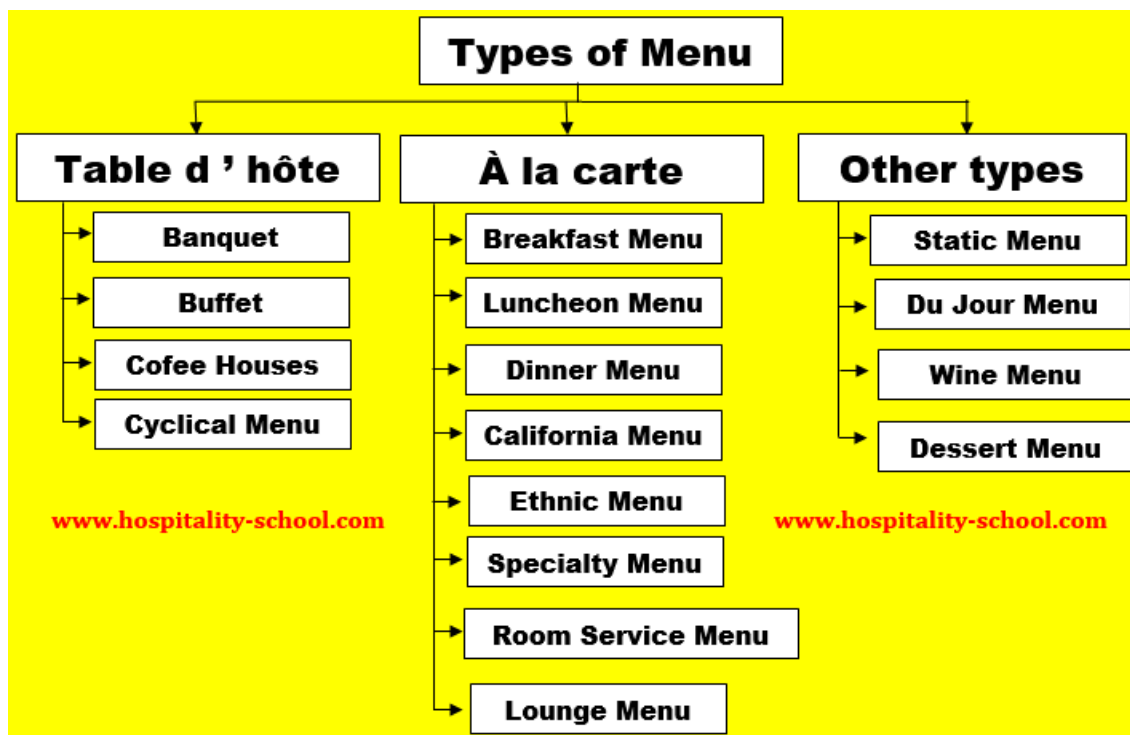


Figure 2: A detailed diagram of types of menus. (Hospitality-School. 2019)

The figure 2 gives a detailed demonstration of diverse types of menus all around the world. As above-discussed, the author has introduced briefly about four common types of menus that can be existing available at any restaurants, hotels out there. Discussing further on this topics, there is a big amount of types of menu which have been known for years. For each of occasion, there would be specific menu for that occasion or event. In other words, each type of menu serves different purpose, customer's demands.

2.2 Service Concept

"Service concept" has been existing from a long time. Service concept, undoubtedly, plays a key role in service design and development. This so-called term "service concept", nonetheless, is still an evolving definition which little talks about it. So, this chapter is all about it. (Elsevier Science 2002.)

2.2.1 What is service concept?

According to Goldstein (2002, 123), the service concept is a frequently used term in the service design and New Service Development(NSD) literature. Surprisingly, this term is little written about. Because most of the work is all concerned with its definition, not its importance. (Goldstein 2002.)

There are different ways to define what service concept is, from different people with different experience and knowledge. Heskett (1986) defines it as a way where the

“organization would like to have its services by its customers, employees, shareholders and lenders”. Lovelock & Wright (1999) utilize the “8Ps” of marketing which include the elements of service product, price, place, process, physical evidence, people, productivity and promotion. This “8Ps” is one of the most important factors in business operation based on “7Ps” by Boom & Bitner (1981) and that “7Ps” was developed by McCarthy (1960). (Goldstein 2002.)

Edvardsson and Olsson (1996) refer to the service concept as a prototype for service and stated its definition as following “detailed description of *what* is to be done for the customer (what needs and wishes are to be satisfied) and *how* this is to be achieved”. The importance of service concept in service design and development is emphasized by them. This involves understanding the needs of customers in the target market (which they call the “service logic”) and aligning this with the organization’s strategy and competitive intentions. (Goldstein 2002.)

To be more clear and comprehensive, the service concept outlines how a service provider can realize the value and desired outcomes of its services. It describes the intangible aspects of services delivery and is an integral part of the value proposition of service providers. Whereas with the tangible objects, the tangible outcome or product is mostly the sum of its parts, this is certainly not the cases with services. (Service Automation Framework 2018.)

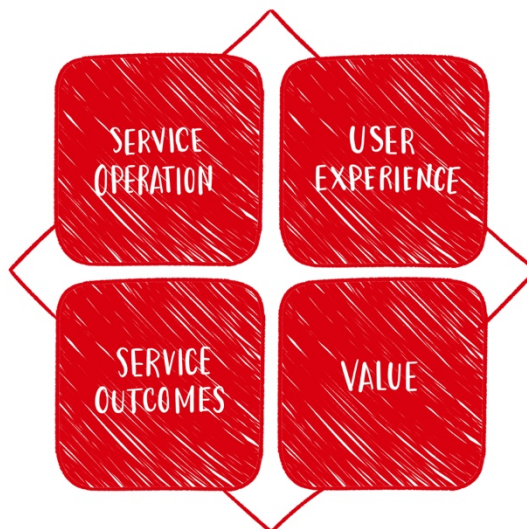


Figure 3: The four dimensions of service concept. (Service Automation Framework 2018)

The figure 3 describes the four dimension of Service Concept. According to Johnston & Clark, the service concept is a holistic combination of four equally-considered elements. Service operation: the way in which the service is delivered. Service experience (or user experience): the customer's direct experience of the service. Service outcome: the benefits and results of the service for the customer and Value of the service: the benefits the customer perceives as inherent in the service weighed against the cost of the service (Johnston & Clark 2005).

2.2.2 Essences of Service Concept

There are reasons why service concept is undoubtedly important in service design and New Service Development (NSD) literature. According to Service Automation Framework (2018), one of the most distinguishing characteristics of services is that its process-oriented nature. Each service can be regarded as a series of actions which enables the service to function effectively.

As mentioned above, every action, or activity is a crucial factor in a whole service which are connected together in order to produce a whole service. During the process of service planning, if there is any failure in each activity, it apparently results in the fact that the customer, or user, could not have the desired experienced that the service we designed are

supposed to give them. The elemental aim of service concept is to produce a wanted service outcomes and value of service providers. It means that later on, it will be incorporated into the design of business's different other services. (Service Automation Framework 2018.)

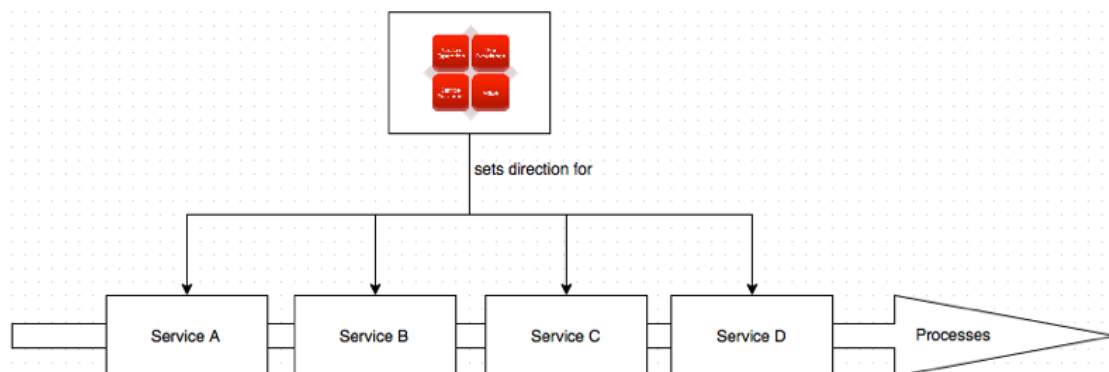


Figure 4: Service Concept leads the design of various services. (Service Automation Framework 2018).

The figure 4 shows the way the service concept directs design of many other services. Service Automation Framework (2018) has delivered an example of how important service concept is and how it work in an accountancy firm. So, how about in hospitality sector, especially in restaurant service? From sentences said previously, it has been shown that there are four dimensions of service concept. To collate those dimensions into restaurant context is not such a challenging task, it can be easily seen that if a restaurant is on a process of making a service concept, it would be concentrated on the direct and oral communication (*service operation*) to deliver food, drinks (*service outcomes*), those outcomes probably lead to customers' satisfaction about the services and high-quality of food (*value*), which subsequently contributes to the full feeling and perception of customers (*user experience*).

2.3 Service Design

When talking about service concept, it often comes to the notion of service design apparently. Service concept, according to Goldstein (2002), plays an essential role in making service design. In this section, the definition of service design is going to be introduced and everything related to it.

2.3.1 The definition and 5 principles of Service Design thinking

Service Design is an evolving term that leads to different definitions from a variety of authors with distinguishing mindsets. For example, if you ask 10 people what service design is, you will end up finding different answers from them. As Schneider and Stickdorn have

stated in the book "This is service design thinking", service design is an interdisciplinary approach which integrate numerous methods and tools from different disciplines. That is a totally new term for the way of critical thinking, which is opposite to single thinking. (Schneider & Stickdorn 2012, 178.)

As the service design means, it is really challenging for service providers to restrain just in one singular definition of service design. It should be a broad term and easily defined with different people with distinctive mindsets or points of view. Schneider et al (2012) had an argument that a shared language is undoubtedly important for the further growth and development of service design. Afterwards, 5 principles of service design thinking would be discussed further. (Schneider & Stickdorn 2012, 182.)

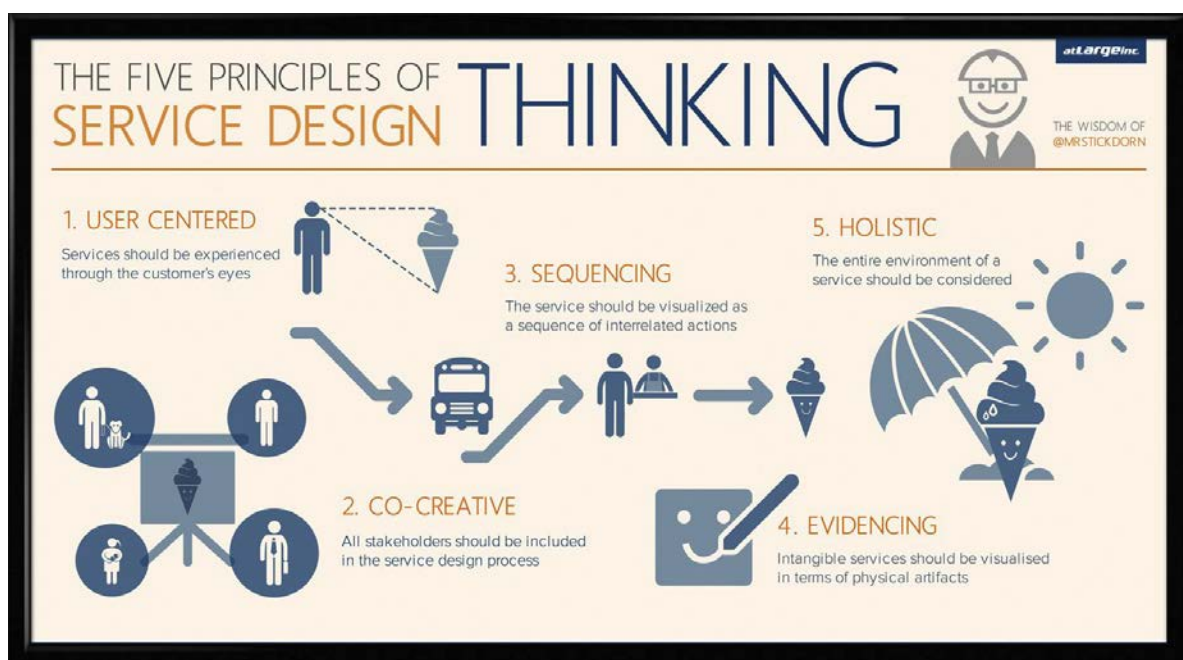


Figure 5: 5 principles of service design. (3NTA. 2019.)

The figure 5 explores the five core principles in designing service process, which are all essential elements to producing an effectively-operated service for customers. However, the author would like to focus on 3 main principles which the author found them interesting and crucial the most on service design.

User-centered (customer-centric). According to Schleibs (2016), when designing services, it is important that service providers concentrate on how the customers experience the services through their perspectives. It means that if an organization, a company or an individual designs any kind of service, think about how the customers are going to receive the services that is delivered to them. Understanding the customers and deeply taking them into consideration are critical ways of making the services created much more valuable to them.

Upon the process of designing services, these questions should be taken into account: what do they expect from the services after they made up their minds in making connections with the organizations; how they go through steps which lead them directly to the authentic nature of services; how they feel about the way of services delivered and operated or how they realize the values of the services. Sticking around with those questions, the service providers should be well-discerned sufficiently about what the customers need. (Schleib 2016.)

Schneider (2011) also discussed in the book "This is service design thinking" that the service providers and customers who will receive those services should share common language and agree on it. There are services which can not be operated without the participation of customers. Therefore, they are in need of customers' involvement incorporated with service providers' delivery in order to proceed services. That is to say there is always interaction between service provider and customer. (Schneider 2012, 232-237.)

Co-creative. As Schleibs (2016) argued, all the stakeholder groups should be involved in the process of service design. The remarkable success of a service is much builded up and supported mainly due to the involvement and commitment of all the stakeholder levels of an organization. Therefore, including all stakeholders in co-creative process will consequently result in much of alignment and commitment to the customers. (Schleib 2016.)

Evidencing. This is where the intangible is made into tangible. Services are not tangible products which are mass manufactured in the factory and have to gone through standard check process. Services are intangible and in this case, how it is visualised in the process will be discussed. According to Schneider (2012, 297), there are services that are designed to be inconspicuous in the background, it means that customers from the front service environment could not be aware of its existence. The question is, how can service providers make the customers be consicous of service delivered? A case to exemplify this is the souvenir you brought home after travlling somewhere, it is the evidence. An evidence helps you to recall all the good things, memoried during you trip, it is a good way to prolong unforgettable experiences about the services customers have received. (Schneider 2012, 301-305.)

Additionally, it is also stated that service evidencing can bring disclosure to inconspicuous backstage services. Therefore, customers have the tendency of appreciating more about the process. In other words, customers do not have to feel to be excluded from the process of designing services. (Schneider 2012, 309.)

In a nutshell, those five core principles of service design thinking play an important role in forming a firm base for creating or innovating a new service. Without a doubt, a well-designed service with properly sufficient care and firmly-based knowledge as well as rich experience helps to dig in the true values of an organization. The co-operation of different disciplines towards the aim of corporate success is supported by service design thinking, from

that, there is a good chance to enhance customers' experiences, employee satisfaction and integration of sophisticated technological processes (Schneider 2012, 335).

2.3.2 Stages of Service Design

One of the key assumption of Stickdorn (2011) is that the process of designing a service is repeating. This means that after every stage of designing, you may take a step back or, begin again from scratch. This is much more about to make sure that everybody can learn a lesson after every mistake from the process. The very first step of making a service design is to design the process, actually. Simply because the service which is going to be designed is made according to the context in which it is. Therefore, it is different in various projects. (Schneider 2012, 1136-1140.)

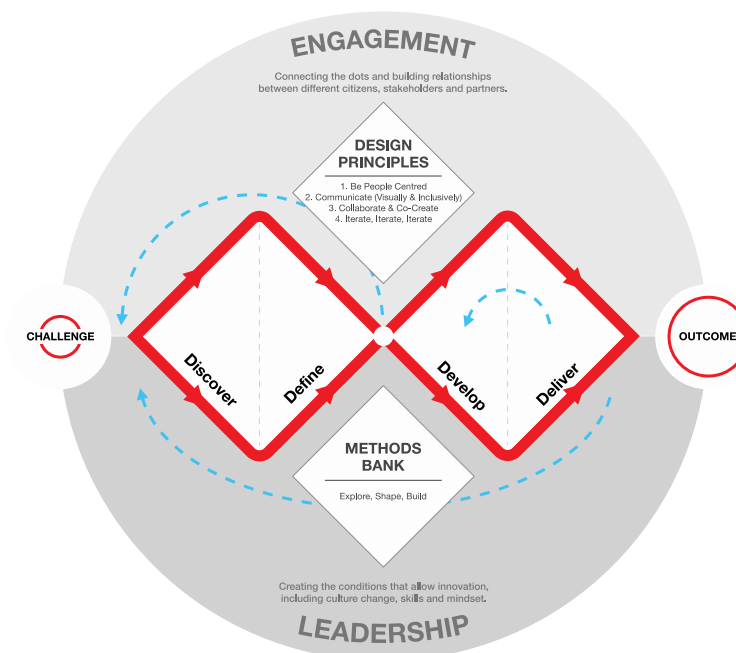
“Designers need to be critical towards any theory or model of a design process” (Hegeman, 2008). According to that assumption, it is important for us to take notes that there might be a significance of final design outcome upon the process takes place. Clearly expressing in words the design process can result in the expansion of reflection the designer has had towards the outcome. (Schneider 2012, 1144.)

During the implementation of service design process, it is noteworthy to take some fundamental aspects into consideration in our mind. Especially, amongst the time designing the details and designing the whole body of service, it is crucial to make iterative loops between them. In other words, when working upon the details of a touchpoint, it is also important to bare in mind that where that touchpoint lays in the holistic system, or how it affects to the structural system as a whole. (Schneider 2012, 1152.)

Furthermore, dilemmas and paradoxes are unavoidable, there are always possibilities of occurring some defect whilst making the process, it is difficult to just merely concentrate on each of the factor, viewpoint or touchpoint. From that saying, the most important idea is to consider any decisions which are to be made, it is essential to think about the budget in hands, available any kind of resources as well as the customers' viewpoints. (Schneider 2012, 1152-1156.)

There are tons of questions which are posed relating to the task such as is that company well-prepared for the process and challenge? Is the knowledge base firm and sufficient enough? Does the company comprehend thoroughly the nature of service design thinking? Is the company able to get insights into customers' points of view? There is a thing that should be always kept in mind that the service design process usually involves co-operation and co-creativity. It means that service providers should not overdo their ability of being creative within the process. (Schneider 2012, 1163.)

It has been stated by Schneider (2012) clearly that the process should start with finding the problem first. The problem could lay on organizational system and understanding that problem through points of view of a company is an essential thing.



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Figure 6: The Double Diamond Framework. (The British Design Council 2019.)

The figure 6 illustrates the double diamond framework. As can be seen from the figure, the iterative four-step process of service design is a very basic way to develop the best of service for a organization. This process relates to stage 1: discovery, stage 2: define, stage 3: develop and stage 4: deliver. The first step Discover (Exploration) means that an organization should know well about their environment, their problem and their culture. The second step Define (Creation) is about trying to cope with the most mistakes possible to implement creation of service design. The third step Develop (Reflection) concerns prototypes on which the ideas are built, it is an important step because the service should be prototyped and conducted in reality. The final step Deliver (Implementation) deals with relating factor such as employees, customers who contribute to the service design, it is crucial that employees understand the real concept. (Schneider 2012, 1158-1246.)

3 Menu & Service Design Process

This chapter is one of the two main parts of this thesis. In this main chapter, the goal the author would like to achieve is to gain a deep insight into the problems through two fundamental steps of the service design process in details. The outcome of this chapter is to have comprehensive awareness on the principles of designing a menu, service and to acquire preliminary solutions for those problems.

3.1 Discover & Define

The step Discover & Define concerns steps to find the problems, clues and to seek for solutions to solve those problems. According to Schneider (2012), it is crucial to gain clear understanding about the problems from the customers' perspectives. So, in the restaurant context, the eaters seek for an environment in which they can enjoy the dinner with cosy ambiance and high-quality food and well-trained servers. Nonetheless, these days to find restaurants possess such qualities is hard. Define step is the step in which the restaurateurs to define the challenge. The challenge is how to fulfil those demanding customers in restaurant context. Because of having that clear perception of problems, the author sought for information, advice, clues and experience from qualitative research to gain solutions. (Schneider 2012.)

According to Crossman (2019), qualitative research is concerning the act of collecting data from social context and interpret the meaning behind the social life. This research method is a non-numerical method which is popularly used in social science field. Later on in this chapter, the author will use semi-structure interview to collect valuable data from a head chef of OIO fine-dining restaurant. The outcome of this research method is to comprehend sufficiently and completely about the important elements in designing a menu. (Crossman 2019.)

3.1.1 Theory of Semi-structured interview

Interview method is seen to be one of the easiest research methodologies. Like other research methods, interview is meant to be collecting data through simple conversation on purpose between two or more people, one of which is the interviewer and the rest are called interviewees or respondents, informants, etc. The main idea of interviewing is that to collect needed data by posing specific questions relating to them. (Lune & Berg 2017, 65.)

Nonetheless, how to conduct a good and well-inspired interview is not easy. Performing an interview in which interviewers succeed in extracting essential information from the respondents is such a challenge and requires a load of skills. It is said that being a good interviewer requires an innate ability and skills, but the thing is that anybody can be instructed in strategies, repertoire or procedures of interviewing process. (Lune et al. 2017, 65.)

For this type of research method, semi-structured interviews has been chosen to conduct the process of collecting data from respondents. According to Lune et al (2017), a semi-standardized interview, or semi-structured interview is the kind of interview that is placed between standardized and unstandardized interview. This kind of interview involves a list of pre-determined questions and particular topics prepared by interviewers to respondents. However, during the interviewing, the interviewers are allowed to discard some questions and add more evoked questions from previous ones. In other words, this enables both interviewer and respondent go far beyond the pre-determined discussion of the topics related. (Lune et al. 2017, 69.)

Depending on how the respondents answer to the pre-determined questions, interviewer can consequently follow up from that answer and draw more questions concerning related topics. The so-called semi-structured interview permits interviewers open up more about sub-topics relevant to main topics and as a result, it enables them to go further the conversation, exploring more about in-dept information. Open-ended questions are expressed continuously, rather than formalized questions prepared beforehand and the respondents have to be prepared for these unrehearsed questions. (Doyle 2019.)

Furthermore, semi-structured interview also has remarkable effect on the interpersonal interaction and communication between interviewers and interviewees. Semi-structured interview is meant to stress on the social interpretation between individuals. Expressing more easily, it allows us to have a slight glance at how the respondents think as well as the way they think. (Lune et al. 2017, 67.)

Disadvantages	Advantages
Time-consuming	Respondent-centric
Labor intensity	Easy to ask probing questions and get truthful answers
Detailed sophistication	Open-ended questions evoke valuable and unexpected data from respondents
Difficult to produce precision	

Table 1: A table of advantages and disadvantages of semi-structured interview.

The table 1 shows us that semi-structured interview has its own advantages and disadvantages that every person who conducts them needs to know and well-prepared. Adams (2015) in the "Handbook of Practical Program Evaluation" has stressed firstly the disadvantages of this kind of interview. One of those is that semi-structured interview entails a great deal of time to be conducted, requires big labors and interview's sophistication. These are like the most outstanding drawbacks of semi-structured interview. (Adams 2015.)

Beside the disadvantages, there is also a great number of advantages of semi-structured interview. Adams (2015) has argued that semi-structures interview is significantly suited for condition in which the interviews want to withdraw independent answers from respondents in such a group. In addition, he also discussed one of the key points is that this kind of interview allows interviewer to get candid answers from open-ended questions without sitting next to other respondents. This means that in some cases, respondents are not willing to give sincere answers because there is an involvement of other respondents' presence. Consequently, it results in the thoughts of giving out insincere answers and disingenuous feelings, attitudes. (Adams 2015.)

That being said, semi-structured interview is still chosen by the author to conduct with pleasure. It can be denied that the flexibility of semi-structured interview enables the author to open up predetermined questions to further relating issues, enables the author to express individual feelings and exchange comparisons during process as well as following initiated topics. (Lune et al. 2017, 70.)

3.1.2 Semi-structured interview process with head chef of OIO

The purpose of this semi-structured interview is to gain valueable experience, inspiration from the professional chef, to seek for solutions for the problems when planning a menu. The interview was conducted primarily for the benefit of tasting menu project as well as the author himself. The interview took place within approximately 15 minutes long. The list of questions will be introduced in the Appendix 1 section.

The author met the head chef of OIO kitchen on 20th September in order to look for inspiration, experience as well as advice from him. The meeting took place in the open premises of Garden by OIO - a related branch of OIO brand which serves more millennial-friendly and more economical to the customers having a limited budget for a dinner. Because the author have spent two periods of internship in Garden by OIO within 5 months straight, the conversation between us occurred quite naturally and familiarly.

The interview was split into two parts: service and menu planning. Because this interview is semi-structured interview, the author have prepared beforehand a series of questions which are needed asking concerning relevant topics. The results achieving from those questions will help a lot in the process of finding solutions.

3.1.3 Interview Result

In term of service topic, the author posed a question about main points in restaurant service operation to help customers get the best experience. He answered quickly as if he has known it and is ready for that question. Looking into the "big picture" is the answer he had. He meant that the important element of leading customers to the best culinary experience lays not only on the entire process, but it also lays on every touchpoints between restaurant and the eaters. In other words, "big picture" concerns seamless experience in which every touchpoint is appreciated.

The second question on the service topic is on which touchpoint, or on which moment that the restaurant focuses the most when the service is taking place. He answered that every single touchpoint is vital. It was not reasonable to focus only one touchpoint and ignore the others. His recommendations are clear enough to realize that in such fine-dining restaurant, everything should be perfect and worth concentrating on.

Next topic the author asked the chef is about menu planning, this is also the main point of the questionnaire. The author asked him about key points and criteria upon planning a good menu, he replied with some valuably important ideas about that. Firstly, it is the ingredients. A great variety of ingredient is one of the most essential element in engineering a menu. All the ingredients have to be fresh and authentically-harvested, OIO restaurant or any different fine-dining keep the same route - taking freshly-and-organically-planted ingredients from local farms and markets. Secondly, these ingredients should be seasonal. In other words, there is right time, right season in which best ingredients are grown. Last but not least, nutritions should be also taken into consideration. The balance between fiber, starch, proteins and sugar ratio ought to be perfectly balanced to provide customers with healthy dinner.

Then, the author asked him about how the menu affect customers' consuming behaviour. His reply about this was that the menu should clearly state intriguing ingredients from different source as well as it should show the customers the ingredient diversity and ability to make use of it.

Last topic on the interview is allergy issue. The author asked him how to deal with different allergic information from guests, even some rare cases. He replied that chefs of any fine-dining restaurants have to prepare beforehand five to six various menus just in order to cope

with special allergic cases of customers. This means that before the services, everyday, chefs have to do the food preparations for many customers targets.



Figure 7: Notes on allergic problems for specific customers in Garden by OIO during author's internship.

The figure 7 describes a situation in which there are plenty of allergic cases. This happened during the author's internship in Garden by OIO for a private event of nearly sixty customers. As can be seen from that above figure, it is common to deal with customers who has allergies with common ingredients such as garlic or nuts. In some rare cases, there are customers who are allergic to fish and tomatoes or even any kind of sugar.

The result that the author has obtained from the interview is that every touchpoint is all important parts to the entire process. Its contribution to the journey is essential in valuing the core nature of services. The nature of catering is taking full care of customers from scratch and the value acquired is necessary and significant. The OIO head chef's idea from the interview is not only concentrating on the food only, but also the "big picture", an entire tasting journey.

For the menu planning, the result is understanding the importance of selecting right ingredients. The cycle of year takes place continuously. Consequently, in each specific season will correspond to particular ingredient that is at its finest quality in that season. For example, the summer is the best time to harvest white asparagus, rhubarbs,...; fall is best to have pear or winter is not the best time to harvest carrots. It is essential to put the quality, the freshness of each ingredient into the right plate, right time. Fresh ingredients are crucially responsible for the top-notch quality of food put on the plate.

The author also understood that using different ingredients in a menu is a good plus in designing a menu. When designing a menu, it is important to concentrate and emphasize on the flexibility of ingredients used in every side of a dish as well as the harmony of taste in each elements that contribute to the dish. The biggest challenge of all chefs concerning as well as the author is that to find the way to combine all five flavors sweet, bitter, sour, salty and umami into a small plate for customers.

One more thing the author has acknowledged from the interview is that the chefs have to prepare beforehand five to six different menus just in order to cope with such enormous allergies information. Besides main fixed menu for normal customers, it is crucial that chefs create and design another menus which is aimed to adapt to various allergies of customers.

The author has perceived that there is no other better way than keep practicing and learning from the pioneer and the professionals in relating field. The OIO head chef has assisted the author a lot in finding the best way to think about the menu designing and service operation. Apparently, those valuable theories from him are essential source of advice for the author to do the tasting menu week.

3.2 Develop

Following Discover & Define step, it comes Develop. In this chapter, the author is going to explore the process of solving defined problems which is built upon the previous stages. In this stage, different answers to the problems will be produced and prototyped through menu tasting week and observation result.

3.2.1 Menu Tasting Project

In order to initiate first step to set up a future restaurant, the author have to practice designing a menu from own experience. From that situation, the idea of creating a menu and testing it in reality was born. Simultaneously, service blueprint was also created alongside with menu design in order to produce a customers' entire valuable tasting journey.

In this section, the menu was created and experimented in BarLaurea in order to examine the feasibility and efficiency for the author's restaurant in the future. Furthermore, the

planning, operation and the outcomes of this project would be also presented in the form of texts, photos and service blueprint which will be provided later on. The purpose of this big project in BarLaurea is that: to evaluate the quality, feasibility and efficiency of the menu, to try out the author's learnt skills during his internship as well as extract experience for future business.

3.2.2 Ideation & Planning of A Menu

This project background is said to be the initiative idea of the author who is interesting in designing a menu as well as service blueprint. Determining that ideation of the project, the author has brainstormed intensively about how to create, design, analyze a menu and how to conduct this project effectively, appropriately. In addition, the author could also carry out the observation method during this testing week with the view to producing the best results from the project.

The very first step is to think about the menu. Designing a menu is an challenging journey in which every head chefs from all over the world have to step. As according to Bowen & Morris (1995) had argue, the menu is the personality of a full-service restaurant in modern restaurant. It produces effective interaction between customers and chefs as well as displays chefs' ideas for customers in tasting journey. The author has made up his mind that he definitely follow the basic set of a menu. In other words, a 3-course menu was still chosen. Nevertheless, during the process of consuming those main courses, the author would like to place in some small-but-impression "tasting touchpoints", which is called "amuse-bouche". (Bowen & Morris 1995, 4).

The term "amuse-bouche" derived from the French word which means "mouth-amusing". Amuse-bouches was invented by French chefs during the period of "nouvelle cuisine" (new cuisine) in order to add more specifically outstanding flavours to guests' experience and show off chefs' skillful hands and joyful mindset. The amuse-bouches are usually served in the beginning of a customer's meal, right before the starters. These amuse-bouches is said to be little bites foods or finger food but yet contains a world of different exotic flavors. The ideas of these amuse-bouches are to enhance guests' experience as well as having customers pampered when enjoying their main meal in a fine-dining restaurant.

Inspiring by that old idea, the author decided to complement a number of twists of taste for the best customers' journey, although it is not an easy thing to do. Fortunately, the author has had a chance to be acquainted with a friend who used to be a culinary student in Paris, France. He graduated recently in the beginning of this year and he had been such a big support and source of advice for the author. The thought of turning to him is such an interesting experience. His knowledge, experience during his intensive study in Paris was assisting the author a lot.

From that stream of brainstorming, the author has chosen a variety of simple and common ingredients to integrate in order to create a starter simple-from-the-outside yet challenging-from-the-inside. Simple ingredients are daily available ones and everyone can look for them in any places, market such as onions, mushrooms, eggs and so on. But the mission of the author is to transform them into a dish that serves a heaven of flavours.

Before coming to the starter, the author would like to start the meal with amuse-bouched first. The amuse-bouches the author has created for this menu includes two dishes: sweet potatoes with fresh prawns and salmon filet with apple jelly. The former involves the process of mixing sweet potatoes with pan-seared prawns together, deep-frying them in oil and the last step is to serve them with mango, avocado, tabasco sauce. The latter amuse bouche gently touches the appetites of customers with salmon filet accompanied with crème fraiche and apple jelly. The idea of implementing these two amuse-bouches came to author's mind suddenly. The reason why those amuse-bouches was made and selected is simply to integrate the sense of hotness and coldness in order to lead customers into the roller-coaster of flavours.

Discussing the starter, it is "œuf parfait", which is a French term, translated in English as "perfect egg". As the author mentioned previously, simple and affordable ingredients are selected carefully. Eggs and onions are universal ingredients that are massively used in any dish as side dish or just a small complementary factor to the main dish. Easy to use yet hard to handle properly, the "œuf parfait" involves eggs which are going to be slowly cooked in the steam oven of sixty-eight celcius degree for twenty-eight minutes or be boiled in water in sixty-four celcius degree in one hour. It sounds simple, but the truth is that to successfully handle these exact temperature is superbly challenging. This "œuf parfait" would be served alongside with confit d'oignons (caramelized onions), mushroom foam, bacon, croûton with some herb garnish.

Coming to main course, the world has becoming broader in details. It is duck breast which is processed in sous-vide method, pan-seared when serving and it is accompanied with oranger - honey sauce, onion petals, corn purée, ceps mushroom and sugar-glazed apple. Duck breast is red meat so the techniques required for this dish to handle, cook properly is necessary for the author. The intention for these ingredients is that to combine the freshness, juicy flesh with the richness in corn, sweetness in apple, softness in mushroom and then explode with reduced orange-honey sauce.

Dessert plays an important role in closing up the journey that customers has been involving during the meal. For the desser section, the author consistently selected one of the subtlest and softest sweet stuff to finish the meal - panna cotta. The final course consists of liquorice panna cotta to be served with pan-roasted pears, apple sauce and some twist of sour from

currants, blackberries. However, before the dessert is served for customers, a small piece of ginger-infused mint sorbet will be given out beforehand. It functions as a refreshment for the customers' appetites. It can be seen as a pre-dessert, it like a little pause on a long trip before coming to the main road. The author believe that with this small refreshment piece like this, it will helps the guests' to enhance tasting journey and experience for their own.



Figure 8 : The menu of experimental week.

The figure 8 illustrates sufficient menu for tasting week of the author. The menu above includes three courses which are starter, main course and dessert. When planning for this menu, the author has made use of knowledge taken from interview result from OIO head chef as well as the author's own experience in Garden by OIO internship to generate this prototyped menu. Additionally, the author has also turned to friend's advice to better the menu. The idea of this menu is that looking from the outside, it seems simple and easy; however, from the inner side, it turns out to be pretty challenging and interesting. To put it another way, the goal of this menu is to execute the high-end experience in tasting the subtlest flavours from every dish made.

3.2.3 Implementation

The menu tasting event occurred in a length of one week from 14th to 18th of October in Flow restaurant. During this week, the author was the head chef who was in charge of cooking courses for customers, too. Moreover, the author fortunately invited some friends who were available during the event to assist him to do every stuff in the kitchen. Next, marketing planning plays a really important role during this entire project. Because it helps the project be known and well-spread to publicity and everybody who is interested in it. It also enables the author to have a slight look at the level of people's interest in culinary event. Basic marketing methods such as posters, flyers were used during the project week.



jay

PAR ANDREW

TASTE THE PASSION
with us

*passion don't rush. during your presence here
we value your entire experience.
so, promise me one thing: just relax & enjoy the food*

FLOW RESTAURANT - LAUREA UAS
OCT 14TH - OCT 18TH
RESERVATIONS & NOTICE OF ALLERGY VIA
BARLAUREA@LAUREA.FI



Figure 9: The poster for menu tasting event in BarLaurea.

The figure 9 demonstrates event poster which was displayed throughout event location as well as the university in order to gain students' awareness and interests. Besides, the author also created an event on Facebook to interact, connect and attract more internet users into the project. Having the online event, it is easier to reach more people due to its spreadability and virtual effectiveness. The author has also taken good use of word of mouth and personal

relationship to promote the event, inviting more friends, acquaintances to come to eat at the restaurant.

Customer actions during the menu tasting project started from notice of menu tasting week through marketing tool such as posters, Facebook event. If they were interested in the project, they would book a reservation via BarLaurea's email. When customers came to the restaurant, they were welcomed and seated by front-office servers. After that, to commence the menu, "amuse-bouche" was served first on the spot to appetize customers. When customers finished all starter, main course, they would receive a sorbet cube as a refreshment before coming to dessert. In the end, feedbacks were delivered to customers to extract feelings and opinions to develop the menu.

3.2.4 Observation Result & Service Blueprint

Amongst interview methodologies which are commonly used in modern social sciences, observation is without a doubt also an essential method that helps the researchers to get in deep insight into the details of information that researchers need to withdraw from. According to Ciesielska, Boström and Öhlander (2018), the observation method is one of the most important research methods and it is also one of those which are most various in terms of types, techniques and approaches (Ciesielska et al. 2018, 33). There are two observation techniques, they could be *direct* or *indirect*. Direct observations mean that observers are presently involved in the events which are happening in front of observers' eyes and they can feel it occurring. Meanwhile, indirect observations concerns remote interference of observers, they observe the events by means of recordings of happened events under the form of documentation, videos and so on. (Ciesielska et al. 2018, 41-42.)

Direct participant observation is probably the most old-fashioned research method in qualitative studies. Nevertheless, it is still commonly used in different environments and used to collect important data from a wide diversity of backgrounds. One of the main points of Ciesielska et al. (2018) has argued, this kind of method is time-consuming. Furthermore, its characteristics are tough, demanding and fatiguing for observers who attend in the process. Nonetheless, this method serves the researchers valuable data and helps them to get a deep insight into the studied environments. In the meantime, non-direct participant observation involves act of being a guest or an outsider from the testing environment but still getting data from the events. For this kind of method, the observers prefer to avoid their maximum of their interference to the events, let the participants forget about their existence and keep staying outside to take notes on the event. (Ciesielska et al. 2018, 44.)

In the context of author's event, the author had been conducting direct observation method silently and continuously. This kind of research method has helped the author a lot in the

process of identifying the potential problems as well as the arising aspects during the implementation of the event. The author believed that direct observation can point out the valuable touchpoints in the service process as well as help to better the service blueprint.

As derived from the observation, the author could see that working in an international kitchen like in BarLaurea has given out a big advantage for the theme week. Because the ideas of the week are all about Western cuisine, more especially, modern French cuisine, so it is quite comfortable for the author to conduct the project in the kitchen. Furthermore, with the help of the author's friends, staffs, and Finnish students, the project has been carried out successfully and effectively. Thanks to spreading posters and making use of word of mouths, the events was well-known and attracted some customers who were interested in the one who is behind this.

That being said, there were also an amount of disadvantages during the trial implementation week. First of all, it was the lack of kitchen staffs. The reason was that because the most of author's friends had their own internships and exchange studies in abroad countries, so it was quite difficult to seek for help from them. Also, the Finnish students were busy in their own working schedules in BarLaurea, the author found it hard to ask assistance from them. Next, due to the lack of human resource, plus the abundance of duties to do before the service, the first day was a little messy. There were not enough staffs to do the mise-en-place whereas there are a great amount of workload to finish. Last but not least, the working space was also an weakness to this project. It is due to the requirement of menu design. With this kind of complicated menu, it is important to prepare a broader and more spacious working environment to implement the mise-en-place as well as the services smoothly and seamlessly.

Over and above that, the quality of ingredients played an important role in executing the best of the menu design. If the ingredients are not well-selected and not qualified enough, it is impossible to produce the best dishes for customers. Due to the limitation of resources in the kitchen, the author found it challenging in the mission of adapting to available ingredients, to maintain the desired and initiative goals. However, at last there is one thing that is true, the effectiveness and feasibility of this menu relied on this implementation week, whether it was lacking in something, it still proves the author's goal to achieve the desired result which is going to be valuable for the author's future business.

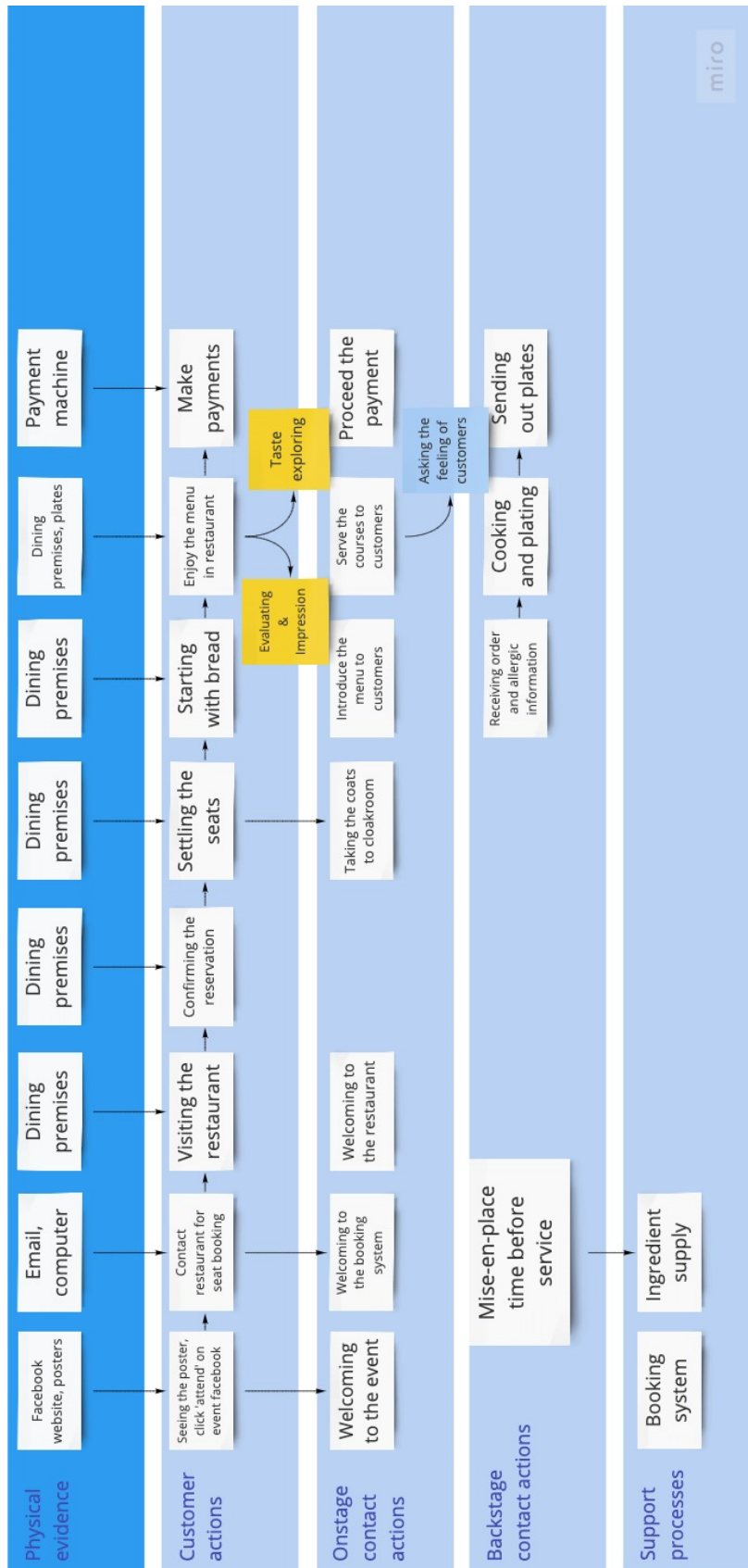


Figure 10: The prototyped service blueprint designed for the author’s own restaurant.

The figure 10 illustrates a prototyped service blueprint which has been made in detail between service providers and customers. This service blueprint was initiated and created by means of results obtained from menu tasting week, observation process and semi-structured interview with OIO head chef. The service blueprint is a tool which helps to prototype service operation in a real restaurant, also to identify interactions between customers and front-office servers. As seen from the service blueprint, there is onstage actions which were done by Finnish students, their jobs were to welcome, serve and interact directly with customer. On the other hands, backstage actions were hold by own author and author's friends. In the author's service blueprint, the customer actions, as known as customer journey was emphasized. The author would like to focus on the customers and dig in the values which were obtained by guests.

4 Deliver & The Outcome of Menu and Service Design Process

The last step, Delivery is the one which concludes all the problem and execute the final solution which works. In this chapter, the author is going to analyze again all data retrieved from menu tasting week and observation process as well as to creat the outcomes that will work in reality restauarant.

Deliver phase concerns all the possible answers, solution to defined problems. From the previous step, Develop, the author has had chances to have an insight into arising problems and defects when doing menu tasting week. These problems may come from the menu itself or from the service operation.

Fortunately, after analyzing feedbacks from menu tasting week, the author has decided to keep the the menu and service blueprint as the same. The reason is that the author has carefully created the menu using all the date collected from interview and own experience to match with menu engineering criteria, the taste harmony in the menu was balanced and rich in texture, flavors. Therefore, it is unnecessary to change it. On the contrary, for the service blueprint, the author would like to make a little change on as the figure below. It will be more detailed and more comprehensive compared to the prototyped one.

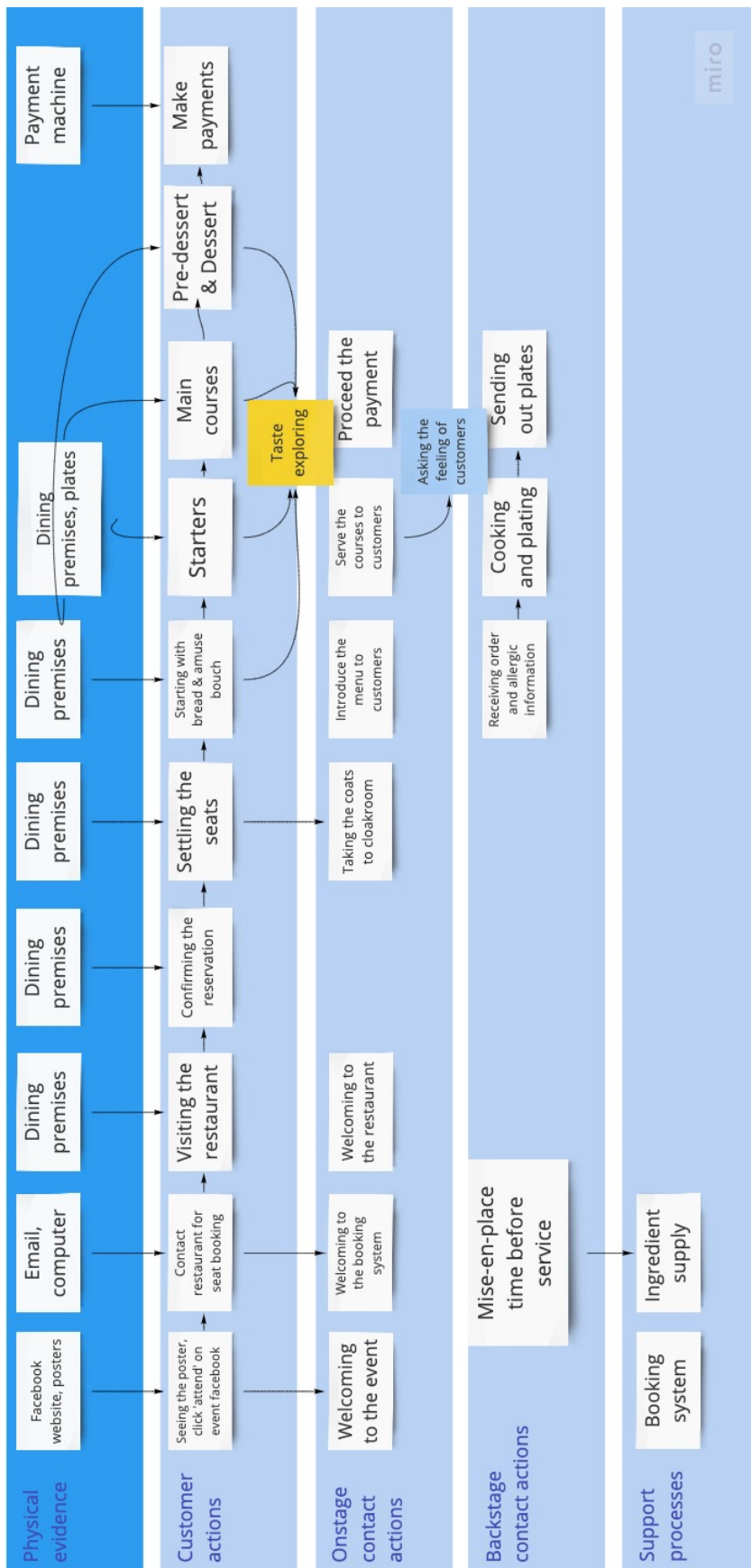


Figure 11: The finalized service blueprint.

This service blueprint obeys the 3 principles of service design process that the author wanted to emphasize. First, it concentrates on the *customers' culinary experience*. It enables customers to receive the values they get from the service. It is how the customers perceive and get the right experience that the service providers want them to get. In the context of menu tasting week, the author wants customers to go through complicated culinary journey from the amuse-bouche to starters, main courses, refresh the appetite with pre-dessert and end with dessert. That whole process is significantly designed for customers.

Next, customers have the right to *co-operate* with restaurant to enhance the service as well as the quality of food. They can share feelings, opinions and feedbacks about them to *co-create* a better scenario for future services. For instance, the restaurant "Alliance" in Paris displays the cooked chicken which will be served for the guests in the dining room. The purpose is to let them know how it is made and enhance the trust in quality between the kitchen and guests.

Lastly, the quality of food and service are the *evidencing* of the process. A well-thought-out service and food will be the evidence of customers' participation in the process. All the process from making the food to serving them to customers, it is better for customers if they can observe that process. That is why open kitchen exists. Therefore, guests could watch, learn and appreciate the backstage process, which was usually out of their sight. For example, restaurant OIO has a set of seat in which customers can get a full view of entire kitchen. Hence, they are capable of observing the whole process of their dinner, about how it was made because they need *evidencing*.

5 Conclusion

In a nutshell, the idea of the author when he first recognized the utmost importance of producing a good menu design as well as service concept for any kind of modern restaurant. The culture of dining out of not only old generation but also millennials is getting more and more complicated day by day, that is why restaurateurs have to always be creative, innovative and initiative in their culinary mindset. Otherwise, they might get left behind as the culinary world keeps modifying itself.

Taking it into consideration, the goal of this thesis is concentrated on the process of developing and designing a menu in which customers are able to feel the subtle values and significant culinary touches in every bite. In addition, service blueprint is also made to emphasize on the customers' journey during the tasting experience. When the author was on the way to design the complete menu and service blueprint, it is crucial that every elements be focused on and appreciated. This would lead to the extravaganza for potential customers in the future, also lead to the enhancement of organization's reputation through the main marketing method: the word of mouth advertising.

The research methodologies applied in this thesis were selected and analyzed carefully by the author in order to produce the best outcome possible. In this paper, the author took exceptional advantage of qualitative research methods with a view to supporting the initiatory topic that the author expressed. The research methods used are semi-structure interview with one of the OIO head chefs - the most notable and popular fine-dining restaurant in the heart of Helsinki and observation which was conducted during the tasting menu week. Based in the results of these researches methods, the author took the opportunity to define necessary factors in designing a good menu as well as a well-concentrated service.

Thanks to the observation process which was carried on during the menu tasting project, the author have had the opportunity to figure out what were the limited aspects of the project. These limited aspects will play important roles for the author's future business cause they give room for development and improvement. The result of observation was satisfactory, there were both positive and negative things. Nevertheless, by conducting the project and learning from it, the author have received valueable experience and lessons which will be significantly noteworthy for the future restaurant.

The outcome of this thesis is to design a detail-infused menu which can impress and pamper the most difficult taste of modern eaters and to produce a service blueprint environment in which that designed menu is used. The author has perception of great importance of a menu that can sell effectively and a service concept that can comfort customers in the dining premises, which is currently lacking in author's homeland - Vietnam. Spending time brainstorming about that issue, the author accepted the challenge to follow this mission: bringing a new breeze to culinary filed in Vietnam by finding new development methods. The author had been having good chances to experience many Western fine-dining restaurants in Paris and Helsinki where they serve the best of best tasting journey, and the author believe that Vietnam deserves to possess such outstanding quality in the map of culinary world.

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Figures

Figure 1: The old-fashioned French menu of Beauvilliers restaurant in 1802.

Figure 2: A detailed diagram of types of menus.

Figure 3: The four dimensions of service concept.

Figure 4: Service Concept leads the design of various services.

Figure 5: 5 principles of service design.

Figure 6: The Double Diamond Framework.

Figure 7: Notes on allergic problems for specific customers in Garden by OIO during author's internship.

Figure 8: The menu of experimental week.

Figure 9: The poster for menu tasting event in BarLaurea.

Figure 10: The prototyped service blueprint designed for the author's own restaurant.

Figure 11: The finalized service blueprint.

Tables

Table 1: A table of advantages and disadvantages of semi-structured interview.

Appendices

Appendix 1: Interview Questionnaires

Date: 20.09.2019

Location: Garden by OIO

QUESTIONNAIR:

1. Service

- What is main points in the restaurant service operation to help customers get the best experience?

- Which touchpoints that your restaurant focuses the most?

2. Menu Planning

- What is the key/important points upon planning a good menu?

- What are the criteria of a menu planning?

- How does a menu affect customers' consuming behaviours?

- How do you deal with allergies and special diet?

