



Building Sustainable Service Concept for Buffet lunch Restaurant in Nepal

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The purpose of this thesis is to create a sustainable service concept for buffet lunch Restaurant in Nepal. XYZ Restaurant will imply local and seasonal food found in Nepal targeting Nepalese people of the different age groups in the Kathmandu Metropolitan area. XYZ restaurant will be formed based on the different research done in the Finnish lunch buffet market, with the intention of implementing good practices of Finnish restaurant in Nepal. The thesis consists of background topics of Nepalese food culture including basic elements, general, local and seasonal food of Nepal. This thesis also includes the customer behavior, experience and eating habits. In addition, to introduce sustainability and accessibility in the restaurant, the background theory is supplemented dividing into two different topics of food waste, leftover, recycle management and customer with special needs. To support the theory background, the authors will use several sources which include published literature, online books and articles.

The research methods used for the service development of this thesis are benchmarking through observation and online interviews. The first method, Benchmarking through observation was conducted with three different kinds of buffet restaurant in Helsinki metropolitan area who runs their business with the same concept, obtaining information about their service concept and strategy. The observation was done for one week during lunchtime with every individual restaurant. Various data were collected during the observation which includes menu type, pricing, total number of seats available, reservation service and the availability of infrastructure for people with special needs. A service blueprint was obtained by doing participant observation by one of the authors. To gain the customer eating habits and their choices for designing the menu and customer personas, an online interview was conducted through email by sending questionnaire related to the restaurant field. Interview participants are students, bartender, restaurant manager, study graduates and insurance company manager with residents in the Kathmandu metropolitan area and some Nepali living in Finland as well. Interview questionnaire efforts their restaurant and food type choice.

The outcome of this thesis is a sustainable service design concept for buffet lunch Restaurant in Kathmandu metropolitan area, created and developed by understanding the existing service culture of buffet restaurant in Helsinki metropolitan area as well as the customer experience and their habits from Nepal. Four cores activities of Service design methods are used to build this concept which includes Research, ideation, prototyping and implementation in which prototyping have been skipped by the authors. At a glance, the restaurant menu is inspired by the richness of Nepalese food culture and tradition along with the customer expectations using local food taste and paying attention towards better customer service and sustainability of the restaurant.

Keywords: Service design, Sustainability, Buffet Restaurant concept, Nepalese food culture, customer experience, Accessibility

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1 Introduction

Sustainability is the global issue of today's age. Numerous efforts are implementing to protect the earth for future. The behaviour of people can be seen changed dramatically since some decades. People are more aware in developed country with comparison to developing or underdeveloped country. The necessity to bring changes in human thought of sustainability is very essential. The management of food waste and recycling are the major issues raised on this thesis. As well as the accessibility is another vital factor. In this thesis the authors are concentrated on the practises to make the restaurant accessible and sustainable with the theory of the mentioned terminology.

The authors of this thesis are keen to create the service concept of sustainable lunch buffet restaurant in their native country, Nepal. It is a developing country and it has broadened the opportunities to the entrepreneurs to start their own business. The enthusiasm of Nepalese people to try something new led the authors to create the concept of Nepalese lunch buffet restaurant which offers varieties of Nepalese foods sustainably since it will be totally new concept for the Nepalese food culture.

The goal of the thesis is to develop sustainable service concept for buffet lunch restaurant in Nepal. The planned outcome of the thesis is to develop service plan including menu, customer profile, customer journey and Service blueprint. This thesis includes the wide studies of Nepalese food culture. The thesis is the answer for the question of what and how people eat. The readers expectation of knowing the diversity and ethnicity of food is tried to be answered. Building an accessible service environment for the special people in the restaurant have been acknowledged as the part of the goal of this thesis.

The first part of the thesis includes the theory of different perspective that is linked to other parts of the thesis. Nepalese food culture is first theory topic of the thesis which will define basic elements of Nepalese food and general Nepalese food. This topic also includes the local and seasonal food that can be found in Nepal. The second part of the theory consists the studies of customer. This part of thesis occupies the theoretical studies on the human behaviour or the customer behaviour of consuming the food. Various effect that contributes the eating behaviour will also be defined in this part. The third theory part will contain the sustainability and accessibility in the restaurant. In the section of sustainability, the food waste, leftover and recycle aspects is defined. The theory of customer with special needs has been also included in theory part.

The thesis continues with the service development. The service design has been used in the thesis to develop the concept of service. Along with the theory of service design, the process has also been described. The outcome of this thesis is generated from the research done as a

part of service design. The research method used in the thesis are benchmarking through observation and interview. The ideation is performed using brainstorming method.

This thesis is going to guideline the authors for opening a restaurant in future. The thesis will be based on research and this thesis will be a guideline for the readers who wants to understand the Nepalese food culture and the service concept of sustainable restaurant. The sustainable restaurant which service concept has been trying to build is named after XYZ restaurant in the thesis.

2 Nepalese Food Culture

Nepalese food culture is clearer by living in the metropolitan area which is Kathmandu in Nepal. Nepal consists of wide and varieties of different delicious and spicy food with enormous amounts of tastes and healthy eating habits with major ingredients of fat and carbs. The main ingredients used in Nepalese food are rice, lentils and vegetables with pickle on the side as well. A visit to the Asian food restaurants which serves Nepalese food, and which delivers the presence of its culture will make special time and day either visiting with yhe family or friends.

2.1 Basic elements of Nepalese food

The first thing people notice on the typical Nepalese food is rice which is referred as the main ingredients in the Nepalese food society which is consumed daily wise almost twice a day with other supplements. Terai is the plain region of Nepal where more varieties of rice are cultivated mostly in the rainy season of Nepal. Enough water and fertile soil are needed to cultivate the rice as the time period from June to July is the best period to do `ropai` which is to cultivate in Nepali language. More than 75 percent of people are engaged in agriculture in Nepal and rice is the major important crops to cultivate which also hold the one-fourth of the GDP. (Pokhrel 1991.)

Dal, bhat and tarkari is the original dish consumed by Nepalese society which was originally from Bengal is the mixture of rice and lentils which has the different varieties and quality. Rice is placed normally at the centre of the plate and vegetables with either meat and salad are placed around the rice in the plate along with yogurt and pickles are served separately in small bowls which represents the effortlessness and humbleness of Nepal. (Nepalisansar 2018.)

Another important and essential element that is used in Nepalese food that makes Nepalese food rich in taste are the special spices. Spices are the added ingredients of flavours which consist different items such as salt, ginger, garlic, pepper, fenugreek seeds, green chillies, cumin, coriander etc. other less used spices are cloves, bay leaves, mustard and cardamom and other different Himalayan spices as well. Salt is used with every major food around the globes which is also the topmost adding's with the meal which also helps to maintain the blood

pressure, circulating stress hormones and helps various parts of body to function normally and stabilizes the system of body. (Nepalrestaurant 2019.)

Ginger and garlic are other major ingredients used in Nepalese food and specially in vegetables and while preparing meat items which also have the major health benefits while consuming it in the right amount and order such as decreasing the obesity, heart disease and helps to alleviate from nausea and digestive disorders. Garlic contains antioxidants feature that helps body cell against various damages and disfunction along with ageing as well. Turmeric is also the first spices that is used while preparing Nepalese meal which is also used by neighbouring country India and other middle eastern societies which helps to give the colour of food and helps in healing process of the body along with eradicating the risk of heart disease as well .(Nepalrestaurant 2019.)

2.2 General Nepalese food

As Asia is the largest and most populated continent with 48 countries, it consists widely diverse ethics, culture, tradition, climate and living styles. Asian cuisines are widely famous around the globe which includes central Asian, East Asian, North Asian, southeast Asian and West Asian cuisines. Asian cuisine has been trending especially from Thailand and Japan but nowadays from Vietnam, India and Nepal also enters the Asian cuisine club. At the early ages while the evolution of presence of human being, cooking is the oldest activities of human being. Human used to cook anything that they used to find like vegetables or killing the animals and put them in fire for their survival as there was not any knowledge of proper cooking and food. As the time flies at the next level society emerge, people started cultivating the food according to their geographical area and to their knowledge with how to cultivate them and with those food that they can adjust with their surrounding as well as related to their culture which eventually came up with the certain group of living people. (Asian Recipes 2019.)

There are various important dishes and the ingredient which makes the Asian Cuisine different and unique which includes curries, rice and spices. Curries are made in different ways according to region where south western curries are generally based on yogurt although coconut milk is used by the North Eastern people to make their special curry. Rice is the main ingredient of the Asian cuisines. Basmati and Thai jasmine rice are famous in all of the Asian Restaurant around the globe as it is the main energy source for the Asian to live up their daily lives. (Asian Recipes 2019.)

Nepalese food culture is diversified widely and rich in spices. Daal, Bhat and tarkari translated on the side is the main dish served in the Nepalese food culture in almost 99 percent of their homes twice a day in the Morning and Evening. Usually, Nepalese people don't use any cutlery to eat food in their homes as they eat with their bare hands and fingers. Nepalese people eat chicken, pork, buffalo meat, goat, duck meat but not beef because cow is considered as the

national animal and Hindu religion people worship them as a god in which majority of the people living in Nepal follows Hindu Religion. Momo as translated in English as 'dumplings' is the famous food that people admire in Nepal which is used as the substitute of the main food whenever they are celebrating or went out to eat with friends and family. (Rai 2018.)



Figure 1: Typical Nepalese Food (Reddit 2019)

Figure 1 shows the example of typical Nepalese food that Nepalese people eat in their daily life with rice on the centre and other ingredients around the rice which includes vegetables, curry, lentils and pickles on the small round bowls. Nepalese food is based on its location which can be divided as Tarai people and mountain people who have different recipes, culture, weather and ethnics who have their own taste of food. Nepalese food includes various types of nutritional ingredients than other Asian culture foods which includes fewer fatty foods but more different spices with vegetables and greenery ingredients. There is an afternoon food also which can be refer as snacks which is called 'Khaja' in Nepali, that can be tea and biscuits or fried rice and juices or some other various common fusion dishes.

Momo is the one of the top famous food which is consumed as a major snack by Nepalese people wherever they are and whenever they travel. Tibet is known as the originality of this masterpiece food which is famous also in different other Asian countries. Momo are steamed dumpling which consist vegetarians' ingredients such as cabbage, onions, ginger and spice with salt and can add meat ingredients such as chicken or pork or whatever feel tasty which all of these ingredients are covered and packed with various design of wheat flour bun. Momo's are served with special Nepalese style dips which is made with steamed tomatoes and inflamed

vegetables. Momo's can also be eaten as dip fried or boiled as well with added flavours and filled with meat fat and cheese to makes it tastier. (Nepalisansar 2018.)

Mountainous people communities have their dishes mainly which are being induced by Tibetan cuisine and Terai people have their food manipulated by Indian food culture. Nepalese food is tasty along with various famous and unique drinks which is typically produced by Nepalese ingredients and people alongside most of the Mongolian ethnics which are in Nepal have alcohol as the major part of their religious and cultural ceremony. (Expeditions Nepal 2019.)

2.3 Local and seasonal food of Nepal

According to the Food and agriculture organization of united nation (FAO), Nepal is an agricultural country. It consists of 66 percent of its population who are engaged in farming. Terai region of Nepal is called crop bank of Nepal (FAO 2019). The importance of agriculture as the single most important provider of livelihood for two-third of Nepal's population which implies that the improvement in this sector will bring the positive effect in the development of nation. Agriculture is also an important source of income for many farmers' families. Therefore, agriculture is the main source of national economy. "Recent data show that Nepal has the lowest economic growth rate among its neighbouring countries". (Gauchan, 2008.)

The fertile soil of Terai leads to farmers to cultivate different crops and vegetables. Farming is basic subsistent income of Nepalese farmers. Nepal is richly gifted with agro -biodiversity. The main crops cultivated in Nepal are rice, maize, millet, wheat, barley and buckwheat are the major staple food crops (FAO 2019). The areas of Nepal which is not facilitated with the shops and markets nearby like Himalayan region of Nepal eats the food grown by themselves. They travel to the city to buy salt and other subsidiaries. Thus, the people in rural area grows the crops to feed the family. (Gauchan,2008.)

Wikipedia (2019) states that rice is the most important cereal crop. The cultivation and irrigation of rice is increasing since some years. "In 1966 total rice production amounted to a little more than 1 million tons; by 1989 more than 3 million tons were produced". This statement addresses that the production of rice is taking good heights. Nepal is devoted eating rice. Rice is included as lunch and dinner of every Nepalese people (Wikipedia 2019).

Vegetables and fruits are another food cultivated widely in Nepal. Vegetables are one of the most important foods in the daily Nepali diet since a typical Nepali meal consists of rice, lentils and vegetable dish. Pathak (2012) describes about Kathmandu that it is popular for growing seasonal vegetables. The most common vegetables include green beans, cauliflowers, cabbage, eggplants, okra, potatoes, Nepali radish, squash, tomatoes and many other seasonal local vegetables. leafy vegetables are consumed widely in Nepal. Vegetables are also used to make pickles and eat as salad and dessert. (Pathak 2012.)



Figure 2: Local vender selling vegetables (Taste of Nepal 2019)

Figure 2 shows the local vender selling the vegetables. The woman seems to sell local vegetables like cucumber, cauliflower, lemon, tomatoes, beans, lime, onions and peas. These kinds of vendors can be found in every corner of cities. They buy and even grow themselves and bring to cities to sell it.

Pathak (2012) designates the environment of vegetable markets during the peak season by reminding the vendors carrying two baskets of vegetables on the shoulders, heading to market. She further describes that the local vendors have skills to sell by negotiating and displaying the vegetables around. Most of the families prefer to eat fresh vegetables instead of storing in the fridge. So, they buy vegetables every day. The list of basic vegetables grown in Nepal are Potato, Ginger, Mint, Cabbage, Balsam Apple, Lamb's quarter, Eggplant, bell pepper, plantain, broccoli, beans, *Momordica cochinchinensis*, garden cress, green Bengal gram, mushrooms, serpent gourd, shallot, fresh coriander, Chinese leek, carrot, sponge gourd, ridged or ribbed gourd, tomato, cherry tomato, pear tomato, beet roots, tamarind, chayote squash, cucumber, taaro leaves, bitter melon, jack fruit, cauliflower, garden peas, field peas, chili pepper, bell pepper, long pepper, cone pepper, cluster pepper, cherry pepper, bird's eye chili, bauhinia, Chinese melon, common asparagus, Nepalese hogplum, garlic, bottle gourd, pigweed, fenugreek leaf, radish, radish greens, radish shoots, Himalayan bamboo, fiddlehead fern, spinach, pointed gourd, pumpkin, pumpkin shoots, coco yam, Indian spinach, onion, okra, leaf mustard, mustard shoot, turnip, turnip greens, sweet potato, dill, beans, hyacinth bean, jack bean, velvet bean, garlic pear, stinging nettle, tapioca, yam, wild edible yam, bamboo, polygonum, round gourd, Indian rape and tree tomato. (Pathak 2012.)

Nepal is very rich in cultivating varieties of fruits. It has a complex topography with hills and flat lands. Nepalese consumed the fruits which are available in local market. They are not stored to be sold in off season. Thus, the fruits sold in market are seasonal. But various fruits are imported from foreign countries like India. It is known that in every season there is a special kind of fruit. "All the seasonal fruits in Nepal are tree-ripened and have a delicious taste, texture, flavor and color". The fruits available in Nepal are apple, apricot, avocado, banana, barberry, bayar, bayberry, beadplum, blueberry, cherry, coconut, custard apple, date, fig, gojiberry, gooseberry, grape, grapefruit, guava, jackfruit, javaplum, kumquat, Nepalese hogplum, lemon, citron, citrus junos tanaka, citrus lemon burm, citrus aurantifolia, citrus limettioides, lychee, loquat, mango, mulberry, oleaster, orange, citrus sinensis osbeck, citrus sinensis, bitter orange, papaya, peach, pear, pear Chinese, persimmon, plum, pineapple, pomegranate, pomilo, quince, raspberry, sati bayar, starfruit, strawberry, wood apple, walnut, watermelon and wild pear. (Pathak 2012.)

Livestock production is large in Nepal since it is the source of food products for home consumption, labor, generate cash income and secure livelihood. There are three major types of livestock farming in Nepal. In the Himalayas, the cattle are raised to be sold on season. The main animals reared for food product and selling are yak and sheep. They produce milk, yoghurt, cheese, ghee, Chhurpi and meat. In hills people farm cow, sheep, goat and rural poultry which is the source of meat, eggs, milk and milk products whereas in terai people farm buffalo, cow, goat and poultry. (Redding, Chetri, Lamichhane, Chay, Aldinger & Ferguson 2012.)

3 Costumer Behaviour

Consumer Behaviour in a general understanding includes every activity that is considered doing while consuming any good or service. The field of consumer behaviour covers a wide selection of activity of consumption process including the influence to buy or not to buy, during buying and after buying phase. Almost all behaviours that people contribute are linked with other buying behaviour. The term 'customer behaviour' can be defined as the processes involved when individuals select, purchase and use products or services to fulfil their needs and desires. Wright (2006) explains in any type of business meant to serve the customer, customers are important aspect. Thus, any business needs to understand the need of customer. The necessity of customer changes from person to person. There are various factors that effects the change in customer behaviour. (Wright 2006.)

3.1 Costumer experience

Bolton (2016) explains customer experience it multidimensionally. It includes sensory, cognitive, emotional, social and behavioural dimensions. He further discusses, the customer experience including all the dimensions helps to improve the relationship between the customer and the organization for long time which goes through every touch points and channels. All

sorts of activities done in the journey of customer experience leads to define if the activities are effective or not. The activities include advertisements, announcement, buying activities, using the goods, sharing the review and other non-purchasing activities. (Bolton 2016, 4-5.)

Bustamante & Rubio (2017) define customer experience as a psychological situation that is directly connected to the customer judgement and perception. It starts when the customer interacts with the product and with the environment around. It is also experienced when the customer uses the product. (Bustamante & Rubio 2017, 884.)

Soudagar, Iyer & Hildebrand (2012) share the fact that the business pays much attention or invest more on building good customer experience at present and it is hard to find one that is doing opposite. They further discuss that taking only product and service cannot compete the competitors, but the selling of good customer experience is highly valued. "Creating such an experience is the new business battle ground". The effort to create a good customer experience leads the organization forward but while not doing so have possibilities to go down. There should be better management of emotional and practical impacts directly or indirectly connected. (Soudagar, Iyer & Hildebrand 2012.)

Customer experience is considered as the strength of any organization. The major reasons behind the successful customer experience of an organization are as follows. Firstly, the establishment of good customer experience by the service or product helps to increase the profitability of the organization since it helps to develop the willingness and loyalty of the customer. Secondly, the strong relationship between the customer and organization leads to the reliability of the resources. (Bolton 2016, 6.)

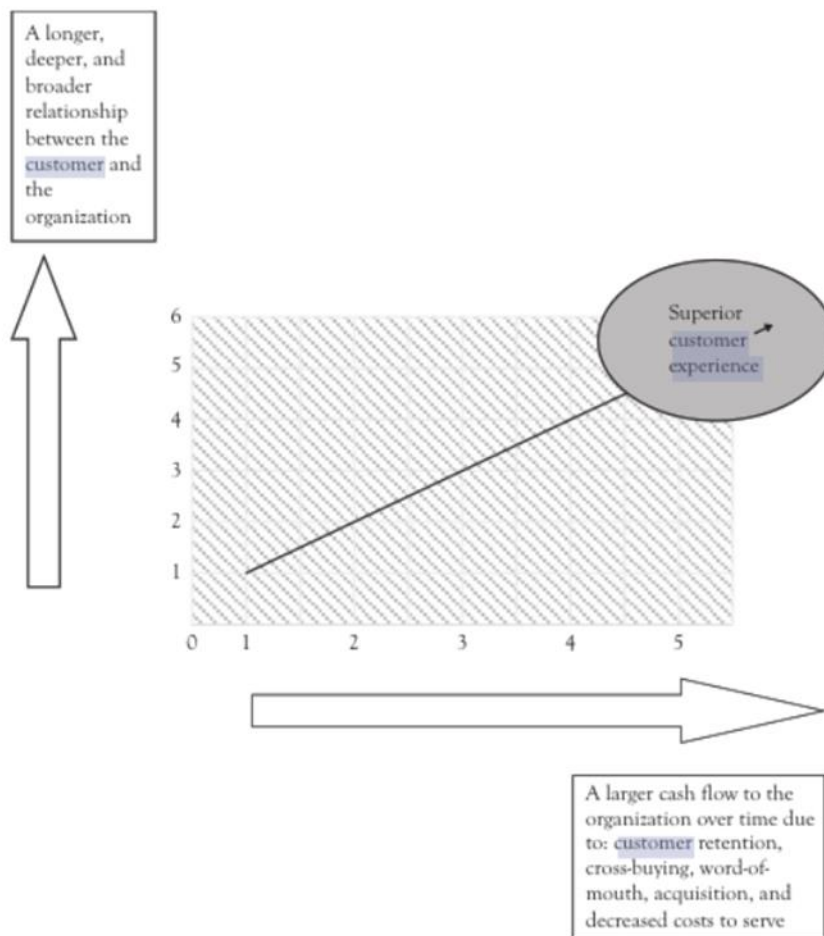


Figure 3: The effect of customer experience on the organization (Bolton 2016, 7)

Figure 3 shows the relationship of organization with its customer and the effect of the customer experience level. This figure describes as the customer experience level increases, the cash flow or profitability of the organization increases. Thus, the level of customer experience determines if the organization is having success or failure. (Bolton 2016.)

Wikipedia (2019) explains customer experience as the product of an interaction between an organization and a customer in the time spend on their relationship. It describes the interaction in three categories that are customer journey, touchpoints the customer networks and environment that the customer face. When all these categories met the expectation of the customer then it is called to be a good customer experience. “Customer experience is created by the contribution of not only the customers’ values but also by the contribution of the company providing the experience”. The customer experience is personal, but the organization has its part to make it good or bad. (Wikipedia 2019.)

In a nutshell, analysing the different theory presented by different authors, it is understandable that the core idea of developing customer experience is to develop the organization. It is the

basic need of every organization since it helps to grow the relationship of the organization and the customer in a good way. If the customer is happy it shows the changes in economy and the goodwill of the company and the company grows with success. Thus, every organization should invest well to maintain good relationship with the customers and bring good customer experience.

3.2 Eating habits

The vital motive of any business is to make profit. The economy of the organization grows accordingly if the organization understands what the customers want and for what things they are willing to pay. For that purpose, organization need to understand the psychology of the customer. It helps not only to develop the service or product but as well it shows way to attract the customer. The study of psychology of customers leads to bring positive change in economy since it helps to understand the willingness of customer. It helps to determine the targeted customer. The motive of reviewing this theory is to understand the factors affecting eating habit of customer which is very essential for this thesis to generate the outcomes of this thesis.

Counihan & Esterik (2008) describe the range of reasons of changing food habits in the life span of a human and the problem created by this change. The authors of the book clarify the availability of literature and experimentation in the world about the problems which includes the habit of eating locally grown food, relationship between purchasing power and diet, experiments on animals for nutritious diet, individual taste and preference and cultural aspects for the food consume habits. "Food habits are seen as the culturally standardized set of behaviours in regard to food manifested by individuals who have been reared within a given cultural tradition". This line describes the eating habit of a person who follows traditional culture of eating foods including selection of meals of the day and selection of grains and meat. The forbidden food in one culture can include necessary supplement of someone's body. This raise a question that if a culturally intimated person is receiving all types of nutrition that he need is getting or not. (Counihan & Esterik 2008, 17-18.)

Rapoport (2003) explains the eating habit as the phenomenon of inner satisfaction, personal need and to impress other. The eating habit of people can be either personal or covert. The covert is described as the habit of eating when nobody is watching. The other aspects of personality which reflects the eating habit of people are expressive behaviour, what is being eaten and how much has been eaten. Other aspects that differentiate the eating habits are social psychology like food preferences, gender identity and social status, emotional psychology like parental love and state of mind, physical psychology like intake of nutrients and the reduction of appetite due to age. (Rapoport 2003, 51-75.)

The other word which describes the change in food habit is changing the selection of food. There are various reasons of selecting food by a personal differentiating the other one. The

choice of food changes in life span of a person accordingly. Shepherd & Raats (2006) enlightens the fact that the food choice determines the selection of personal to intake specific nutrition that they want. There are specially two factors effecting the process of food choice. They are personal factors and social factors.

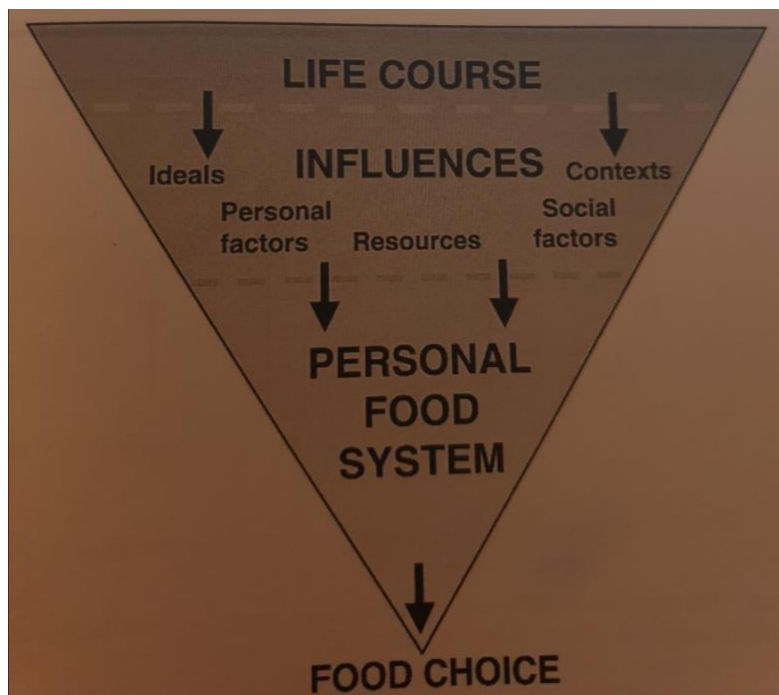


Figure 4: Food choice process model (The psychology of Food choice 2006, 3)

Figure 4 shows the factors effecting the food choice. Human beings are influenced by the personal or social factors o choice of food. “Food choice are dynamic and evolve around time”. Thus, the food choice changes according to the time and age. The food choices vary according to the people’s thought and feelings also.

4 Sustainability and Accessibility in restaurant

The following chapter discusses about the factors that helps to sustain the restaurant business and accessibility in restaurant as well as different challenges that the business must pay attention while running the business. The first subchapter, food waste, leftover and recycle deals with the theory of all these three terms and the practises running around the world. The second subchapter includes the theory of different terms related to the accessibility in restaurant regarding customers with special need. Authors sets limitation of accessibility aspects in the thesis which is connected to service in a restaurant for the people who needs support. The theory of this subject is essential for the theory since the thesis is done to create the service concept of sustainable lunch buffet. This theory is reviewed to use for formation of the outcome.

4.1 Food waste, leftover and recycle

Lipinski (2013) writes the world produces 4 billion tons of food per year and quarter of that 4 billion food produced goes to the waste and uneaten. The foods are lost or uneaten or just thrown away or get expired. Various sources specify that spilled foods, expired or get wasted and unable to eat before reaching the consumers. Food loss usually occurs at the production, storage, processing, and distribution stages in the food value chain. (Lipinski 2013.)

Those food that are being left after being discarded and is left to debase which still have the fine quality and hygienic enough to consume are referred to be food waste. There can be different causes and scenario that leads to the food waste, may be due to the poor performance of the staff who is taking care of it or due to the poor decision-making ability of the person who is throwing it away. Food loss inclines to occur in developing countries due to the poor food handling technologies and food management skills as well as food waste occurs in developed countries due to various reason like taking more than enough food than they wanted or low quality of the food according to their health and eating habits and various reason. (FAO 2017.)

As the population of the world is growing day by day, sustainability in food industry is the most have topic and the purpose is to provide and fulfil the demand of food for those growing numbers of people as well as for the betterment of upcoming generations and to help the planet for easing the management of producing and using as well as recycling it. Population of world is estimated to grow from 7.5 billion to 10 billion in 2050 which indicates the growth of food demands by 60 percent. The main idea is to support the upcoming generations to mitigate these future problems by the sustainability in each step that is taken in today generation. (Baldwin, Shakman & Turenne 2012.)

Booker – 2018/19 food waste by category

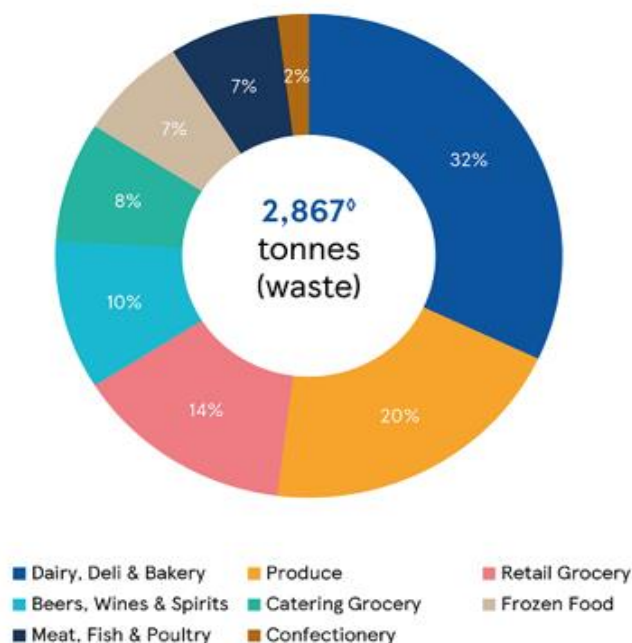


Figure 5: Food waste by category (Tesco plc 2019)

Figure 5 shows the food waste from 2018/19 is categorized by the Booker which is one of the biggest retailers in the UK. The figure described 2,867 tonnes of amount was the food waste and most of the food waste comes from dairy, deli and bakery. 20 percent through produce goods, 14 percent from the retail grocery, 10 percent from beers, wines and other spirits, 8 percent from catering grocery, 7 percent from frozen food items, another 7 percent from meat, fish, and poultry and at the last 2 percent which is the least sources from confectionery. (Tesco plc 2019.)

Figure 6 shows the waste categories practised in Finland. Waste is categorized into different sections and are sorted separately so that it can be recycled and reused. Liquid waste which includes households and industrial liquid materials like dirty water, organic liquids, wash water, detergents. Solid rubbish includes plastic waste, paper cardboard waste, tins and metals, and ceramics and glasses, which can be easily recycled. Organic waste is another common household waste like food waste, garden waste, rotten meat which can't be disposed anywhere but should be turned in to manure by using microorganisms



Figure 6: Waste categories in Finland.

Recyclable rubbish includes all waste items that can be turned into another shapes and sizes or another form and can be reused as it is sorted usually in yellow recycling bin and Hazardous waste includes toxic and dangerous waste which is hazardous and flammable which should be disposed very carefully and properly only through special equipment and technology. (Waste removals 2019.)

Leftover management is the process that future business owner should adopt in every restaurant for the sustainable development of the planet which can help to reduce the food waste. Most of food ingredients package are opened and most of the time they go unused and wasted. Food leftover management helps to know how to maintain the quality of the food so that they can be used again for a longer time as the quality of the food at the first preparation are at height but can be gone bad quickly. Nevertheless, quick care of the leftover food and

ingredients can help keep maintaining the quality of the items which can be further reused. (Kapoor 2019.)

Leftover food can be rescued by using a different idea which will also help the food waste reduction and additional sales of the business. For example, if the restaurant is going to be close at 11 p.m., extra discount sale can be implemented by giving like 30-50 % discount after 8 o'clock which will help to do the extra sales and increase the profit of the business as well as leads to the minimal food waste from the day. (Kapoor 2019.)

One of the Finnish start-up which is the Helsinki-based called 'ResQ club' uses the better idea and technology to mitigate the food waste. They are letting people to buy Restaurant's surplus meals for a heavy discounted price ranges from 60 to 70 per cent. ResQ CEO Tuure Parkkinen explains, "We are a food rescue service. We enable restaurants and hotels to advertise their leftover food portions that are still in great condition, but which need to be consumed that day". (Goodnewsfinland 2016.)

ResQ is operated by the app, where it's users can check what meals are available and order it, pay and pick it up from the available restaurants. The app provides the notifications for the special offer to its users if the notification is enabled for certain special kinds of food and consumers like vegetarians and veganise. Over 150 restaurants have signed and register for the service since it was started in January 2016 which have helped restaurants owners to recycle and reduced the food waste and gain supplementary sales and profits in which cafes, lunch and buffet Restaurants, bakeries are also counted to provide the offer and service through the app. (Goodnewsfinland 2016.)

4.2 Customers with special needs

This chapter introduces the definition of the people who needs special needs. The objective of this chapter is to define different keywords inclusive and important for the chapter. The main terms used for explaining the chapter are disability and accessibility. When the special needs are described, the term "disability" has to be described since it helps to support to clarify the idea of special need. As well as the term "accessibility" is necessary to understand the conceptualize customer journey for the customers with special needs. The chapter is limited to certain disabilities like people with wheelchair, visibility impairment, mother with pram and elders with support.

Special needs of individuals differentiate with different types of disabilities. Disability is the state of a person which reflects the obstruction in mobility of a person. It includes the factors like loss, activity limitation and participant restrictions. The loss refers to the problem in body functions or structure, activity limit represents the situation of limiting oneself while doing specific task and participant restriction refers to the situation faced by one due to the state of

body. Around the world different inventions have been introduced to reduce the problem in mobility for a disabled person while some part of the world still needs the development. Thus, disability is not just a health problem, in fact it is the situation created between the state of the body and the situation of correspondent society. If the society has created a disabled friendly environment, the environmental and social barrier reduced itself for people with disabilities. (WHO 2019.)

For the disabled, the term accessibility essentially means the availability of everything to all other people should be available to those with disability. The regulating legislation has stated the place for the people with disabilities still the programs and the services should be generating in the form that it must be physically accessible and useable (Kepley 1983, 42-51). Accessibility includes the life moment connected to using all the accessible provision in their lifetime. These include people with permanent or temporary disabilities, seniors, obese, families with young children and those working in a safer and more socially sustainably designed environments (Buhalis & Darcy 2011). Accessibility is a value that belongs to everyone. It means access to services, usability of equipment, comprehensibility of information and therefore participation in decision making in one's own life. Accessibility is equality, security and quality. It is about physical, social and psychological wellbeing. It is part of sustainable development.

5 Service development using service design

The origin of phase of service cannot be memorised exactly from when it started yet it has been always developed simultaneously. It took the effort of business involvers to take it in this stage. The experiences of business services moved on the service design the way of development through the experiences. The base of service design has stood up a tool of business that helps to develop the service in better way. This part of thesis has been created to introduce the theory of service design and its process.

5.1 Theory of service design and its process

Service design is emerging field in business with the consideration of its independent use, but the practise has been continued since then. The recognition of service design helps to define the numerous benefits to the end user. Stickdorn & Schneider (2010) defines Service design as an interdisciplinary approach which combines various methods and tools from different disciplines (Stickdorn & Schneider 2010, 28-29). Curedale (2013) defines service design as an interdisciplinary approach which help to connect other methods and tools from various disciplines. Thus, it helps to enhance the exiting service to turn into different the better one. Service design visualizes the services provided by the businesses into different, new and systematic way so that the customers finds easy and comfortable to use the services. (Curedale 2013,2.)

According to Stickdorn, Schneider, Hormess & Lawrence (2018), service design is related to customer experience, innovation and collaboration. It is connected to every activity to create, plan and to fix service designing part. They further describe that there are overwhelming changes in the methodology of running business. Service design is key innovation and managerial methodology. Service design is the way of diminishing the problem of people by co-creating the concept. (Stickdorn, Schneider, Hormess & Lawrence 2018, 18.)

There are many ways to explain service design. It differentiates according to the situation and case. Service design can be defined as a mindset when the group of different people with different opinion measures to figure out the service design of the project. The involvement of rejection, discussion and the prototyping considered as service design in mindset of people. Another way to explain service design is service design as a process. Service design includes the process from research to implementation. It helps to figure out problem and give the solution in an ongoing process. As well as service design is defined as a toolset as it contains several tools for output. The other way of defining service design is as a cross disciplinary language since it connects people from different silos using simple tools that everybody understands. The last way defined is service design as a management approach in the sense that it helps to redefine the service in simple way, and it can be use for innovation and value proposition for completely new services. (Stickdorn et al. 2018, 18-21.)

Stickdorn et al. (2018) explain the principles of service design in different 5 points. They are user-centred, co-creative, sequencing, evidencing and holistic. Service design should be user centred. Every service must be built from the eye of customer. The reason behind this is the fact that customers experience the service and they how what they want. The service design should be co-creative. The formation of service design should include all stakeholders. Sequencing play the key role of service design since it is the interplay between various process. Evidencing is the transformation of idea in physical artefacts. Holistic is the principal of service design which considered the whole environment of the service design which reflects the goal and identity of the environment. It says whole environment of the service should be considered not depending on one aspect of the service. (Stickdorn et al. 2018, 24-25.)

- Research data- It includes two types of data raw data and interpreted data. This tool helps to collect, synthesized, interpreted and analysed to answer research question.
- Personas- Personas are formed to bring out different perspective of same group of people. It should be based on the research finding and insights.
- Journey map- It visualizes the experience of a person over time. It helps to find the gaps between customer and services.
- Service blueprint- It is visualized presenting form of the interconnected activities which includes the front stage and backstage of the service.
- System maps- It is the visual or physical representation of the systems. It contains vague variety of elements of an organization.
- Service prototype- It is the tool of bring the imagination into effect by staging the experience and processes. It is used to explore, evaluate and communicate service ideas by different activities.
- Business model canvas- It is very simple template which helps to sketch out a business model using nine core building blocks. It gives the clear visualization of different aspects of the customer and employee experience

Figure 7: Basic tools of service design (Stickdorn et al. 2018)

Figure 7 presents the basic tools of service design and their description presented by Stickdorn et al. Tools are concrete models which follows specific structure and module to complete the work. It embodies the idea of what is use. There are several tools which can be used to give the shape of service design.

Stickdorn et al. (2018) explain the process of service design as the series of core activities done to solve the problem. The process of service design is varied according to the organization and challenge, people involved, the ideas and problem and available resources. “Designing the process and choosing the right methods and tools are core skills in service design”. The patterns of the service design can be described as divergent and convergent. Divergent phases are the phases of seeking or creating opportunities while convergent phases are the activities of making decisions. The process pattern includes the variables of research activities, ideation activities

prototyping activities and implementation activities (Stickdorn et al. 2018, 80-93). The core process pattern and the activities has been presented in Figure 8.

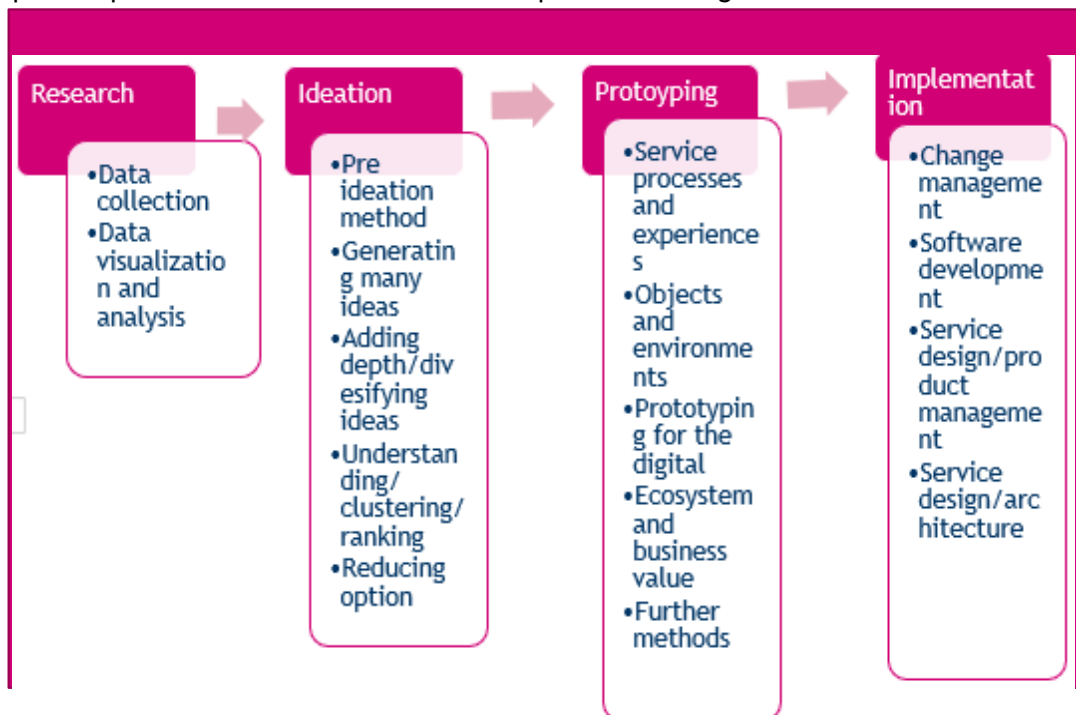


Figure 8: Four core activities of the service design process (Stickdorn et al. 2018)

Figure 8 presents the four core activities of the service design process. The process starts with research where the researchers are activated to gather the data and analysing the data. There are various ways of data collection. The methods of data collection presented by the writers are observation, interview, autoethnography, online ethnography, preparatory research and secondary research. The collected data are visualized and analysed in the same process as it includes the activities of compiling research report, building research wall, generating job-to-be-done insights, mapping journeys, writing user stories, creating personas, mapping systems and developing key insights. After the research part, the ideation process is proceeded. In this phase, several ideation methods are used to generate, diversify, develop, sort and select ideas. The ideation methods mentioned are slicing the elephant, ideas from journey mapping, how might we? ideas from future, brainstorming, 10 plus 10, bodystroming, using cards and checklists, ideation based on analogies and association, octopus clustering, bennyhill sorting, idea portfolio, quick voting methods and physical commitment. (Stickdorn et al. 2018, 80-93)

Prototyping is done on the next stage after ideating the research data in service design process. This process helps to make a safe decision by allowing to test any concept. Prototyping is done using various activities using methods of prototyping. The methods mentioned in the book are desktop walkthrough, investigate rehearsal, partial service rehearsal., cardboard prototyping, subtext, paper prototyping, wireframing, service advertisement, business model canvas,

desktop system mapping, rehearsing digital services, sketching, media boards and wizard of oz approaches. And the implementation part includes the actual output of the service design. The implementation may vary from one project to another project. It is more like executing the concept using tools. (Stickdorn et al. 2018, 80-93.)

Research	Ideation	Implementation
Benchmarking through observation Online interview	Brainstorming	Customer journey map Service blueprint Customer persona Menu

Table 1: Process of Service Design used in the Thesis

Table 1 presents the Process of service design used in the thesis. The first process, research includes the method of benchmarking through observation and online interview. The motive of doing this research is to compare different restaurants of Helsinki metropolitan area and to study about the good practises of those restaurants for sustainability. After evaluating the result of observation process, the authors use brainstorming method for ideation. The prototyping phase has been excluded from the thesis since authors decided not to do any testing method due to geographical limitation. Lastly, in the implementation part, different tools of service design correspond to the subject is shaped. The customer journey, service blueprint, menu and personas are main implemented outcome of this thesis.

5.2 Research

This chapter introduces the research methods that has been chosen by the authors. Salmon (2010) explains research as simply the curiosity with the scorching questions in the findings and to discover the known and unknown facts and concludes the outcome. Research is accompanied to gather the information through different methods available. Qualitative and quantitative are the two major kinds of research method used widely in present context (Salmons,2010). The research method that was chosen for this thesis are bench marking through observation and online interview. Benchmarking through observation method is very efficient for our thesis since the authors need to gain the idea of Finnish buffet restaurant system and the practices which can be used for the service design of the sustainable buffet lunch restaurant in Nepal.

5.2.1 Benchmarking through observation

Benchmarking is a process that identifies, understands and adapts the excellent practices of organisations worldwide to help the organization to improve its performance. The authors define benchmarking as the comparison of the whole enterprises but not the occasional process. They also explain that the main areas apply comparative analyses: products, services and operating processes. “Benchmarking is a process for understanding what is important to your organization's success, understanding your own processes, finding and learning from others who handle these processes better than you, and then adopting that learning to improve your own performance.” Thus, benchmarking method is pragmatic when the research is done comparatively to take out the result that would be useful to the subject. (Tuominen 2016, 6-30.)

Observation is the method of watching carefully what does people do. It replies the research question and identify the objective if that is based on the behaviour of people. It is very rewarding method to achieve rich data. Observation method is differentiated from normal watching considering involvement of systematic observation, recording, description analysis and interpretation of people's behaviour. (Saunders, Lewis & Thronhill 2009, 288.)

Ghuri & Grønhaug (2010) explains observation as a tool of collecting the data that involves listening and watching people's behaviour that leads to the analytical interpretation. The writers influence that this method of research is has more possibilities of gathering data than the questionnaires and interviews because it helps to study the observed behaviour and attitude lively and accurately. It helps to detention the real undercurrents of social behaviour. (Ghuri & Grønhaug 2010, 115.)

Observation research method is nonexperimental research which includes an observer who observes the current and ongoing behaviour. Several types of observational method exit in the field of research now and they contain both strength and weaknesses. It is a direct observational phenomenon conducted in natural setting. It is simply studying behaviours that emerged naturally in natural contexts. It is unlike the artificial environment. It enhances not to change the living atmosphere. (Atlas 2019.)

Saunders, Lewis and Thornwill (2009) explained the two methods of observation research methods in their book. The participant observation is more like qualitative observation. In this type of research method, the observer lives fully in the lives and activities of subject. It is more likely to be member of the group or organization or community. This kind of observation is effective since the observer gets opportunity to dig the root by being local or participant. The purpose of participant observation is to discover the delicate shades of meaning. The roles of participant researcher are complete participant, complete observer, observer as participant and participant as observer. (Saunders et al. 2009, 288-300.)

The structured observation is systematic and prearranged method. This type of research method reflects the idea of how that happen rather than why they happened. In this method, the human behaviour is observed in a controlled setting. The data is compared to quantifying the human behaviour. The researcher doesn't participate as a member in this type of observation. Yet there are some threats on analysing data of this type of observation. The main threats to reliability in structured observation are subject error, time error and observer effect. (Saunders et al. 2009, 300-309.)

5.2.2 Process and result of benchmarking through observation

In this part of thesis, the application of benchmarking process using observation method is clarified. The authors decided to benchmark 3 different buffet restaurants in Helsinki metropolitan area. The motive of choosing restaurant in Finland is to acknowledge the process and the behaviour applied in customer service so that the good practices can be defined as used in formation of customer journey, service blueprint and menu for the thesis. The checklist has been formed to support the observation process. Restaurants chosen for the thesis are Mero Nepal, Faro Ravintola and Rax buffet. The reason behind choosing these restaurants is the versatility of cuisine offered by the restaurant. Mero Nepal is a Nepali restaurant, Faro Ravintola is a Finnish restaurant while Rax buffet is a pizza buffet restaurant which tends to know about practices done in all three different service culture of the restaurants.

The observation method used in this thesis is participant observation. Firstly, all the mentioned restaurants are observed based on checklist formed by the authors. All three restaurants' results are subjected to be benchmarked by comparing. The checklists are separated with the theme. Appendix 1,3 and 4 includes all the observation checklist of customer journey of other customers, customer journey for those who require special needs and menu simultaneously. The checklist is build denoting the aspects of sustainability. Secondly, only Faro Ravintola is observed as a participant observer since one of the authors is working there. The motive of this observation is to build service blueprint by observing the waste and leftover management in Faro. The checklist for service blueprint is available in appendix 2.

Faro Ravintola

Faro Ravintola is a channel side restaurant and bar are in the beautiful location of Ruoholahti. The address of this restaurant is Kellosaarenranta2, 00180, Helsinki. It is transparent restaurant made on channel side where people can have the excellent view of the sea and take the delicious food. The interior decoration is modern. The outdoor terrace is a splendid place to enjoy refreshing view and food. It is very accessible place since it is located 200 min away from the metro station. People can visit place by trams, bus and metro as a public transport. Buffet lunch starts from 11:00 to 14:00 in the weekdays while in weekends, the brunch is served. In this thesis, buffet service is concentrated so only buffet part will be observed.

Faro Ravintola was observed by the authors for 5 days. The menu and the customer journey were observed mainly. The journey of the customer starts with either reservation or the walk in. The signalization of the restaurant could be seen clearly, since the information board was placed outside.

It was surrounded by the glass, so the dining area was visual even from outside. The Restaurant was in ground floor and the whole building was occupied by the restaurant. The entrance of the door was near to the pathway which make it convenient to enter without confusion. From the main entrance the cashier table could be seen properly. The menu was just placed near to the entrance door and it could be seen in first glance. The cashier welcomed the customer and the customer paid. The payment was done before eating. Customer could pay with cash or debit/credit cards or smartum pay. The cost of buffet was 13.90 euros.

Figure 9 shows the buffet table of the restaurant. There were two buffet tables which consist salad, bread and soup in one table and the other one consists of main course. The distance between two tables was approximately 2m. The buffet tables were clearly visible. The surface of the buffet table was seen clean and tidy.



Figure 9: Buffet table of Faro ravintola

After taking the food, the customers could choose where they want to seat except the tables which has been reserved. The restaurant could take 100 customers at a time. Since this restaurant is in channel side, customer can enjoy the view of sea. This restaurant owned two dining area, inside and outside. The coffee area was attached to the cashier table. During the observation, the plates, glasses, forks and knives were available sufficiently in the sense that customers didn't had to wait for those. The customers didn't have to return the dishes after being done. The waiters picked up the dishes.

The menu of Faro Ravintola changes day by day. During the observation was conducted for 5 days on week 42 the hot food dishes and the soup changes but the salads remains almost same. The salad included, peruna salatti, salsa, coleslaw, hummus, papu salatti, marinettu olivit, raita dippi, vihreä salatti and other non veg salads. The hot food that was available on the days observed is presented in table 2.

Day	Vegetable hot food	Nonveg hot food	Soup
Monday	Grilled potato	Grilled minced beef steak, pork sirloin, chicken legs tomato tun pasta	Minced meat- cabbage soup
Tuesday	Mashed potatoes Vegetable curry	Overcooked beef chees like burgundy	Zucchini Soup
Wednesday	Mashed potato, mushroom with picked onion	cooked white fish with cucumber	Carrot and ginger soup
Thursday	Garlic roasted potato	Pepper steak with minced meat	Pea soup
Friday	Egg plant fry	Chicken burger	Bouilabaisse

Table 2: Hot food menu of Faro Ravintola for 5 days

Table 2 shows the menu of Faro Ravintola of week 42 from Monday to Friday. The hot food items keep on changing day by day. There was no repetition of food except the mashed potatoes. The menu consists of at least 1 vegetarian and 1 non-vegetarian dish. It used good range of varieties of soup including vegetarian as well as non-vegetarian.

Faro Ravintola didn't have any ramps and automatic doors. Elevator was not seen for disable people, but staff are assisting that kind of people with special needs. No audible menu was available for visually impaired customers. Restaurant consisted one accessible toilet. Edge of the table were seen pointed and highchair for the kids are also in the service.

The part of observing the waste and leftover management has been discussed from this paragraph onward. One of the authors of the thesis is now working in Faro Ravintola. As the goal of the thesis is to create a sustainable lunch buffet restaurant in Nepal, the service blueprint will be formed as an outcome. For that reason, the authors are focused on the waste management and the process of recycle. This thesis sets limit to the recycle process till the waste are ready to be picked. The activities related to management of the waste and the use of leftovers in Faro Ravintola before throwing away has been discussed on next paragraphs. The checklist of this observation can be found in appendix 2.

Likely to all other the restaurants, Faro Ravintola generates leftovers after the buffet is over. Depending on the day, the leftovers varies. During the observation of the author, the leftovers were used to sell in ResQ. Depending on the leftover, the head chef and the manager decides whether to sell it in ResQ or not. The leftovers were sold at 6 per box. The workers could also buy from the leftover if the workers want to.

The kitchen produced foods which generate a lot of waste in a day. The dustbins were placed on every part of the kitchen so as in the bar. There were different types of dustbin used in the kitchen like bio, energetic, mixed waste and cardboard. The staffs were educated to use the dustbins correctly. The type of waste to dispose is listed in table 2. The bio dustbin consisted of bio bags while mix waste use black plastic bags and energy waste use orange plastic bags. The kitchen of the Faro ravintola with dish washing area consisted of 7 dustbins in total counting 2 mixed waste, 2 energetic waste and 3 bio waste. The cardboards were collected separately. In the bar, there are 6 dustbins involving 1 mixed waste, 1 bio, 1 energy waste, 1 can waste, 1 glass bottle waste and 1 plastic bottle waste. The collection of the waste was collected after being filled in large containers situated in waste collection room. This room is situated outside the main building. The staffs were accessed to this room by key.

Categories	Waste
Mixed waste	Floor dust, ceramics, porcelain, pvc plastics, Foil packaging, sanitary towels and diapers, vacuum cleaner bags, plastics with organic waste residues
Bio waste	Degradable food waste,
Energy waste	plastic packaging, Styrofoam, plastic bags, plastic strings, wood, disposable utensils, paper and cardboard with plastic or wax covering
Glass bottles	soft drinks' and alcoholic products' glass bottles
Plastic bottles	soft drinks' and alcoholic products' plastic bottles
aluminium cans	soft drinks' and alcoholic products' aluminium cans
Cardboards	Cardboards without plastic covering

Table 3: Waste Disposal Categorization

Table 3 shows the categories of the waste generated by a restaurant. This table was built taking the reference of the poster posted in Faro Ravintola which is showed in picture 7 by Remeo. Remeo is the waste management partner of Faro. It unfilled the waste containers of Faro. They pick up the container and empty it every day.

The most common waste is the mixed waste which includes floor dust, ceramics, pvc, plastics, foil packaging, wooden dust, towels and diapers, vacuum cleaner bags and so on. Bio waste is such kind of waste which can be recycled easily at home or anywhere and reused as a compost soil or as a fertilizer which is a degradable food waste specially. Glass bottles, plastic bottles, aluminium cans and cardboards are other common categories of possible waste in the restaurant.



Figure 10: poster by remeo for categorization of waste disposal

Figure 10 explains the process of disposing the waste. It is informative for the staffs working in Faro because it illustrates clearly with the waste category with picture and the information written on both English and Finnish. Faro had workers who were unable to speak in Finnish. So, every instruction in Faro had English translation which make easy for the staffs who could speak other languages than Finnish.

Rax Pizza Buffet

Rax buffet is a self-service buffet restaurant. Rax buffet was originated by Rabbe Grönblom from Vaasa which is the Riz buffet chain also known as the pizzeria Rax family in the year 1994. The concept was “Eat and drink as you like” as the buffet concept was revolutionary innovation at that time. It owns 27 other chain restaurants in Finland. Rax buffet is famous with its service and quality of food which serves several items on the buffet, specially pizza and salad with healthy drinks and juices. (Rax Pizza buffet 2019.)



Figure 11: Rax Pizza buffet restaurant cashier desk

Figure 11 shows the cashier desk of Rax buffet. Authors decided to observe the Rax buffet restaurant situated in Alexanderkatu 11, 00100 Helsinki. Restaurant was located at the underground level of the building side by side with burger king where customers must walk downstairs.

After visiting the restaurant, Authors had discovered that the restaurant is offering different kinds of pizzas with salad items along with coffee and tea and other cold drinks. There was not any proper signalization from the outside as the restaurant is wide open. Early reservation could be made to the restaurant so that the customers don't have to worry about the busy times or crowd which can be any time. Menu was shown on the screen above the cashier section along with paper menu with details above the food section as well. Cashier section could be seen at the first after entering the restaurant and cashiers were standby to help and provide service. Customers might have to wait for a moment in the cashier in some cases if they were busy bringing the stuffs from the kitchen. Customers have pay first before getting the food and entering the restaurant hall as well as they were accepting payments through cash, card or online payments methods.

The normal price for the adult buffet was 10.95 € and 5.95 € for the kids which included food and drinks. Three different food section had been identified. One is the pizza section where different varieties of pizza has been placed on the table, second is the salad section and third was the drinks section which could be accessed and seen easily. Proper instruction was given to receive food with enough cutleries and plates available. Drinking cups were of paper although plates were made of ceramics with steel cutleries on the side. Cutleries and dishes were easy to find together on the side of food and salad section where no proper specification of content of food were displayed except the names and kinds of foods.

Customers could choose their own seats wherever they wanted to seat except those table which were reserved as restaurant have 124 seats available in total. Customers were seen spending at least half an hour in the restaurant on average to finish the food and leave. Dish returning station were shown clearly on the wall along with waste disposals with different sections on the side together. Plastic straws and lid were found openly available where people can use as much as they like. So, the restaurant was not seen concerned about single use- plastics campaign voted by European parliament but there was a clear sign and separate disposal units for biowaste, mixed waste, plastic waste and energy waste along with the separate place to put steel fork and knives.

As there were wide varieties of pizza, but the menu changed every day. At least 5 different pizzas were on the table including one vegan pizza along with chicken wings, onion rings, Lasagne, ham toss, cauliflower wings, corncob, Nakit and French fries. All salad items and drinks were same everyday as authors observed the place for 5 days on week 40 from Monday to Friday.

Days:	Pizza selection:
Monday	Bacon Bianco, pepperoni, margarita, beef Mexican, BBQ vöner (Vegan)

Tuesday	margarita, BBQ pollo, Tricolore, Hawaiian, BBQ vöner (Vegan)
Wednesday	Hot potato, Ton, Bacon Bianco, Margarita, Falafel Nachos(vegan)
Thursday	BBQ pollo, Artemis, Cheesy peperoni, Beef Tropicana, Falafel Nachos(vegan)
Friday	Vege Tropicana, Tonno Aioli, Margarita, Ton, Hot Potato, BBQ Vöner (Vegan)

Table 4: List of Pizza in weekday at Rax Pizza Buffet

Table 4 explains the list of different kinds of pizza selection which was placed on the table at week 40 from Monday to Friday which includes 5 different varieties of pizza selection along with vegan pizza. Customers could also order pizzas with their own buffet. It was baking pizza of the customer' choice on a plain or gluten free * base and three toppings for an extra € 3 (buffet + € 3). Products made from gluten-free ingredients are made in the same state as products containing gluten, and pizzas are baked in the same oven, thus contamination is possible.

For the people with special need, there was an elevator from the right side of the entrance which went directly to the restaurant with the railing to place hand for the body support. There were no ramps available on the restaurant although automatic doors were on the entrance of the building. The staffs were seen assisting the people who needs support at the time. The restaurant didn't have any audible menu for visually impaired people. Accessible toilet was found but not according its standard. Tables edges on the dining table were pointed edge to edge and highchair were available for the kids.

Mero Nepal

Mero Nepal is a lunch buffet restaurant situated in Kutomotie 6A, 00380, Helsinki. This restaurant promised to offer authentic food of Nepal at reasonable price. The doses portion also include the vegetarian option. It also offers a' la carte service on weekends from 12:00 to 20:00 while it serves only lunch in weekends from 10:00 - 15:00. Take away service is also available in this place. (MeroNepal 2019.)

The authors observed for 5 days in a row of week 41 from Monday to Friday since Mero Nepal sells buffet lunch in only weekdays. The authors were concentrating only in buffet, so the weekdays were examined. Cashier were on the cash counter and no any lines of the customer. The information board was placed outside which make it easy for the customer to know the time and place. From the main entrance door, the dining area can be seen, and the cashier was

invisible from the door, but the visualization dining area helped to confirm the restaurant existence. After walking from the hallway, cashier desk could be found where there was a cashier. Customer needs to pay before eating. The cashier accepts debit/credit cards, cash and smartum payment.



Figure 12: Buffet table of Mero Nepal

Figure 12 shows the buffet table of mero Nepal. The buffet price was 9 € per person. The customer must walk through one small dining area then the salad and hot food table could be seen forward. The coffee table and the dish returning area were about 1.5m away from the buffet tables. The dishes were available on the top of the table and the cutleries were at the end of the table made of ceramic plates and steel cutleries which was easy to find.

The main course menu of Mero Nepal varies day to day. The observed week's menu included varieties of hot food item different to other day. It included various salads including American salad, olives, marinated chilli, green peas, corn, cucumber, tomato and raita. The salads option seen same for 5 days of week 41.

Dish returning station and waste disposal was a bit hectic to find as there were no any proper signalization and waste sorting was not according to the country standard.

Week 41	Monday	Tuesday	Wednesday	Thursday	Friday
Meat dish	Chicken korma	Butter chicken	Chicken siraz	Butter Chicken	Chicken tikka masala
	Lamb curry	Lamb meatballs	Chicken curry	Pork curry	Methi Lamb
	x	x	x	Chicken pakora	x
Fish dish	x	x	Fish korma	x	x
	x	x	x	x	x
Veg dish	Veg chowmin	Veg Korma	Aalu bodi fry	Chole paneer	Veg pakora
	Palak paneer	Veg spring	Jhaneko daal	Mix vegetables	Malai kofta
	x	Chana tofu masala	Veg pakora	Dal makhani	Aalu bodi tama
	x	Aalu gobi fry	x	x	x
Side dish	French fries Basmati rice Naan leipa (Bread)	Basmati rice Naan leipa	Basmati rice Naan leipa	Basmati rice Naan leipa	Basmati rice Naan leipa

Table 5 : Menu of Mero Nepal from Monday to Friday

Table 5 shows the menu of Mero Nepal of the week 41 from Monday to Friday. The changes in hot food items could be seen changing day by day. Readers can observe from the table that except the side dish, and one item called veg pakora which is repeated on Wednesday and

Friday, none of the items have been repeated. At least 2 items were every day in the menu including at least 2 types of vegetable items. The fish item could be seen served only once on Wednesday.

The restaurant had established on fourth floor of the building and the elevator was on first floor. In the sense of accessibility, the restaurant seems quite unaware since the customer with support and baby pram might find difficulties. The elevators were narrow which could fit only 4 people at a time. The signalization in the lift wasn't correctly done and no automatic doors were seen. There was not any audible menu for the visually impaired person, nor any accessible toilets were seen. Highchair were available for kids and edge of the table were found out to be pointed.

5.2.3 Result of Benchmarking in Aggregate

The method of observation, participant observation method has been used for benchmarking process. The authors visited the restaurants and observed the service and food. The customer journey of three different restaurants are different. Since the thesis is done to build the service concept of buffet restaurant, so the authors are concentrated on the buffet part of the restaurant even though they serve a' la carte and other services too.

Table 6 reflects the comparative classification of three different restaurants that is observed. All these restaurants are lunch buffet restaurant. Menu of all these restaurants includes at least 1 option of vegetarian hot food and 1 option of non-vegetarian food. All the restaurants involve one green salad including other nutritious salad. Faro Ravintola and Rax buffet serves soup while mero Nepal doesn't. The price of the different restaurants is different where Faro is expensive and mero Nepal is cheapest one with the price range of 13.90 and 9.0 euro per person respectively. The payment method accepted by restaurant found same. Cashier seems attentive in all Restaurants. All these restaurants make people to pay first before having lunch. Customers can reserve the table before arriving in all these three restaurants. The materials used for cutleries in all three-restaurants found reusable except Rax pizza buffet uses non-reusable glass made from paper and non-reusable straw and lid of plastics.

Topic	Faro Ravintola	Rax Pizza buffet	Mero Nepal
Type	Finnish Cuisine	Pizza Buffet	Nepali cuisine
Menu: hot food	at least 1 veg, 1 soup and 1 non- veg item	At least 2 veg and nonveg and 1 soup item	At least 2 veg and nonveg item with side dish
Menu: Cold food	Salads	Salads	Salads
Price	13.90 per person	10.95 per person	9 euro per person
Payment time	Before lunch	Before lunch	Before lunch
Dish returning	By staff	By customer	By customer
Service	Buffet	Buffet	Buffet
material of cutleries and dishes	Reuseable	Non-reuseable Reuseable	Reuseable.
Total number of seats	100	124	80
Reservation	Available	Available	Available
Availibility of infrastructure for people with special need	-No ramp -No automatic door -No audible or braille menu	-No ramp -No audible or braille menu	--No audible or braille menu -Accessible toilet
	-Accessible toilet -Highchair available	-Elevator -Highchair	Ramp Elevator

	-Pointed tables	-Pointed tables	Highchair
		-Accessible toilet	Pointed tables

Table 6: Comparative description of observed Restaurant

In the context of accessibility for the people with special need, observed restaurants doesn't seem that much concerned. The doors of faro Ravintola wasn't equipped by automatization which makes people with wheelchair, support and prams uneasy to enter while other two restaurants give the facility of elevator to them. The tables of all the restaurants seem pointed which may occur accidents in the spot. Mero Nepal has only visible male and female categorize toilet, but accessible toilet is not visible where other two restaurants have the service. The lights of accessible toilet in Rax pizza buffet was not working at the time of observation. The braille menu and audible menu are not available in all three restaurants, but the staffs seem to be attentive on those cases and ready to serve if needed.

5.2.4 Online interview

Most interview are planned previously but interview others can be unplanned depending on the nature of the subject. Few interviews are created like same kinds are questions are created to have the comparable answer from different perspectives with individuals and groups as well. Interviews are mostly created with structure wise and with designated questions but some of them are done in a way of discussing about the topic rather than just asking the questions and collecting the answer. Such methods help to observe more data from the informer in details about the subject which the interviewer is looking for. (Salmons,2016,128-129).

Interview can be done either by asking questions which is structured, semi structured and unstructured or by using prompts which includes verbal and non- verbal prompts. All of the designed questions are asked in the structured method whereas important questions are asked beforehand and more questions ca be asked according if more information are needed. Unstructured questions are asked when the questions can be emerged on the spot while operating the interview. (Salmons 2016,128-129.)

Using verbal prompts the discussion can be lengthen by using words like "tell me more ...? Or what happened after...? ". Non-verbal prompts refer to collecting data by nodding the head or with hand gestures or smiling or making eye contact as well. This method is used mostly in every kind of interview to discuss more and observe more data about the subject. (Salmons 2016,128-129.)

Online interview refers to the research method done face to face but with the virtual method which can be seen and hear but can't be physically active together at the same time which can

be done anywhere, anytime with recent online web services and technology , helping to save the time and money of the participants as they don't have to meet physically . There are different fundamental steps when followed data are collected during the studies. Most of the recent inventions and technology allows for exchanging the information through visually and verbally. Live video conference makes the interview even better which includes the face to face visualization with verbal and nonverbal indicators. (Salmons 2010.)

Still different international and communication technologies (ICT) allows contestants to assign images, videos, imagined designs and visuals, artefacts and many more. Web conferencing kits allows interviewer and informer to see face to face by generating visuals images with sounds and live forecast. In an online interview, Participants can share the information or report live from the field while getting the experience of the live event and changes. (Salmons 2010.)

This method of communication or research, interview can also be called as synchronous communication which refers the contact and communications between two individuals that occurred instantaneously which indicates the interfaces in real and present time as face to face meeting, voice call or online assisted interactions using cameras, speakers and microphone . (Salmons 2010.)

Text Based	Videoconference or Video Call
<ul style="list-style-type: none"> • Communicate through typed words, limited use of images through emoticons or exchange of pictures. • Connect on phone, mobile device, or computer. 	<ul style="list-style-type: none"> • Communicate through audio and video. • Connect in videoconference facility, computer, or mobile device.
Synchronous Communication Types for Online Interviews	
Multichannel Meeting	Immersive 3-D Environment
<ul style="list-style-type: none"> • Communicate through audio, video, text, and/or shared applications. • Connect by computer or mobile device. 	<ul style="list-style-type: none"> • Communicate through audio or text, and visual exchange. • Connect by computer or mobile device.

Figure 13: Four types of synchronous communication (Salmons 2010)

Figure 13 describes the 4 different kinds of synchronous communication. Text-based communication which communicate through words, but less images and emoticons connected

by phone, mobile device or computer. Videoconference which includes the communication through audio and video at the same time done by mobile phones and computers. multichannel meeting is those kinds of meeting which communicate through audio, video, text or shared applications connected by computer and mobile device and immersive 3-d environment which communicates through audio or video text with exchange or video also connected by computer or mobile device. (Salmons 2010.) While doing this thesis, authors have decided to carry out an online interview with videoconferencing method using computer with different personalities from Nepal according to different age group and occupation.

5.2.5 Process and result of online interview

As the author would like to gather information and analyse about the consumer eating habits and designed a menu for the service concept of buffet lunch Restaurant in Nepal with customer personas, author had an interview based on online platform which is specifically called email interview with 5 different people with different age group from Nepal. The reason behind doing this interview is to grab the information about the eating habits of the customers in Nepal and verify different factors to go to the restaurant and their review towards other different aspect which will help the authors to designed a menu for the lunch buffet and form a customer personas as the outcome of this thesis.

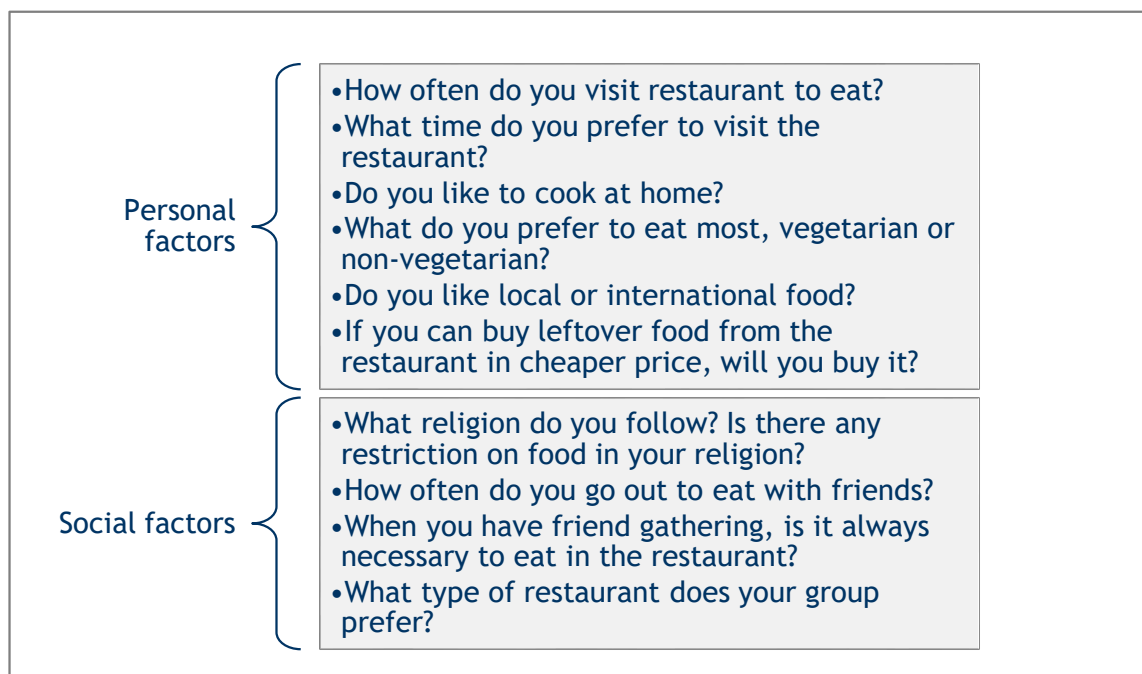


Figure 14: Interview questionnaire

Figure 14 shows the question formed for interview. The questions for the interview were prepared by the authors previously. The online interview questionnaire is in the Appendix 5 of

this thesis. The questions asked in the interview consist of various categories which is mostly related to the restaurant in the process to make an easier interviewing between the authors and the interviewee.

In the process, author had sent a personal email attached with the questionnaire to the participants and received an email from each of the participants with the answers of the questionnaire. Interview emails with attached questionnaire were sent to the interviewee on 05.11.2019 and received the reply 2 days after. After receiving all the response from the interviewee, the result was pretty much in short and sweet form.

The first interviewee was 37 years old who works in the insurance company as a manager and follows Buddhism. Drinking and smoking is restricted according to their religion. He likes to visit the restaurant 3 to 4 times in a month as usually in the evening to have a dinner with friends and family. He prefers family restaurant which will give the customer a bit country's original art, culture and customs with typical country food having less spicy and less oily food. He admires local food rather than international food and is vegetarian who likes to cook at home.

Second interview was 25 years old who is a student and also works in the restaurant as a part time job who visits twice a month on average to eat in the restaurant. He prefers to eat in the lunch time usually but also likes to cook at home. He prefers eating non-vegetarian food and always tries to find out local and Nepalese food whenever he travels or go out to eat. He thinks he would buy the leftover food from the restaurant if he could get in cheaper price or with the discount. He follows Hindu religion where eating beef and drinking alcohol is prohibited. If there is some friend gathering or festivals, he prefers to celebrate and cook at home rather than going out to eat in the restaurant.

Third interviewee was a 16 years old girl student who is dependent with her family. Trying different kinds of new food and travelling is her hobby which concludes she likes both local as well as international food. She also follows Hindu religion where eating beef and alcohol is restricted as well. She prefers to go out to eat in the restaurant mostly, but she can't afford to go out regularly. She prefers vegetarian food as she is allergic with the meat's products. she usually visits restaurant 5 to 6 times in a month to go out to eat in the restaurant with her family. She has never experienced buying leftover food before as well as she likes to cook at home.

Fourth interviewee was a 28 years old guy from Nepal but lives in Finland as he is a graduate student who follows Hinduism. Eating beefs and alcohol is restricted according to his religion but he drinks casually while going to the restaurant or bar 7 to 8 times on average in a month. He prefers vegetarian food as he is completely vegetarian and admires both typical Nepalese cuisine and international food. He usually cooks at home at least once in a day and prefers to eat in the buffet restaurant only while he is travelling or going out with family. He prefers to

cook at home by himself rather than buying leftover food as he thinks it can be unhygienic and bad for health.

Fifth interviewee was 55 years old who is running a Nepalese a-la-carte Restaurant in Finland. He likes Nepalese food mostly and prefers Non-vegetarian food as he thinks buying and getting green vegetarian food in Finland is expensive. He strictly follows Hinduism where eating beef and drinking is prohibited. He likes to visit other restaurant and try different cuisine so that he could create and provide new services to add in his business. He rarely cooks at home as he does his lunch and dinner both at his restaurant except those days the restaurant is closed.

The summary of this online interview is that most people are Hindu in religion in Nepal and loves to eat local and seasonal food. Most of the people wants to go to the restaurant for the dinner the dinner or celebrations as they also prefer to cook at home. People in Nepal like vegetarian and non- vegetarian food equally but because of the religion and the society culture they are not allowed to drink alcohol, but the society is changing day by day and eastern people are starting to follow western culture, food and fashion. Another thing that was discovered is the people of Nepal are curious about to taste the western and international food with western restaurant culture.

5.3 Ideation

Ideation is the process of generating, diversifying, developing, sorting and selecting ideas. The ideation stage in the service design process allows the designer to interpret their knowledge acquired during the motivation, the first stage in the service design process, into a tangible model or a prototype. The tools and methods in this phase vary based on the type of the outcome which can be either a product or service. Also, they vary based on the design process needs between brainstorming and evaluation tools. (Stickdorn et al. 2018, 80-93.)

After the research phase collects and evaluate the raw data, this process is done to progression the raw data and give a shape by classifying data. Ideation process includes various other small processes to select the ideas. The process starts with planning ideation and moves to idea generation. The process of generating idea is valuable way for participants to begin to explore a theme cognitively". The generated ideas are placed to be selected and the ideas are clustered using different methods of ideation, then only the final ideas are selected. There are various kinds of methods that can be used for ideation. They are slicing the elephant, ideas from journey mapping, how might we? ideas from future, brainstorming, 10 plus 10, bodystroming, using cards and checklists, ideation based on analogies and association, octopus clustering, bennyhill sorting, idea portfolio, quick voting methods and physical commitment., (Stickdorn et al. 2018, 80-93). Among the methods, brainstorming has been selected by the authors for ideation of this thesis.

5.3.1 Brainstorming

Brainstorming is an ideation technique that is used to produce substitutes to a prevailing problem. The purpose of an ideation technique is not to generate lots of solutions but a rather brief set of concepts that can be taken forward and further polished. In brief, the anticipated result of brainstorming is to create the most important set of ideas. Curedale (2013) explains brainstorming as an oldest, fastest and most widely used method of service design. It was invented by Alex Faickeny Osborn. This method is effective method in terms of working in a group. It allows each person of the group to understand in a better way and useful to generate new types of solutions to problems. (Curedale 2013, 313.)

Brainstorming enables out of box thinking and breaking out of traditional thinking patterns. It helps us develop new ways of thinking. The solution of the problem is tried to find out in a group without any biases in short time. The advantage of doing this activity in groups is that it can stimulate ideas in others and encourage collaborative learning where participants can build upon other's ideas. (Arivananthan 2015.)

Brainstorming starts with a facilitator, who structures the session and ensures a good discussion between the participants. The participants are briefed with the rules, mainly focusing on listing all ideas without prejudice, focus on the topic at hand and ensuring that all participants to contribute and build on the ideas. The papers are distributed where participants are encouraged to write the ideas on it. The collected ideas are generated which develop actionable ideas as the last process of brainstorming process. (Curedale 2013.)

5.3.2 Process and result of brainstorming

Brainstorming method was used for ideation process by the authors. The motive of choosing this method is to generate new ideas from the raw information got from different research method. Since the outcome of the thesis consist customer journey, service blueprint, menu and customer persona, this ideation process was used for generating ideas for only three outcomes of the thesis. Thus, customer persona is excluded from this process. Two authors actively participated on brainstorming process and generated the ideas based on the theme.

In the first session, customer journey part was analysed taking the reference from the result of observation research. The observation research result of three restaurant helped authors to gain more idea on the formation of new customer journey for XYZ restaurant. As well as the menu was formed according to the observation research result and the online interview research result. The customer choice was kept in mind while forming the new menu ideas. The service blueprint ideas were also generated using the observation method result.

The brainstorming results are divided into three themes. Each theme was analysed and evaluate in three different times. The ideas were presented in sticky notes. The authors tried to take

out all the possibilities related to the theme. The first phase was ideation for customer journey, second was service blueprint and last one was menu.

The results for brainstorming for customer journey conclude that there should be elevator or ramp for the people with special needs or staff on the front to help those kinds of customers. cashier should be at the front of the restaurant. Food sections and waste disposal section should be easily visible to the customers whereas dishes and cutlery should be easily visible too with light weight plates and glasses. Special chairs for kids should be available. Menu should be both displayed on the screen as well as on the paper and should be easy to access by the customers including easy payment method and services with both cash and card payment systems or online payments. Description of details on the food should be given properly. Comfortable chairs and tables should be available in the restaurant. customers can eat as much as they like. Accessible toilets should be attached along with normal toilets for both men and women which is a crucial thing in the business.

The process of brainstorming for service blueprint helped to generate many ideas to the authors. Since the service blueprint was limited to the waste and leftover management, authors generated several ideas related to sustainability on it. The packages of ordered foods should be disposed correctly. The kitchen should be available with different categorized dustbins. There should be proper information in the kitchen and garbage room. The staffs should be educated for classification of waste. The dish returning area should be built. Proper information of disposal for customer should be visibly available. The leftover selling must be prioritized.

From the research process, authors have concluded the brainstorming for the menu design which specifies that typical Nepalese food made from the local ingredients should be focused on the menu including more vegetarian options as 80 percent of the people in Nepal follows Hindu religion and are prohibited to eat beefs, pork and alcohol in the religion. Menu must include less oily and spicy food as people are being more and more concerned about their health. Price of the lunch menu shouldn't be higher than 1000 Nepali Rupees. Coffee and special Nepalese milk tea are the crucial items for the drink option including water and Nepalese local sweets. Monthly discount campaign should be planned. Special prices and discounts should be given to students and elder people by showing their identity card. Weekly cultural performance can be included in the business to attract more customers.

6 Implementation

Implementation describes the step before turning the results into reality. The implementation part is drafted from the results based on the ideation or prototype part. It is process of launching out final offerings. In the thesis, different outcome has been generated based on the result of ideation. The main outcomes of this thesis are customer journey, service blueprint, menu and persona. The formation of those outcome is possible due to the research done in the previous

stages. From this implementation part, the readers will be able to connect with the service concept of XYZ restaurant. Restaurant XYZ is the restaurant that is not in effect, but the authors are trying to build a new concept for that restaurant which can be constructed in the future. The main aspect of the restaurant is sustainability. Thus, the menu, service blueprint, customer journey and persona are connected to the aspect.

6.1 Customer Journey Map

A customer journey maps is the outcome of the conception with the user's experience of the service and its provider. Different layouts of touchpoints help to construct the customer journey maps where customer and the service providers co-operate related to the experience of the customer from the field. Customer journey maps elaborate the entire journey of the customer from entering the location to grabbing the service and till the ending with conveying different feelings with highly accessible manner. (Stickdorn & Schneider, Van Oosterom, Belmonte, Beuker, Bisset, Blackmon 2010, 158-159.)

Finding the different touchpoints is essential to map out the customer journey. It can lead to one on one interactions with various individuals as well as virtual finding by going to the website and online pages related to the service. Customer journey maps defines those different touchpoints by developing the consumer perspectives towards the service. After the finding of touchpoints, it should be ready to show in detail the original insight about the journey. The journey should be visually engaging and clear so that it is easily available to access. (Stickdorn et al. 2010, 158-159.)

Customer journey map provides the better understanding of the customers. As it will benefits to most of the companies by knowing the perspective of their customer which helps the find the details from head to toe and provide the services according to the needs and demands of the customer. This activity helps to find the customer experience, their behaviour and view towards service they get, feelings and emotions. Customer journey is used to identify and solve the various problems from every perspective while consumer interact with the service providers. Moreover, customer journey map helps to research about the different areas and section of the companies which should be rethink, develop and organize so that customers get full satisfaction from their service. (Nenonen 2008.)

In figure 15, the customer journey map of XYZ restaurant is presented. The customer journey of the restaurant starts with getting attracted from ads to giving feedback. It is designed on the base of model the authors thought of creating. It is generalized on every customer type; the organization is expecting. The customer journey includes the customer who requires special need and tools while visiting restaurant also. The customer with special need perspective has been defined in chapter 4.2. The movement of customer journey in XYZ restaurant have been divided into 4 stages in the figure.

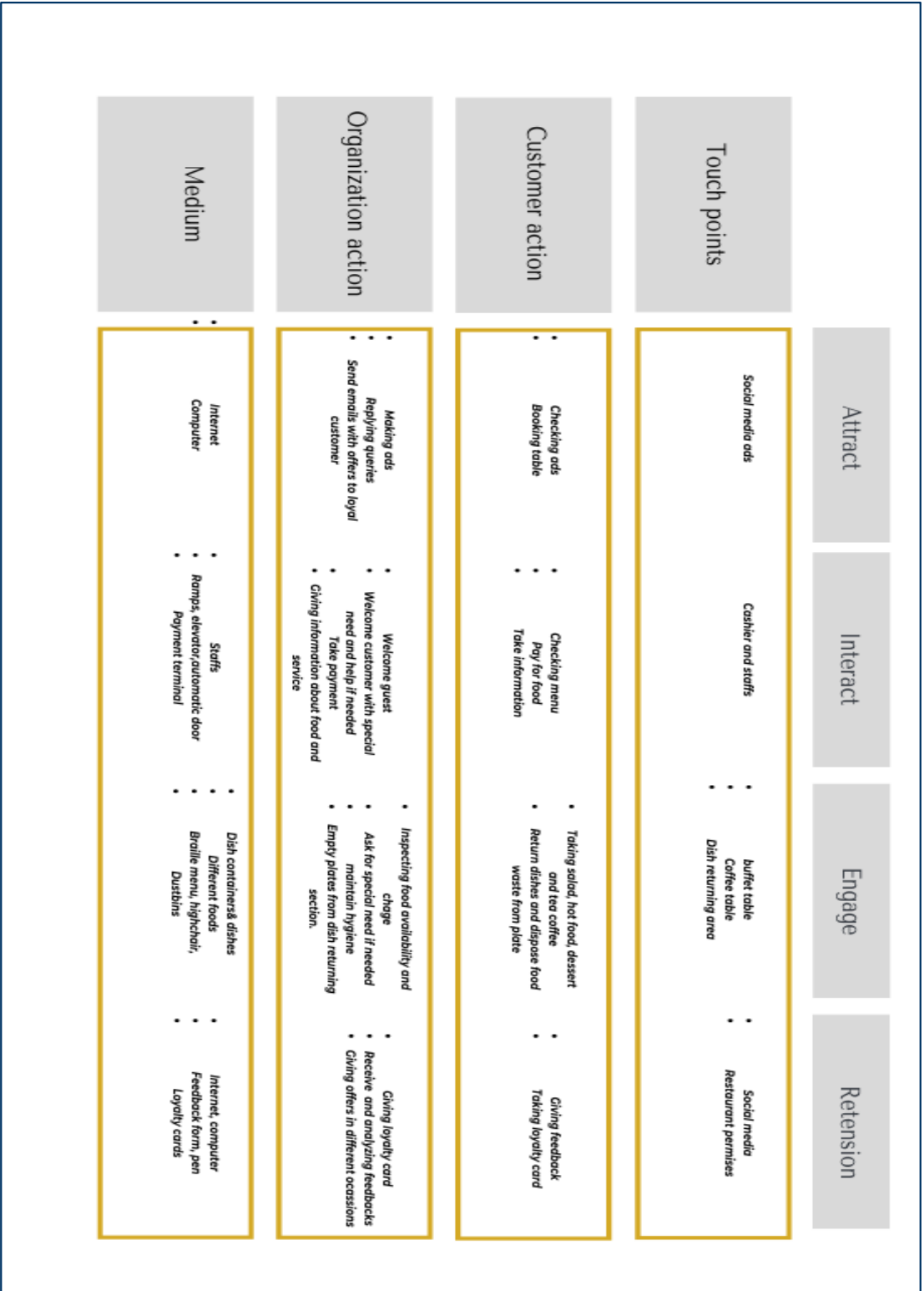


Figure 15: Customer journey map of XYZ restaurant

Figure 15 shows the customer journey map of XYZ restaurant. The first step is before the phase entering in the restaurant. The customer will be able to find restaurant through social media. There will be several advertisements podcasted in social media channels. The staffs will be responsible to reply messages and solve the queries of the customers. The table booking will also be the part of of this where the tables will be reserved by the customers and the staffs will take the responsibility to provide them.

The second part of the customer journey map comes to the interaction where the customer and the staff meet. The stage includes the activity of entering, paying and eating circumstances. The customers will begin the journey with watching the information board outside where every detail including menu, price and the opening hours. Then the cashier will greet the customer and give the information. The cashier table will be visible from the entrance. The customer with wheelchair and pram and the customer who are visually impaired, will be assisted by the staff if needed to enter and pay. The elevator and the ramp will be available in the restaurant. The braille menu will be accessible in the premises if they want otherwise the staffs will give information verbally. The buffet table will be indicated with sign and note of allergies will attached in case customer wants to know what is included in the dish.

The third phase of customer journey map is engaging where the action of taking food by the customer starts. In this phase, the customer start selecting food from the buffet table. The customer will be free to take any kind of dishes they want. There will be no limitation on taking food. They can choose either vegetarian food or non-vegetarian food either both. The salad table will remain full of the salad menu that will be described in chapter 6.3. The staff will keep on changing the empty containers as needed. It will also be noticed if the temperature of food remains in appropriate temperature. The highchairs for children will be available in the premises as well as the staff will help the customer with wheelchair by removing chairs. After being done eating food, the customers will be responsible to dispose waste and return dishes appropriately. The last stage of the customer journey will end with feedback in the social media and providing loyalty card for the customers. The feedback form will also be available in paper form placed in the different corners of the restaurant. As well as, the restaurant will provide different offers and discounts for the loyal customer.

6.2 Service Blueprint of waste, leftover and recycle management

Service blueprint is the way to find out and state the details of the service. The service blueprint is a functional process plan which shows the delivery of the service from the viewpoint of the customer. It involves developing the visuals and perspective of various users from both

service giver and customer along with other individuals who are involved in the process. (Stickdorn et al. 2010,204-205.)

Service blueprint are created with the cooperation with various subjects, which reveals the various teams and sections of the service from front and behind the scene within the organization and service providers. Service blueprint helps to discover the tasks and responsibilities of different sections as a living document and helps to find out what they own and how they are operating and what should be fixed. Service blueprints allows the service providers to reveal and promote co-operation and teamwork and their responsibilities as it will help to find out the details and organize the service and to deliver the roadmap for the real service providing process. (Stickdorn et al. 2010,204-205.)

Based on the participant observation done in Faro Ravintola by one of the authors and the ideation process, the service blueprint has been created which can be found in figure 15. It illustrates different components of the study in coherent way. The research outcome has been constituted as a blueprint to address the sustainability in the restaurant. The limitation of the blueprint is waste dispose and leftover management from inhouse till distribution.

Figure 16 illustrates the service blueprint of waste and leftover management in XYZ restaurant. Although the waste control implies from the management of ordering food but here in the thesis, the proper disposal of waste has been prioritized. The process starting from receiving orders has been executed in this service blueprint. The handler of orders will receive the food with packaging which contains plastics and cardboards. Those waste will be categorised and disposed properly in the dustbin placed in the garbage room. In the kitchen, there will be various dustbins including bio, glass, metal and general waste. The chefs will dispose the waste appropriately.

Dish returning is the main idea to introduce in Nepal. This idea helps to minimize the workforce in the restaurant. There will be dish returning area where the customer will throw the waste in the dustbin and put the dishes. The dishes collected from dish returning will go to dish washing area where dishwasher will again throw the left waste in dustbin. All the waste collected from the kitchen, dishwashing area and dish returning area will be disposed in garbage room.

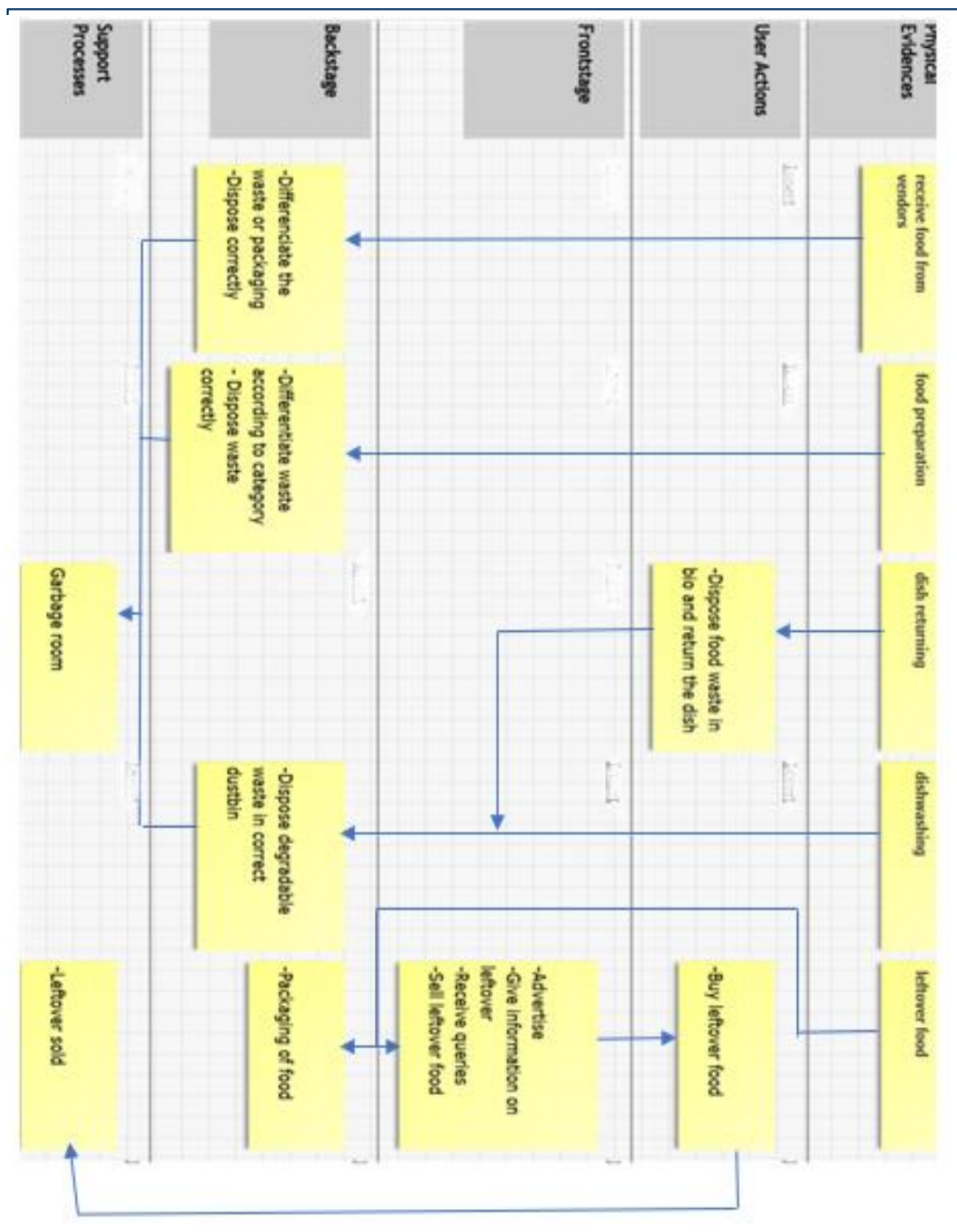


Figure 16: Service blueprint of XYZ restaurant

Leftover management is challenging work, yet it is upright sustainability measure. Authors decided to follow this practise which has been welcomed by the restaurants in Finland. The social media pages will be formed to advertise the leftover buying facility for the customers. The information about the leftover selling general information and leftover of the specific day will be noticed in the restaurant also. The leftover foods will be packaged in Bio-degradable boxes and foods will be sold not less than 500 Nepalis rupees.

6.3 Customer Personas

Customers' needs are varied from different perspectives and everybody have different wants and desires regarding the product and service from the company who is providing the services and product which should meet the quality and customer's needs. An online interview through mail was conducted by using the questionnaire from Appendix 5 targeting to create a customer persona, a customer profile to sort out the group of people based on their desires and interest. The usual way of creating personas is to organize research perceptions into common-interest groupings, gathered from stakeholder maps, interviews and shadowing. (Stickdorn & Schneider 2010,177-188.)

Interviewee varies from student, graduates, restaurant owner and insurance company manager from varies age group from 16 to 60. Customer profile was divided into two groups based on income and age from same nationality, Nepal. Different five interviewees were interviewed about their personal information. These candidates are same candidates which were chosen for research process. These candidates could be the potential customer of XYZ restaurant. The customer persona is presented from figure 17 to figure 21.

Figure 17 is customer persona of candidate 1. Rudra Ghising living in Itahari, Nepal age 28 is a master's degree holder and an operation manager professionally at Prime life insurance of Nepal. He is passionate about tasting new food and likes less oily and spicy food as well as he loves to cook at home but prefers to visit restaurant in his leisure time or for some meeting or seminar purposes



Figure 17: Customer persona of candidate 1

Figure 18 shows the customer persona of candidate 20. Mrs. Disuja Khatiwada from Kathmandu, Nepal is our second candidate for the persona who is 17 years old and currently studying in higher secondary level of management. She is interested in Photography and travelling. Momo and Nepalese noddle is her favourite who admires Japanese e food culture as well as Nepalese food cuisine. She is not fond to cook at home but loves to visit different kinds of restaurant

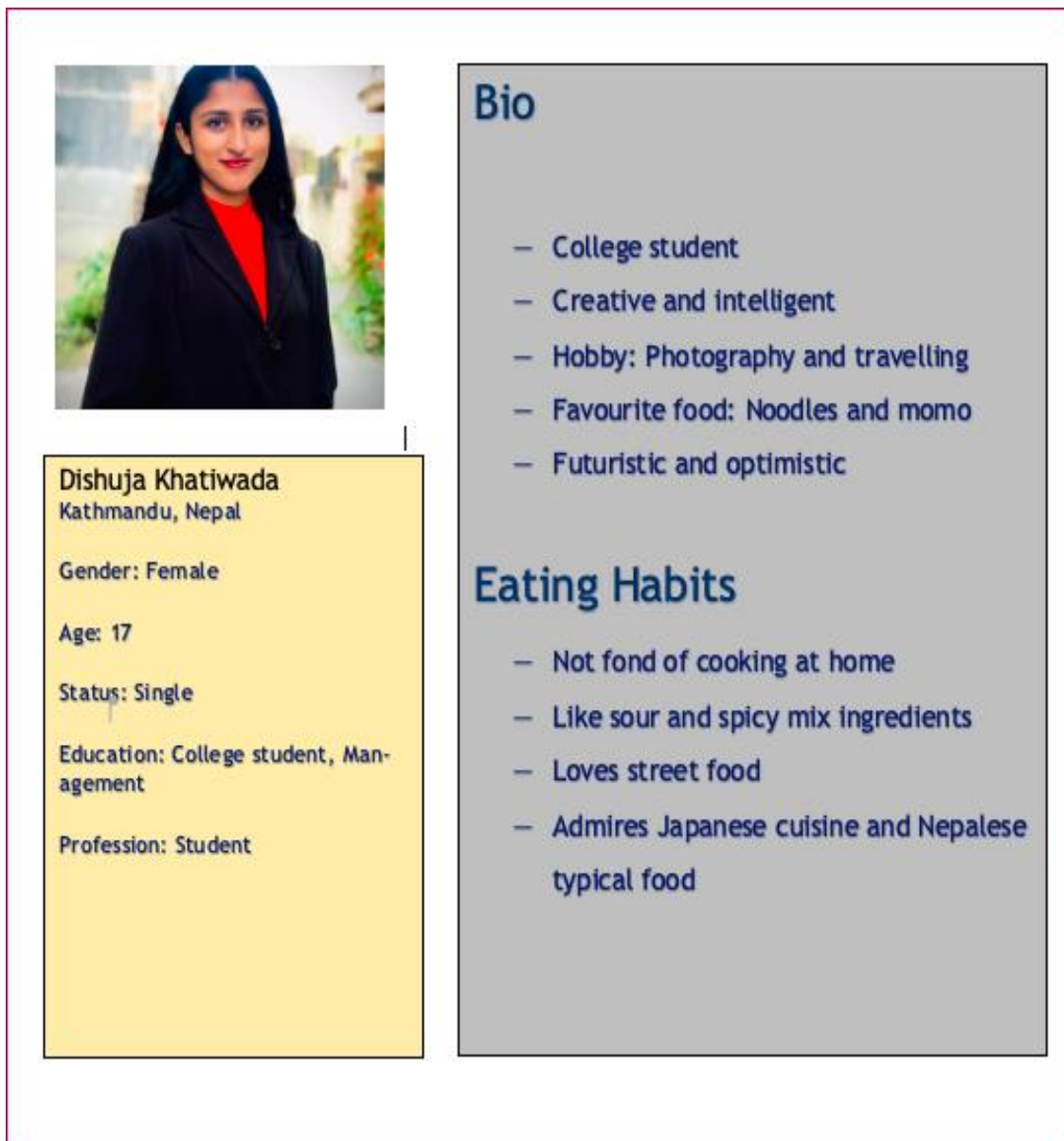


Figure 18: Customer persona of candidate 2



Figure 19: Customer persona of candidate 3

Figure 19 shows the customer persona of candidate 3. Prabir Thapaliya is one of the Nepalese restaurant owners from Kathmandu, Nepal but lives in Vantaa, Finland. He is running his restaurant in Kerava, Finland. He is 45 years old experienced chef with years of experience in Restaurant field. He is a self-confident and hardworking person and is an inspiration for lots of other start-up business youngsters. He is very much passionate in cooking and loves Nepalese cuisine a lot. Travelling is his side hobby where he tries to discover varieties of food preparing technique and implements it.



Figure 20: Customer persona of candidate 4

Figure 20 shows the customer persona of candidate 4. Devendra Shrestha is a 25-year-old young and bold man doing bachelor's in Restaurant Entrepreneurship who likes to be in a modelling sector and passionate in photography. He is fond of modern technologies and fashion trend who loves street food but do not prefer to cook usually at home. Deven also loves pizza and Nepalese local food is in his heart and blood who is currently working in Italian restaurant at Helsinki Vantaa airport as restaurant associates.



Figure 21: Customer persona of candidate 5

Figure 21 shows the customer persona of candidate 5. Sumit kafley, age 26, is originally from Jhapa, Nepal but currently lives in Vantaa, Finland who has developed himself as a professional bartender In Helsinki moi Bar situated at Helsinki-Vantaa airport. He has graduated last year and is a holder of bachelor's degree in Restaurant Entrepreneurship who is very passionate in food and beverage items, also loves Nepalese food as well as admires tasting new food from different places and country. Sumit is a total vegetarian guy since his childhood and salad and dumplings is his favourite. He is always eager to learn new things and ambitious about his better career in future.

Above mentioned customer persona will be the potential future customer of the XYZ restaurant. The purpose of creating personas is to understand the eating habits of the customer. The results will also help to create the sample Menu of XYZ restaurant in this thesis. The customer profile

helped to develop the concept and the deep understanding for creating the menu that will fulfil the desire of the customers of XYZ restaurant.

6.4 Sustainable menu

Menu is simply known as the list of the items available in the service food extent, which is termed as detailed list, in fact. In any kinds of food service zone, the menu is a printed, digital, or wall mounted display which gives the details about the food available, their ingredients in some places and about its content like gluten free or fat free or vegan and other many information sorted in different sections like appetizers ,main dish, middle dish and desserts as well as beverages. *A la carte* (pronounced “ah-la-kart”) is a French expression meaning “From the menu”, used in food serving facility. It is important to be known that most diners enjoy of its full by varieties of option with reasonable prices. (Reynolds & McClusky 2013,41-43.)

Creating a menu requires a careful and tactical planning which must be related to the service operation and concept of the restaurant. The important thing is the diner should feel more comfortable with the available choices given while always meeting the customer’s choice and beyond their expectation. The menu must be flexible and unique too as changes is a good aspect of successful business. Other nutrition items such as calorie contain, gluten free or lactose free, sugars, carbohydrates and protein must also be made available upon the request by the customers. (Reynolds & McClusky 2013,41-43.)

Figure 22 shows the sample menu of XYZ restaurant. As sustainability is the main goal of the thesis, the authors have designed the sustainable menu. Two authors have developed a sample menu for the summer season using the information from the theory about the Nepalese food culture. In chapter 2.3, authors have described the about the local and seasonal food found in Nepal including crops, fruits and vegetables which is sustainable practice. Menu includes the several local and seasonal food that can be found in Nepal. The menu will include the different day food menu from Monday to Saturday which will be repeated every week within summer season in Nepal.

Authors have done the brainstorming for designing the menu and what to include and how to do it. Online interview is another source which have given the idea and the knowledge about the customer eating habits which shows the direction to the authors for planning the items of the menu. Everyday menu includes both vegetarian and non-vegetarian options as the idea was gained from the online interview results. Menu will be created in such a way that the business can be done more on Saturday as it’s a public holiday every week in Nepal. The restaurant will be remained closed on Sunday since Sunday will be rest day for all members of the restaurant.



MONDAY Rs.700

Basmati Rice (V,L)
Chicken curry(L,G)
Jhaneko daal "Lentils soup"
Alugobi Fry " Potato and cabbage fry"

TUESDAY Rs.700

Thai Jashmine Rice (V,L)
Khasiko Masu " Mutton Curry"(L,G)
Veg Korma(G)
Tareko alu "French Fries"

WEDNESDAY Rs.700

Jeera Basmati Rice (V,L)
Chicken Roast
Saag "Spinach"
Kalo Daal "Black Lentils"

THURSDAY Rs.700

Sukkha Roti " Dry Tortila"
Alu Muttor " Potato and peas Curry"(L,G,V)
Dahi "Yogurt"(L)
Butter Chicken(L,G)

FRIDAY Rs.700

Pork Thukpa " Pork Soup Noddles"
Fried Chicken Sausage,
Pea Soup(G,L)
Tareko Alu "French Fries"

SATURDAY Rs.700

Kukhura Chowmin "chicken spagetti"
Veg-Momo "Veg dumplings"(V,G)
Tamatar ko achar "tomato Pickle"
Pyaaazi " Veg onion Pakauda"

Includes:

Beverages:

Tea and coffee
Juice and water

salads:

Boiled egg,cucumber,mango,Grapes,spinach,peas,pineapple,
watermelon,cabbage,beans,beetroot,raddish,,leaf mustrad, raddish
greens, banana,, pappad and bamboo shoot pickle .

we are closed on Sunday. Have a Great day.

XYZ RESTAURANT
SPECIALTY NEPALESE BUFFET MENU

Figure 22: Sample menu of XYZ restaurant made using canva

Nepalese tea and coffee will be included in every buffet price every day and the salad items as well which will be almost same every day. The price of per buffet with all the items will be Rupees 700 which is the imaginary price fixed by the authors.

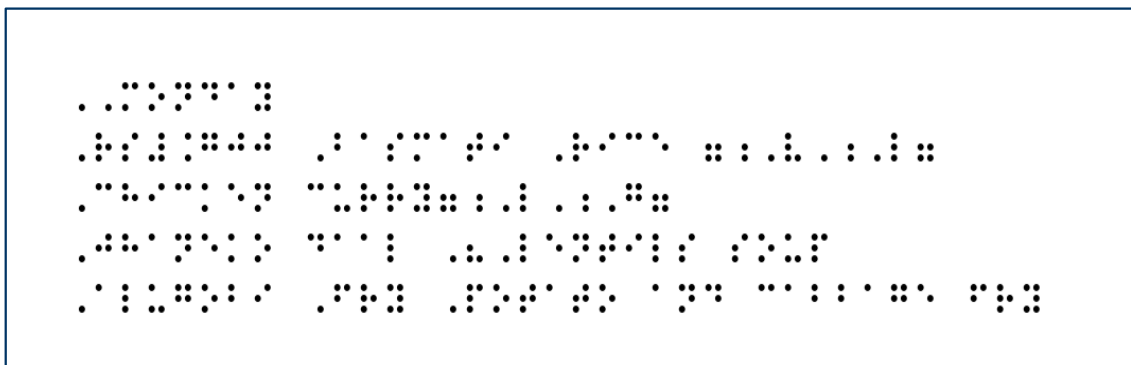


Figure 23: Sample braille menu translated by braille translator

Figure 23 shows the sample of braille menu of Monday which is translated using braille translator online. The information may not be accurate as it is translated online. The motive of creating braille menu is for the people who can't see the general menu. It helps to make them comfortable and able to figure out themselves what to choose.

7 Conclusion

In conclusion, the target of building a sustainable business concept for buffet lunch restaurant using a service design have been achieved. XYZ restaurant seems to be a normal size restaurant, will be in the capital city of Nepal which is Kathmandu. Nepalese food and restaurant are the assets of Nepalese tourism industry which reflects the arts, culture and tradition of Nepal and Nepalese culture. The targeted customers vary from young age group to old age group. XYZ restaurant will focus on serving the lunch buffet to the customers by using local and seasonal foods which can be available easily in Nepal. In the lunch buffet, customers can have several options to choose with the salad items and drinks items. XYZ restaurant offers varieties of main course food which have different items available each day from Monday to Saturday and serves one vegetarian and one or more non vegetarian items. This service concept is being influenced by the Finnish buffet restaurant Culture which can be implemented in the future buffet restaurant service concept in Nepal as Finnish buffet restaurant are more advanced, health oriented, hygienic and sustainably designed.

To open and run a restaurant business in Nepal, especially in metropolitan area is a quiet of a challenge yet it helps to creates many job opportunities and introduce various new concepts in the town which can provide new experience and taste for the customers. During the research and development process, by using online interview and benchmarking through observation research process, authors have gathered the useful information like eating habits of the customers, food culture and customer service. XYZ Restaurant will focus on the sustainability in the restaurant by using local and seasonal food in the producing of the items which is included in the sample menu designed by the authors as the major outcome of this thesis. Financial data

has not been included while the process of designing this concept as it is based on the restaurant service industry from Nepal which can't be possible without conducting market research Being in Nepal.

Moreover, Accessibility is another major topic to include on this concept which focuses for the people who require special need and service. This thesis consists the idea of building ramp and elevator for easy access inside the restaurant for the customer. The braille menu for the visually impaired person is introduced from the thesis. Sorting of food waste and recycling is the also the major steps in the restaurant business to help in the sustainability which is included by the author while building this concept. Leftover management will surely push the strategy to minimize the unwanted food waste and to make extra sales in the business. It is recommended to put weekly special prices and discount should be implied in the menu to boost the business and build the customer which will also help the business to be the center of attraction to new customer.

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Appendix 1: Checklist for customer journey

Check list for customer journey

Where is restaurant located?

What does restaurant promised to sell to the customers?

Is there any signalization outside?

Does this place accept reservation?

Is menu located in visible place?

Is cashier visible after entering to the restaurant?

Is cashier available in the moment?

Does customer need to wait for the cashier?

Does customer need to pay before eating?

What type of payment option does cashier accepts?

How much people are paying for lunch?

How are buffet tables arranged?

Are the buffet tables easily visual?

Is there proper instruction to take food?

Are there enough dishes and cutleries?

What is cups, plate, cutleries made up of?

Is it easy to find cutleries and dishes?

Is there proper specification of content of food?

How many seats are offered by the restaurant?

How much time customer are spending?

Is the dish returning station being located properly?

Is signalization for returning the dishes and disposing the waste specified properly?

Is takeaway service available?

Appendix 2: Checklist for service blueprint

Checklist for service blueprint

How does leftover managed?

Where are the dustbins located?

How many types of dustbins are there?

How staffs distinguish the waste?

How often the dustbin bags are changed?

Do they use bio bags?

Does the staffs are educated for waste management?

Is there proper information for throwing the waste?

how is the condition of waste room?

How many waste containers are there?

What are the types of waste container?

How the empty bottles are collected and managed?

Do they separate glass and plastic container?

How do they manage the cardboards?

Who pick up the containers?

How often the waste containers are emptied?

Appendix 3: Checklist for Customer journey of people with special needs

Checklist for customer journey of people with special needs

Is there any elevator accessible for people with special need if the restaurant is in other floor than ground floor?

Is ramp available in the entrance?

Is there automatic door?

Is staff assisting those people?

Is there any audible menu for visually impaired person?

How is the edge of the table? curve or pointed?

Is highchair available for kids?

Is accessible toilet available or not?

Appendix 4: Checklist of menu

Menu

What type of foods are available?

Are they using seasonal and foods?

How much vegetables option are available?

Is there vegetarian option for customers?

Appendix 5: Interview Questionnaire

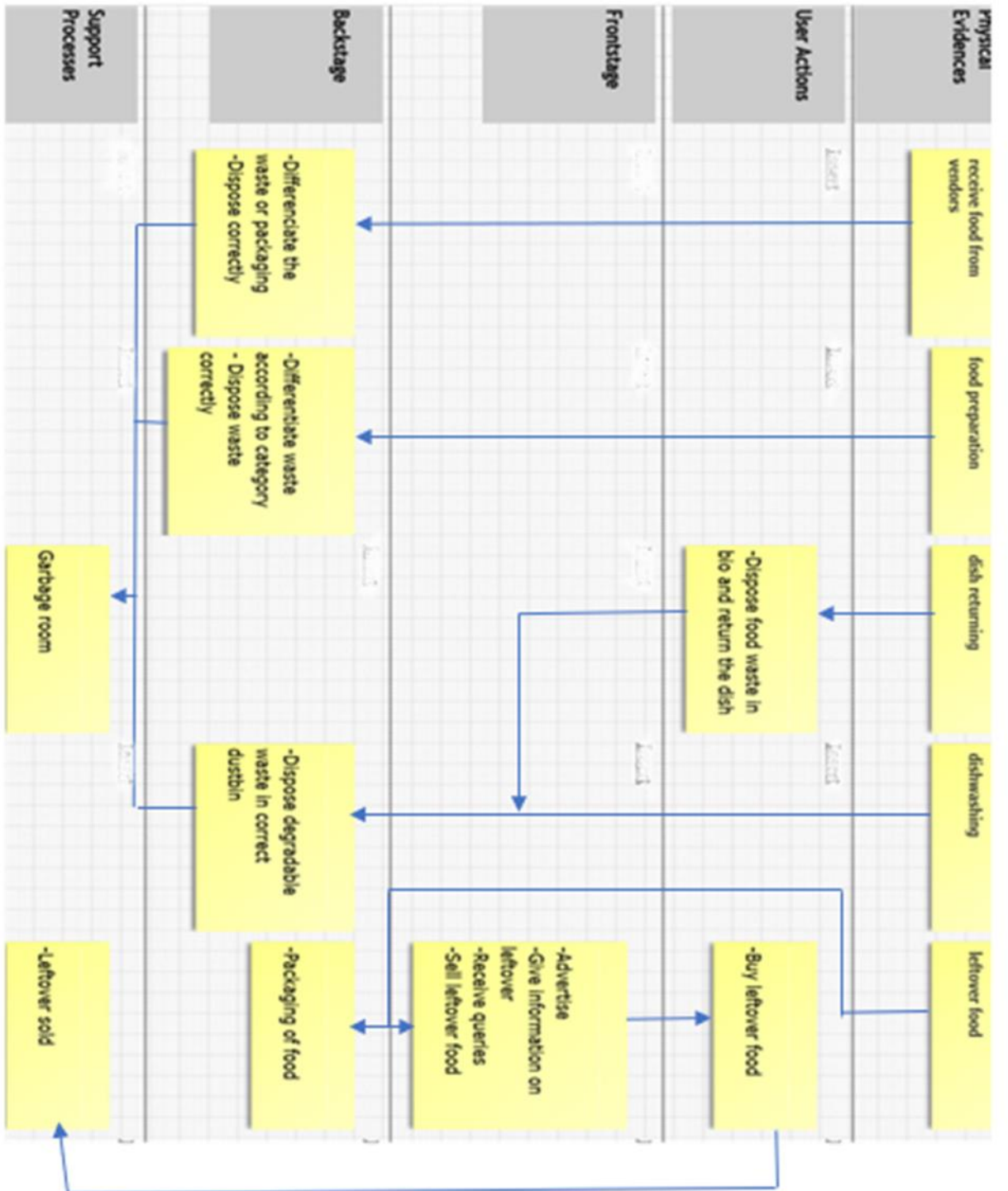
Personal factors:

- How often do you visit restaurant to eat?
- What time do you prefer to visit the restaurant?
- Do you like to cook at home?
- What do you prefer to eat most, vegetarian or non-vegetarian?
- Do you like local or international food?
- If you can buy leftover food from the Restaurant in cheaper price, will you buy it?

Social factors:

- What religion do you follow? Is there any restriction on food in your religion?
- How often do you go out to eat with friends?
- When you have friend gathering, is it always necessary to eat in the restaurant?
- What type of restaurant does your group prefer?

Appendix 6: Service blueprint of restaurant XYZ



Appendix 7: Customer journey map of XYZ restaurant

