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IMPORTANCE OF CUSTOMERS SATISFACTION IN WASKIA RESTAURANT

Business Economics and Tourism

2012

UNIVVERSITY OF APPLIED SCIENCES

Degree Programme of Hotel & Restaurant Business

ABSTRACT

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Topic	Importance of Customers Satisfaction in Waskia Restaurant
Year	2012
Language	English
Pages	59+ 3 Appendices
Name of Supervisor	Helena Alamäki

The purpose of this thesis was centred on measuring and developing customer service in Waskia restaurant. What is the customer perception of service quality and customer service of Waskia restaurant? The theoretical framework focuses on description and analysis of customer satisfaction and importance of customer satisfaction. The empirical study of this thesis was accomplished by quantitative research by use of questionnaire. The questionnaire was designed on the basis of theoretical study related to service quality and customer satisfaction. Based on the research results, the level of customer satisfaction in Waskia restaurant would be judged above average which is quite good. Although the majority of customers were satisfied with the overall service quality of the case company, several areas for improvement were found. It is recommended that Waskia restaurant should improve on wine list, waiters mastery of the menu and also waiters knowledge of how to recommend wine and food.

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Key words   Customer satisfaction, customer service, service quality

VAASAN AMMATTIKORKEAKOULU

Liiketalous ja matkailu

TIIVISTELMÄ

Tekijä	Javan Okumu
Oinnäytetyön nimi	Asiakastyytyväisyys Ravintola Waskiassa
Vuosi	2012
Kieli	Finnish
Sivumäärä	59+ 3 Appendices
Ohjaajan nimi	Helena Alamäki

Tämän opinnäytetyön tarkoituksena oli selvittää sekä kehittää asiakaspalvelua ravintola Waskiassa. Miten asiakaspalvelu ja sen laatu toimii ravintolassa asiakkaan näkökulmasta? Teoreettinen osuus keskittyy asiakkaiden tyytyväisyyden kuvaamiseen ja analysointiin sekä asiakastyytyväisyyden merkitykseen. Opinnäytetyön empiirinen tutkimus toteutettiin aktiivisena tutkimuksena käyttämällä kyselylomakkeita. Kyselylomake suunniteltiin teoreettisen tutkimuksen pohjalata koskien palvelun laatua ja asiakastyytyväisyyttä. Tutkimuksen perusteella asiakastyytyväisyys ravintola Waskiassa on arvioltaan hieman yli keskiarvon mikä on aika hyvä tulos. Vaikka suurin osa vastanneista oli tyytyväisiä yleiseen palvelun laatuun löytyi kohdeyrityksestä asioita joihin tarvitaan parannuksia. On suositeltaavaa, että ravintola Waskia tekisi jotain viinilistalle, tarjoilioiden ruokalistan hallinnalle ja siihen miten tarjoilioiden tulisi suositella ruokaa ja viiniä.

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Avainsanoja   Asiakastyytyväisyys, asiakaspalvelu, palvelun laatu

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1. INTRODUCTION

During recent years customer satisfaction has become an essential topic of discussion in business research as it is related toward companies' profits. Therefore it is important for companies to consider and satisfy the customers' needs and wants in order to gain competitive advantage (Singh 2006, 1). Customer's satisfaction when its experiences are higher than the expectations (Gronroos 2000, 67)

Customer's satisfaction is essential and which companies should focus on, in any business that does not succeed in satisfying its customers, there is very high tendency that the customers may not patronize the business again (Gerson 1993, Satisfied customers are likely to be loyal and continue patronizing than dis-satisfied customers. If companies have loyal customers, they do not have to spend too much money for new customers, because the satisfied customers tend to advertise through the word of mouth.

All business is build based on relationships Understanding customer relationship management or relationship marketing has become a necessity for understanding how to manage businesses in the service competition. (Gronroos 2000, 20-22).

When building customer relationship or loyalty it is important to have customer satisfaction Therefore, in order to build customer loyalty or relationships, businesses have to work hard on customer satisfaction. In a win-win situation, business focus on profit and happy customers; and customers try to satisfy their needs. (Singh 2006, 3).

1.1 Research Purpose

This thesis was centred on measuring and developing customer service in Restaurant Waskia. What is the customer perception of service quality and customer service of Waskia? What they really think about? For instance, food quality, menu selection, menu pricing and value, waiter's knowledge of menu, service promptness, waiting time, professionalism and friendliness of waiter(s), decor, and overall customer experience.

The secondary aim is to suggest ways of improving the customer's satisfaction in Waskia resturant. The results of these findings will be of great use to the company to know how they are performing in the above mentioned areas.

The research problem of the study was How to improve customer satisfaction in Waskia restaurant? Which is aim at answering the following research question? What are the problems restaurants face in customer satisfaction? The actual problem will be measured using quantitative data.

1.2 Structure of the Study

Chapter one gives the background information of the study and a discussion of the research area, which leads to one research questions that is mentioned earlier. Chapter two discusses the description of customers. In chapter three, the importance of customer satisfaction in restaurant management will be presented. Chapter four provides information about the case company. Chapter five explains the methodologies that were used in the course of the study. Chapter six contains the analysis and the results of the thesis from the data that were collected. Chapter seven is the conclusion, suggestions and summary of the study, which would help further research about customer satisfaction in restaurant management. In the course of carrying out the study, the researcher mainly focuses mostly on the restaurant side rather than the whole hotel which is one of the limitations and how the above mentioned purpose of the research can be reached.

2. DESCRIPTION AND ANALYSIS OF CUSTOMER SATISFACTION

In this chapter the literature review of customer satisfaction is divided into two parts. Firstly the theory of customer satisfaction, followed by measuring satisfaction.

2.1 Theory of Customers Satisfaction

As earlier mentioned in the introduction of the study, customer satisfaction is the ultimate priority of every company especially in hotel management. It is important for companies to know and understand the theory of customer satisfaction in order to improve it and exceeds the expectations of customers. Over the last decades customer satisfaction has become very important for companies which leads to investing heavily in improving their services that would contribute to a strong customer's satisfaction such as service quality and customer service (Hill. 1996: 1).

Whether the buyer is satisfied after a purchase depends on the performance of the offers in relation to the buyer's buyer satisfactions. Generally speaking it can be said that satisfaction is a person's feelings that can be pleasure or disappointment resulting from comparing a service or product's perceived performance or outcome in relation to the buyer's expectations (Kotler, 2000: 36).

Good customer value can be achieved only when service quality, product quality and the value-based prices exceed the customer satisfaction. If one of these is neglected the customer satisfaction will suffer a tremendous setback. Even if price and the product are good but the service is bad, the entire ''image'' of the company product will be bad and the customer will certainly not be happy (McNeil, Crotts. 2006:38).

The perceived service quality model describes what customers perceive as a quality and not on what the companies perceive as a good quality (Gronroos. 2000: 67). Figure 1 below is the illustration of the perceived quality model
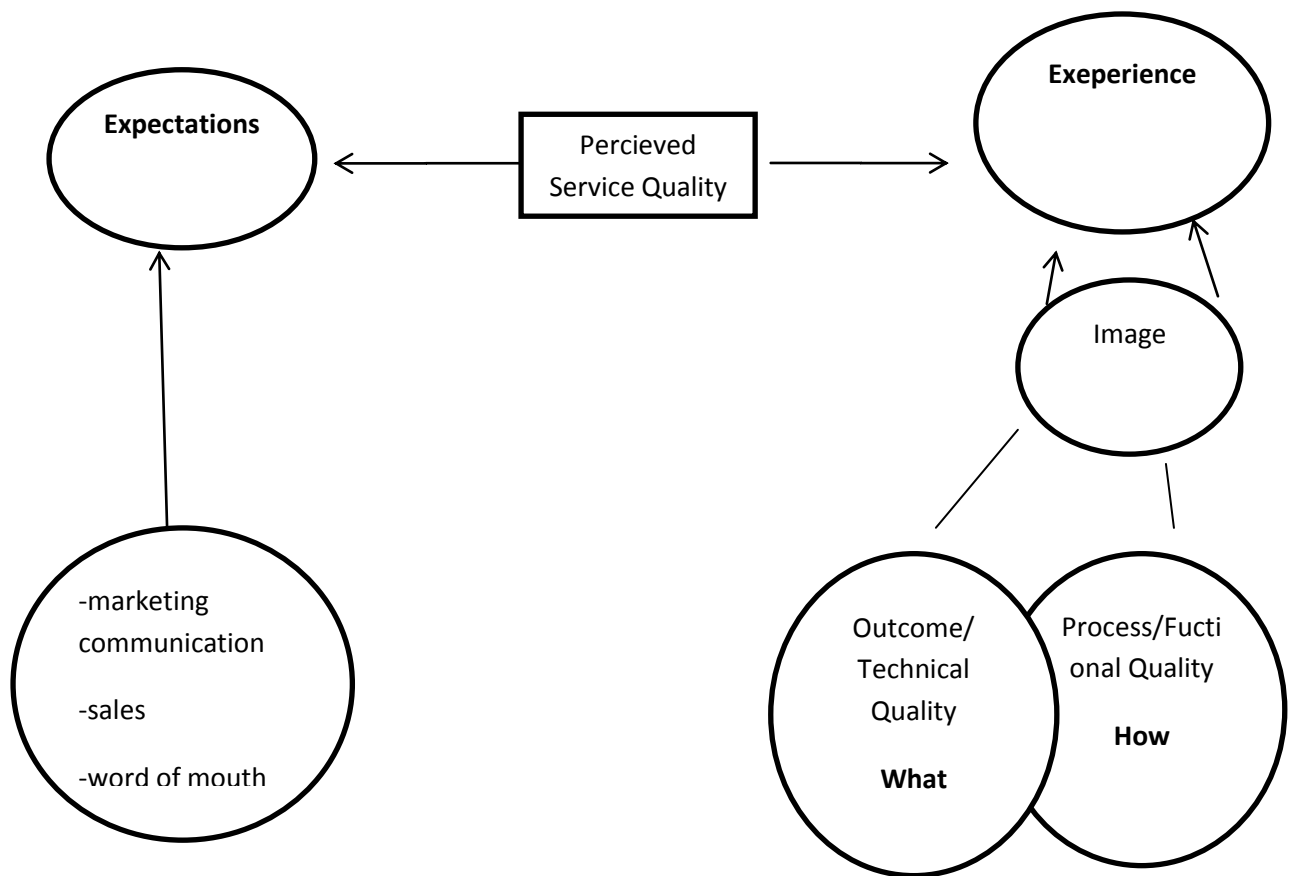
Figure 1. The perceived quality model (Gronroos. 2000: 67).

Theories about the customer describe that the buying behaviour has a strong influence on the service quality model. According to the perceived quality model, the quality of a service is as perceived by the customer, It is the result of a comparison between expectations of the customer and his/her experiences. In a situation where the experienced quality exceeds the expected quality the total perceived quality can be said to be positive. If the expectations are not met the

total perceived quality is considered to be very low and the customer satisfaction is then negative (McNeil, Crotts. 2006:39-40).

2.2. Total Quality Management

Companies use total quality management (TQM) in order to increase customer's satisfaction. Using this approach is considered as constantly improving quality in all areas of an organisation. The increase in service or product quality has a good connection to customer satisfaction and the organisation profit. The total quality management does not only require that things should be done right, but also to do the right things right (Gummeson. 2008: 223). The problem with the total quality management is that some organisation focus on improving the quality of services and products, and ignores the customers' needs and wants. To overcome the problem associated with this companies alternatively use the Return on Quality (ROQ) approach (Kotler et al. 2006, 147-148).

Business should increase quality, but only when is considered to be profitable. Therefore it is important for businesses to know when to start investing in quality and when to stop. Quality improvement has to be seen as an investment, in order to measure its profitability. The improvement expenditures should be considered with all other expenditures. An ROQ approach helps management to decide the right time to improved quality and when it is unprofitable. It also shows how much should be expended. ROQ approach also considers improvement costs equally with other cost (Rus, Zahorik, and Keiningham, 1995)

2.2.1 Customer Relationship Management

Customer Relationship Management (CRM) is about building a strong relationship between two parties. Not only the classical relationship that exist between consumers and suppliers; a company can build a relationships with its customers, dissatisfied customers', employees, suppliers, distributors, competitors or intermediaries.It is of paramount important for companies to have a relationship because it cost more than six times more to attain new customers than to retain existing ones and it is related to profitability. (Gummeson, 2008: 276)

According to a US survey, the average profit rates per individual customer rises during first years, because the companies do not have to invest much capital in marketing, when trying to gain new customers. In addition, new customers often receive discounts at beginning, and pay less than old customers e.g. getting one month for free when you become a new member of club. The general condition for entering a relationship with a customer is satisfaction and satisfied customers will tell their family and friends, customers' relationship help companies to find new customers. Customer Relationship Management (CRM) considers all aspects not only focus on the customers; for example satisfied employees are like to work well, which will carry over to customer. Satisfied employees help the company to achieve customer satisfaction, which leads to strong and long lasting relationships which would help increase the profitability of a business in a long run (Gronroos, 2000: 130, 131,147).

2.2 Measuring Customers Satisfaction

Customers' satisfaction is measured often by determining the experiences and expectations of customers. However, it is difficult because the products, customers' feelings as well as perceptions of equity have effects on satisfaction. Products and services include some intangible features such as ambience of a store. In addition, peoples' moods and their feelings play a big role on how satisfied they are: when an individual is very happy, he or she reacts positively to a product or service (Ftizsimmons 1994: 191).

Customers are likely to take a partial responsibility for the outcome e.g. buying shirts online with the assumption that it would have the same size as another model of the same brand of the shirt. However, if the size is not the same, the consumers feel at fault. This is as a result of equity perception or fairness effects on satisfaction: consumers always compare themselves with other consumers in order to know if they get what they pay for (Zeithaml, Bitner, 2000:76, 77,).

When conducting a survey, a researcher should always be careful as the outcome might be positive even if the customers are dissatisfied. This usually happens when some factors are missing in the survey, example if customers are well

satisfied with a hotel services, but they could not fall asleep because the hotel is located in a noisy traffic. Since there was not any questions that was related to noisy traffic, the customers would not mention it (Bergman, Klefsjo, 2003: 318, 319). There are quite different methods about measuring customer satisfaction such as: servqual, quality function deployment, customer satisfaction index and benchmarking.

2.2.2 Servqual Instrument

The servqual instrument was developed by Zeithaml, Parasuranan and Berry in the 1980s to measure service quality with ten dimensions. The ten dimensions were later reduced to the following five dimensions,

1. Tangibles: The physical facilities, equipment, employees, personal and materials used in the facility.
2. Reliability: Keeping a promise which means that the service is accurate and provided at correct time without making any mistakes. Billing and records are recorded accurate and kept correct.
3. Responsiveness: This means that employees react fast to customers' wishes and helping them willingly.
4. Assurance: This means offering trustful and confident services to the customers'.
5. Empathy: This means that the company has the ability to understand the problems of the customer and performs in their best interest as well as giving the customers due attention. (Gronroos, 2000: 74)

A servqual survey was designed to collect quantitative data base on the above dimensions and on comparison between customer expectations of how service should be performed and their experiences of how service is rendered. The servqual describes what the customers' expectations are and how the experience the service. It is usually done with the use of 22 attributes which basically represents the above five dimensions. The attributes described from strongly disagree to strongly agree. The variances of the expectations and the experiences are used to compute an overall score. The problem associated with the servqual is that the 22 attributes do not represent all the characters of service. When

conducting a survey, servqual should be used carefully and should be adjusted to suit specific service such as adding or removing those attributes (Gronroos, 2000 76-78).

2.2.3 Quality Function Deployment

The Quality Function Deployment (QFD) was developed to bring back personal interface (Mazur, 2010). It was designed to increase customer satisfactions as it helps the companies to identify the customers' needs and wants (Cohen, 1995: 11). Basically, the QFD has four components which are Market study, Competitor's analysis, Recognizing and identifying the main features that are responsible for the success of an organization which is based on the first two analysis, Using and adding the main features to processes and quality of products. The QFD uses the four steps model to include customers' needs and wants into quality of products, and services.

The first step is referred to as product planning which is usually done with the matrix called ''House of Quality'' (HOQ) (Bergman et al, 2003:122-124). Basically the process of QFD starts with HOQ; the HOQ matrix includes a list with general needs and wants of customers for the products. It helps in changing something that is subjective to objective and reliable which is seen to be easily understandable. The needs and wants of the customers are gathered with a qualitative survey, after which the focus should be channelled to the needs and wants that require the most improvement. Finally, they should be converted into product and service quality. The needs and wants of the customers' are the outcome of HOQ, it is possible to continue to the second matrix with the help of HOQ (Gustafsson, 1998: 14).

During the second which is (product design) and the third step (process design), the most crucial and important parts are chosen and inserted into manufacturing processes. In the production design, that is the last step, the instructions on how to create a better product are made and all the changes are implemented (Bergman et -al, 2003:124-125).

2.2.4 Voice of Customer Analysis

The Voice of Customer Analysis is a new version of QFD. In order to achieve maximum customers' satisfaction, companies need to know and understand the requirements of customers. The requirements are categorized into revealed, expected and the exciting ones. The first one is directly related to satisfaction, such as waiting time between ordering and serving food in a restaurant. The faster customers' are served, the more satisfied they become and vice versa (Mazur, 1996).

The expected requirements are the things that are taken for granted like internet service in a café. When there is no internet service in an internet café, customers would surely be dissatisfied. The exciting requirements are for example a glass of wine when you enter a boutique. Customer usually would not expect them, but they are additional values which will results to satisfaction. The main task of QFD is to make sure that the expected requirements fit into any pattern and shows what kind of exciting requirements could be adopt. The Voice of Customer Analysis emphasis on ''unspoken'' and ''invisible'' requirements more than the QFD (Mazur, 1996).

All the above mentioned three requirements were derived from theory of attractive quality, develop Kano and his colleagues in 1984 (Lofgren, Witel, 2008:59).According to the theory the revealed requirements cause dissatisfaction if they are unavailable and satisfaction if they are. The expected line is also called ''must-be'' requirements because if they are missing, the customers will be dissatisfied. However, they don't cause satisfaction as the ''must-be'' requirements are always expected to be there. The exciting requirements are not missed if they are not available, but they satisfy if they are and they always added value (Lofgren et al, 2008: 62).

The attributes are changing over time. For example, when the first mobile phone with an integrated camera was developed, it was based on exciting attributes. When consumers got used to it and it then changed to performance attribute. In

the near future it might be common that consumers expected it to be included or otherwise they would be dissatisfied (Lofgren et al, 2008:62).

3. IMPORTANCE OF CUSTOMERS SATISFACTION

This chapter is the theoretical framework which explains the importance of customer`s satisfaction, loyalty and retention in business. To be successful in business, enterprises have to satisfy the needs and wants of the customers. The importance of customer satisfaction, loyalty and retention has always been emphasized by many researchers. The importance of customer satisfaction has a positive effect on organization`s profitability. There is an important connection between customer satisfaction, loyalty and retention. Therefore they are all very important for an organization to be successful.

3.1. Importance of customer Satisfaction

According to "Zari, 2000" We so much depend on customers because they are very vital in what we do. Customers should not be seen as problematic. Enterprises should try to retain customers so that the future and security of the enterprise will not be jeopardized. Customer satisfaction is an overall attitude towards a product or an organization that provides services or customer's reaction towards the difference between customer's expectation and what is received concerning the satisfaction of needs, desires or goal.(Hansemark, Albinson, 2004)

In addition, customer loyalty is achieved when an organization satisfy the needs of the customers so that they would continue to patronize or increase their purchases from the organization (Anderson, Jacob, 2000). According to Oliver (1997), Customer loyalty is defined as the deeply held commitment a customer is involved in that makes him come back to purchase goods and services continuously even if there are situational influence in the future date. (Oliver 1997)

Customer satisfaction can be associated with the feelings of acceptance, excitement, happiness, relief and delight (Hoyer, Maclnnis, 2001). According to Hokanson (1995), the factors that affect customer satisfaction are courteous employees, friendly employees, billing timeliness, helpful employees, knowledgeable employees, billing clarity and service quality, good value, service

quality, accuracy in billing, competitive pricing, good value, quick service and billing clarity Hokanson (1995). The factors that affect customer satisfaction are illustrated below in figure 3:
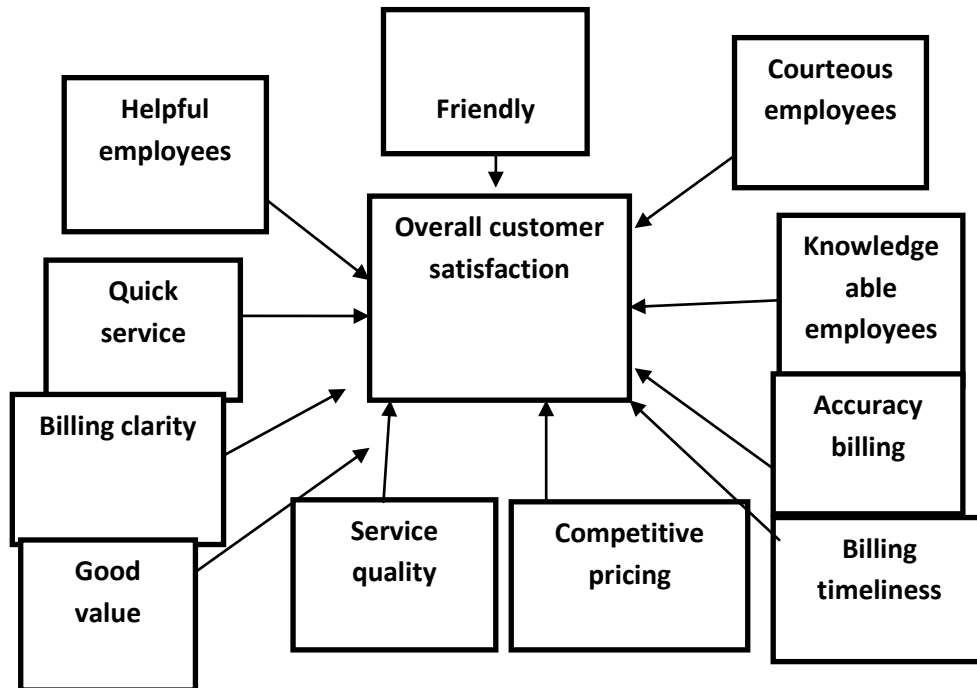
Figure 2: Factors That Affect Customer Satisfaction (Hokanson, 1995).

Organization should satisfy the needs and want of their customers so as to achieve customer satisfaction. Customers feel deprived when their needs are not met. (Kotler,2000). Customer`s want is referred to the form taken by human needs as they are shaped by individual personality and culture (Kotler, 2000).

3.2 Effect of Customer Satisfaction on Profitability

Customer's satisfaction has a positive effect on the profitability of a company. Any customer who is satisfied due to the good customer relation marketing will repurchase, be loyal to the brand and will give positive word of mouth. (Hoyer, McInnis, 2001). Coldwell (2001) developed what is termed as "Growth Strategies International" that was used to analyze customer satisfaction data statistically

which has more than 20,000 customer survey findings conducted in 40 countries by Info quest. In the findings of the study, customers that are satisfied totally bring 2.6 times as much income to an enterprise as somewhat satisfied customers. Customers who are totally satisfied bring 17 times as much revenue compare to the dissatisfied customers. Customers who are totally dissatisfied reduce the income rate equal 1.8 times the revenue a customer that is totally satisfied will bring to the organization. (Coldwell 2001)

Many studies have discussed the impacts of customer satisfaction on loyalty, repurchase and retention. (Zairi 2000). Most findings concluded that customers who are satisfied are most likely to share their experiences with 5 or 6 individuals. At the same time, customers that are not satisfied are likely to tell ten individuals about their bad experience. It is of great importance to know that most customers will not complain and this differs from one organization to another. If business organization believe that it is costly to deal with customer's satisfaction and complain, it is also important for the organization to realize that it could cost about 25% more to get new customers.

According to Aaker(1995), the strategic dimension for a business to be successful involves becoming more competitive using product /service quality, customer satisfaction/brand loyalty, new product activity, brand/firm associations, manger/employee performance and capability and new product activity. It can be found in Figure 4 below.
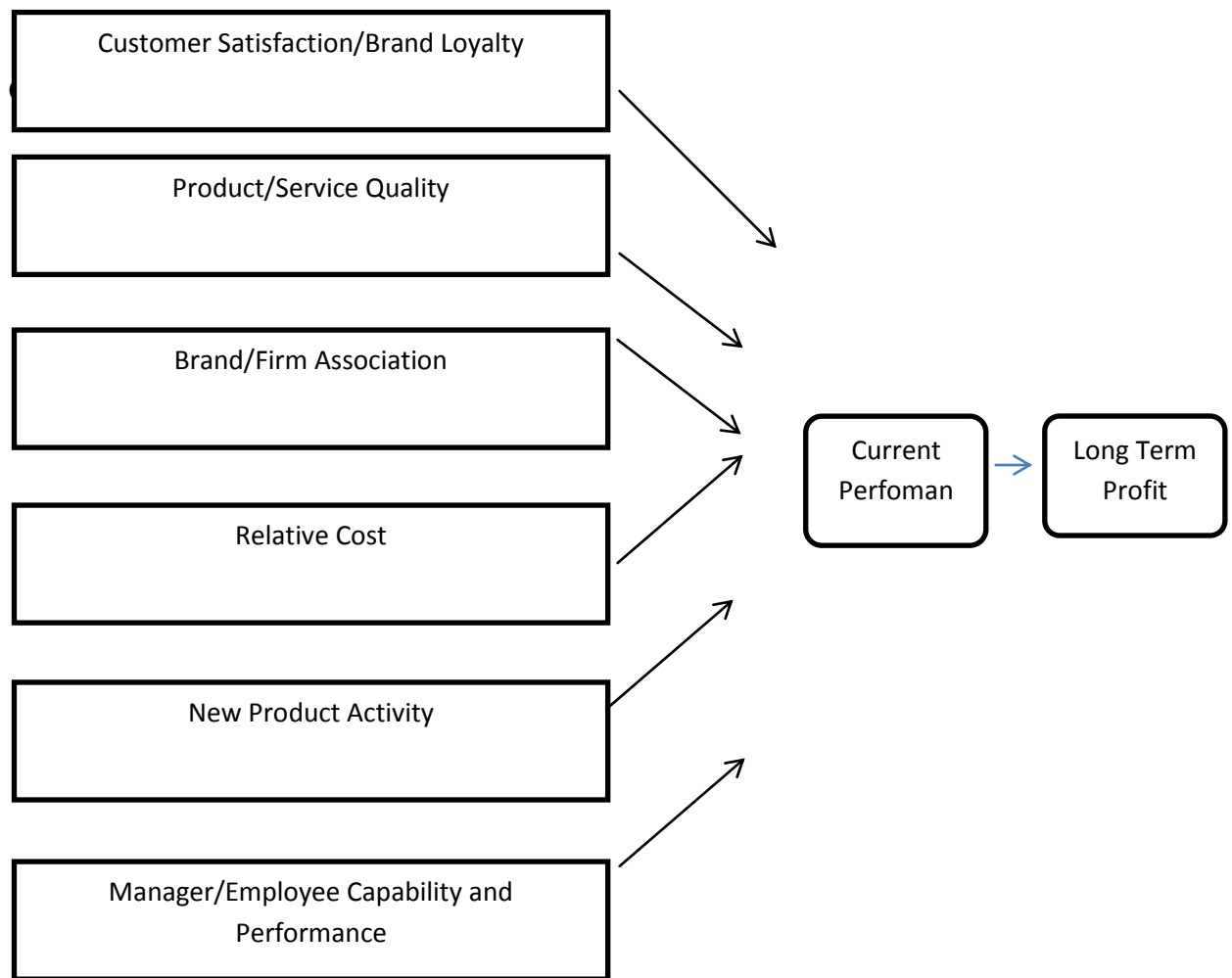
Figure 3. Performance Measures Reflecting Long-Term Profitability (Aaker, 1995)

3.3 Effect of customer Satisfaction on Customer Loyalty and Retention

Satisfying our customers is not enough but there is need to have customers that are totally satisfied because if customer is satisfied it leads to having customer loyalty (Bansal, Gupta, 2001): creating customer satisfaction that would build customer loyalty is a not a matter of choice any longer for businesses: it is the only way of creating sustainable advantage. It has become an objective of core marketing in all industries for building loyalty with key customers. There are strategic ways to build loyal customer base, they are: focusing on key customers, to build closer ties with customers, anticipating the need of the customers and at

the same time responding to them, creating a value perception for customers and generating high customer satisfaction with every interaction.

Customer loyalty should be the primary objective of customer satisfaction measurement. Satisfying customers helps in customer loyalty to the point that it becomes the prerequisite for maintaining a good customer relationship which leads to good word of mouth and repurchase from the organization. (Sivadas, Baker-Prewitt, 2000)

3.4 Consequences of customers Satisfaction and Dissatisfaction

According to Hoyer and Maclnnis (2001), customers that are not satisfied may decide to stop patronizing a business to purchase goods and services, they may complain to a third party or the business organization and even return the goods, and they may also give negative word of mouth.

Satisfying the customers is of great importance because it helps in intention to repurchase and at the same time, the main reason why customers stop to purchase is because they are not satisfied.

4. Case Company

Rantasipi Tropiclandia belongs to Restel Group. Restel selection includes domestic, Cumulus and Rantasipi chains. The chain consists of the historical-NEN Hotel Club Room, and the country's largest spa. (Restel 2011.)

Rantasipi chain consisted of nine hotels, when it was transferred to Restel Ltd's ownership in 1992. Spa Hotel in Vaasa Tropiclandia joined the chain in 1999. (Rantasipi 2011.)

Rantasipi main customers include the leisure travelers who are the hotels largest customer followed by the business travellers and also meeting customers

Rantasipi Tropiclandia Spa Hotel is located by the sea in Vaskiluoto, walk away from the town center. The hotel has a total of 184 rooms. There are eight suites. Accommodation Prices includes buffet breakfast, wireless internet access and spa department free use throughout the period of accommodation.

Rantasipi Tropiclandia conference rooms, are well equipped with meeting tools such as: video projector, laptop, wireless microphone, the speaker's podium, flip chart, overhead projector, surface reflector, video projector, large screen reflector, fax, television and screen (Rantasipi 2010.)

The hotel has a 150 seat restaurant Waskia. Rantasipi Tropiclandia available for meetings 150 - 300 delegates. The meetings are assisted by professional staff and there are also house a restaurant and accommodation services. Three meeting rooms have sea views. (Rantasipi.fi)

Restaurant Waskia is a versatile restaurant that offers a la carte food in eating in buffet dining and fine dinners.Waskia opening hours Monday to Thursday 17.00-22:30, Friday and Saturday 17:00-23:30. Meeting customers in the restaurant serves lunch and dinner buffet. The restaurant is possible to get served at the tables. Restaurant Waskia is also a restaurant, which is available for parties. The restaurant is also possible to dance live music (Restaurant Centre 2010)

Waskia restaurant organization structure includes the restaurant manager, head chef, 2 Duty manager, 6 Chefs and 6 waiters. The manager is the overall boss of the restaurant in which he sees that the restaurants operate efficiently and profitably while maintaining their reputation

5. METHODOLOGY OF THE STUDY

The aim of this thesis is to gain a deeper understanding of the importance of customer's satisfaction in restaurant management and measuring and developing customer service in Waskia restaurant. Considering the nature and objective of the study quantitative research methods have been chosen for the study.

4.1 Choice of research method

Quantitative research method involves the use of structured questions where the response options have been predetermined and a large number of respondents are involved. The measurement must be objective, quantitative and statistically valid. Quantitative research is about numbers, objective hard data.

The reason for choosing quantitative research approach was because it was the fastest way to receive my target answers and also to be able to present the results of the research by using figures and in writing. Measuring the answers would be quite easy since alternatives were given for the respondent to choose their answers. There are also open spaces made for the respondent to write comment and give alternative choices from the options provided. It is also easier to get overall impression of the answers when they are measured more as numbers.

4.2 Questionnaire design

The questionnaire in (Appendix 1) was used to gather information from the customer and has been designed in accordance in the main factors that will help in getting the answers to the question of customer satisfaction and it is designed for the company guests. The total number of questions asked was 10 and there were several options to choose from. All of the questions are to be ticked according to respondent choice. They are also open spaces made for the respondent to write comment and give alternative choices from the options provided.

The language used in the questionnaire is English but it has been translated to Finnish and Swedish for the respondent to use the language that is easy for them

to fill in the questions. The questionnaire consists of two parts: background information and question concerning customer satisfaction.

4.3 The target group

Customer that came to eat in the restaurant in the evening and this included leisure travellers, business travellers and also on Friday when they had dance regular customers came from out to eat before the dance.

4.4 Implementation of the research

The questionnaires were distributed randomly between 15.2.2011 and 10.5. 2011. A total of 80 questionnaires were handed out and out of these, 52 questionnaires were received back and the answers were imported into the SPSS software for accurate analysis of the result of the study. The questionnaires were printed and handed out to the customers in the evening by the supervisor or the duty manager depending on who was on duty. The waitress also played a big role in handing the questionnaires to the restaurant customer.

4.5 Validity and reliability

Validity and reliability are the two main concepts used to establish the trustworthiness of my research. As a concern for future research in this field, it is very important that the validity and reliability of this research is established.

Validity of a study means the degree to which a study correctly measures what is meant to analyse. Reliability deals with the accuracy of the measuring procedure and validity deal with the study success of measuring what it is intended to measure and reflects the concept well. (Colorado State University 2012)

In relation to my research study questionnaire was chose for data collection to be able to get reliable results. The questionnaires were well designed in cooperation with the restaurant manager. The layout was simple and easy for the respondent to follow and personal questions were not asked to avoid the respondent refusing to answer the questions.

To add to the above, the research was conducted only at Waskia restaurant and so the findings are not applicable to whole restaurant industry. However, the findings of the research are reliable because almost all the questions were answered.

6. DATA ANALYSIS AND PRESENTATION

This chapter focuses on the presentation and analysis of data obtained from the research study. A description of the respondents who took part in the study is given. The researcher presents data from the customer's filled questionnaires. The data analysis will be discussed.

A total of 80 questionnaires were handed out and out of these, 52 questionnaires were received back. This represents a response rate of 65% which is a significantly good response to draw findings and make necessary conclusions.

5.1 Background Information of Respondents

A majority of the respondents in the sample were over 30 years of age, represented by 79%, while respondents below 30 years of age were 21%. This information shows that there were more elderly diners in the restaurant as compared to younger ones. Age imbalance in the restaurant was a common feature as revealed by the sample.

In the study, findings indicates that a majority of the respondents in the sample were male, represented by 54% (28) while the female respondents were 46% (24). This information shows that there was small difference in the company as the number of male and female was almost the same as revealed by the sample

5.2 Visiting the restaurant

The majority of the respondents 39% (20) visited the restaurant on Friday (Fig 4), while 19% (10) visited the restaurant on Thursday. This was followed by Saturday, 15% (8), Tuesday 12% (6), Monday and Wednesday9% (3) respectively and the day least visited was Sunday with 3% (2).
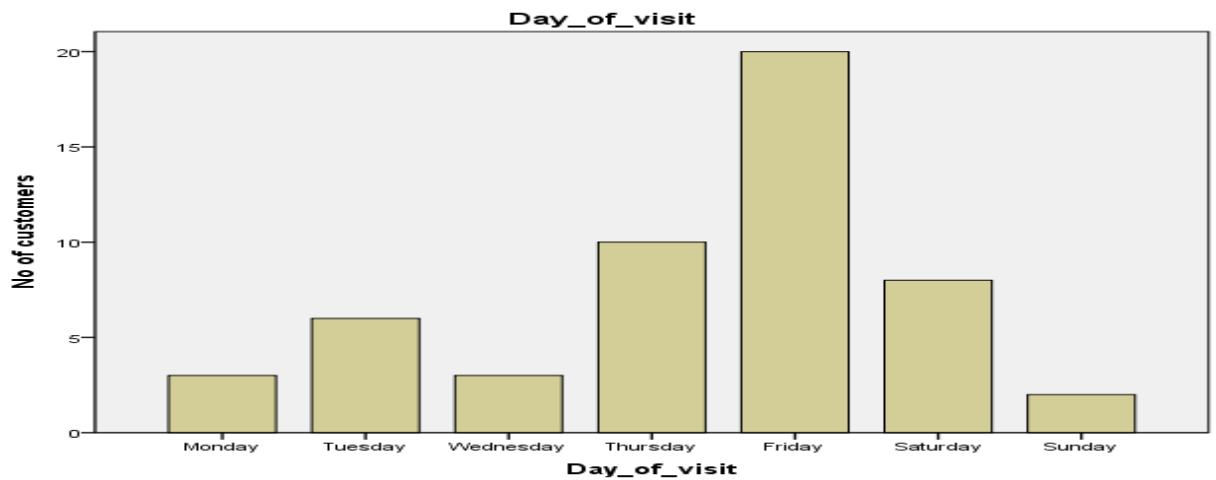
Figure 4: Days of the Week Visits to the Restaurant

5.3 Frequency of visits to the restaurant annually

Most of the respondents 35% (18) visited the restaurant once a month (Fig 5), 25% (13) had visited the restaurant two to four times a year, 15% (8) had visited once a year and 25% (13) less than once a year. The results can be seen in Figure 5 below. These results are clearly indicating that the respondents who had visited the restaurant frequently comprised 60% cumulatively and this means that the information collected from them can be used to conclude on the factors that affect customer satisfaction in Waskia restaurant.
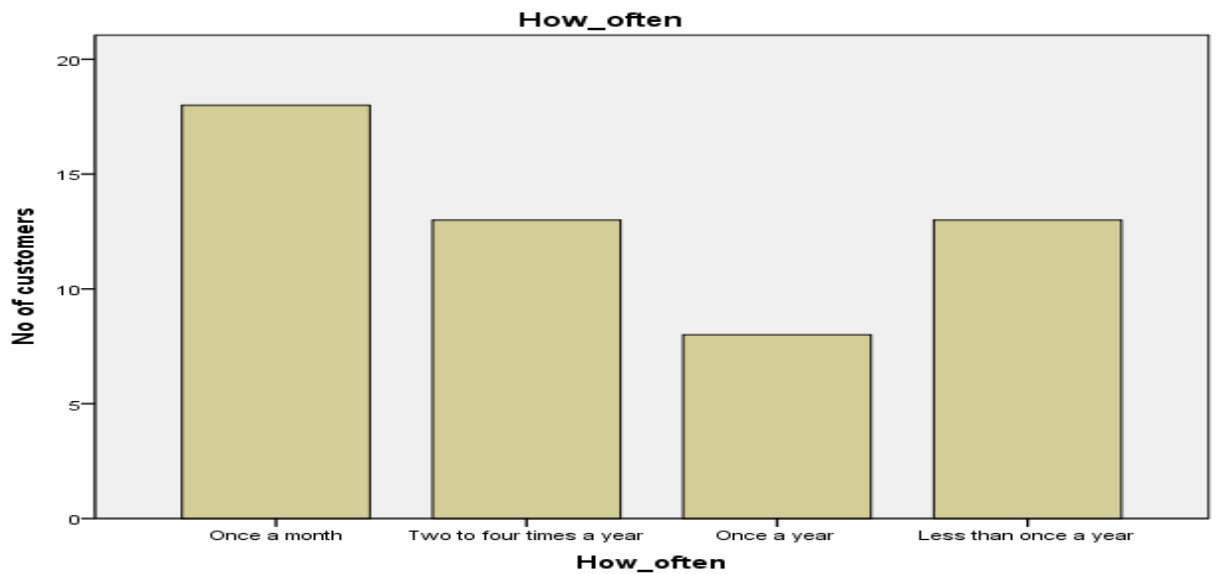
Figure 5: Analysis of Frequency of Restaurant Visits Annually

5.4 Other Menu Options Apart from À la Carte Menu

The respondents were asked to give their other menu options apart from the à la Carte Menu. 87% (7) of the respondents never chose their meals outside the à la Carte Menu. (Fig 6) Only 13% (45) opted their meals from other available meals. This clearly shows that the majority of the customers were impressed with the restaurants à la Carte Menu. The Figure below shows the analysis of the respondents' answers.
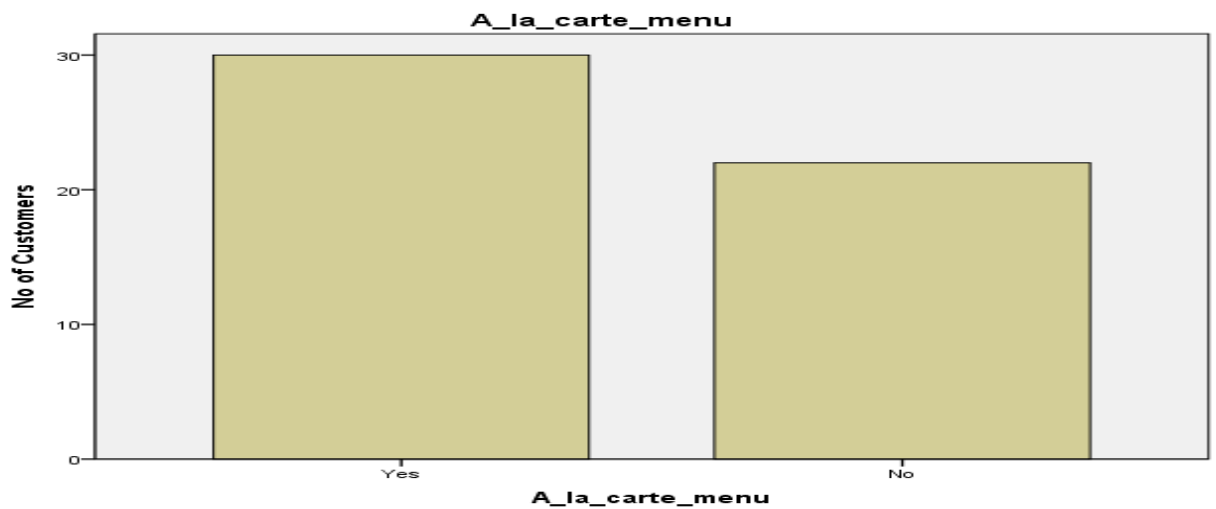
Figure 6: Menu Choices out of À la Carte Menu

5.5 Price Level

The respondents were also requested to state their level of opinion on the price charged by the restaurant on the menu 48% (25) of the respondents indicated that the price charged was average (Fig 7), 40% (21) clearly indicated that the restaurant was expensive though 8% (4) indicated that the price was very expensive. Only 2% (1) found the restaurant to be cheap
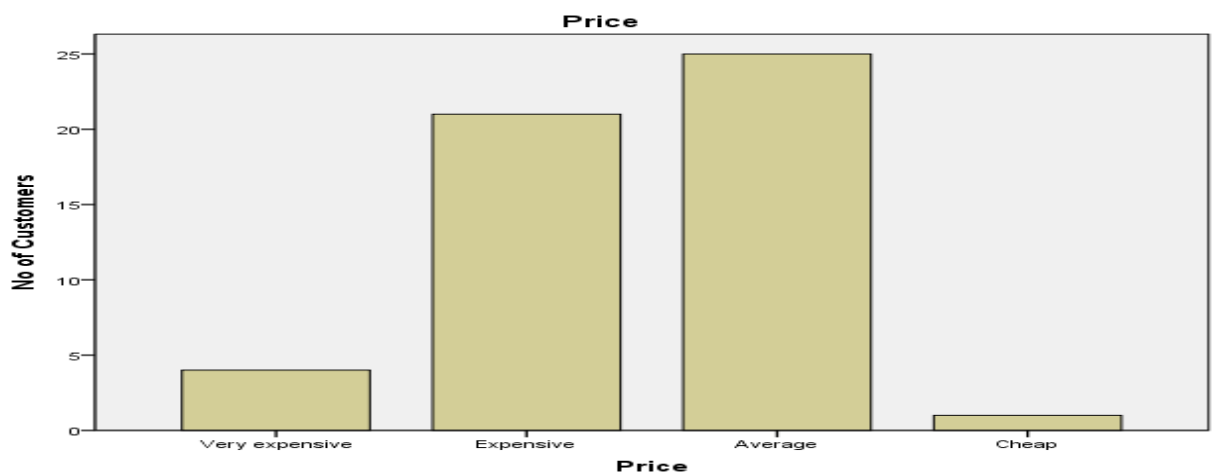
Figure 7: Responses on Menu Price

5.6 Analysis of the Respondents View on the Restaurant Portion Sizes

Majority of the respondents 83% were satisfied with the Restaurants portion size (Fig 8). However, 13% (7) commented that the portion size was too small and the remaining 4% (2) commented that the portions were too big. It's clear to conclude that the portion size was satisfactory from the majority opinions.
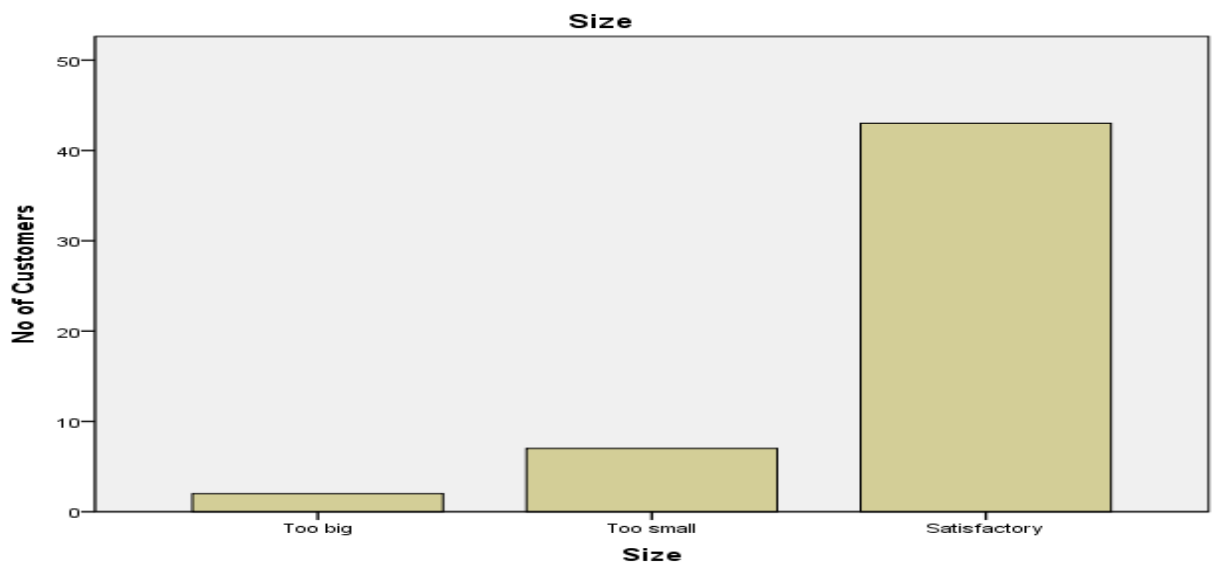
Figure 8: Respondents Comments on Restaurant Portion Sizes

5.7 Analysis of the respondents' Menu Selection Options

Majority of the respondents 60% agreed that the variety of menu options were sufficiently provided by the restaurant (Fig 9). 30% (14) commented that the options provided were very few however, 10% of the respondents claimed that there were too many options provided in the restaurant.
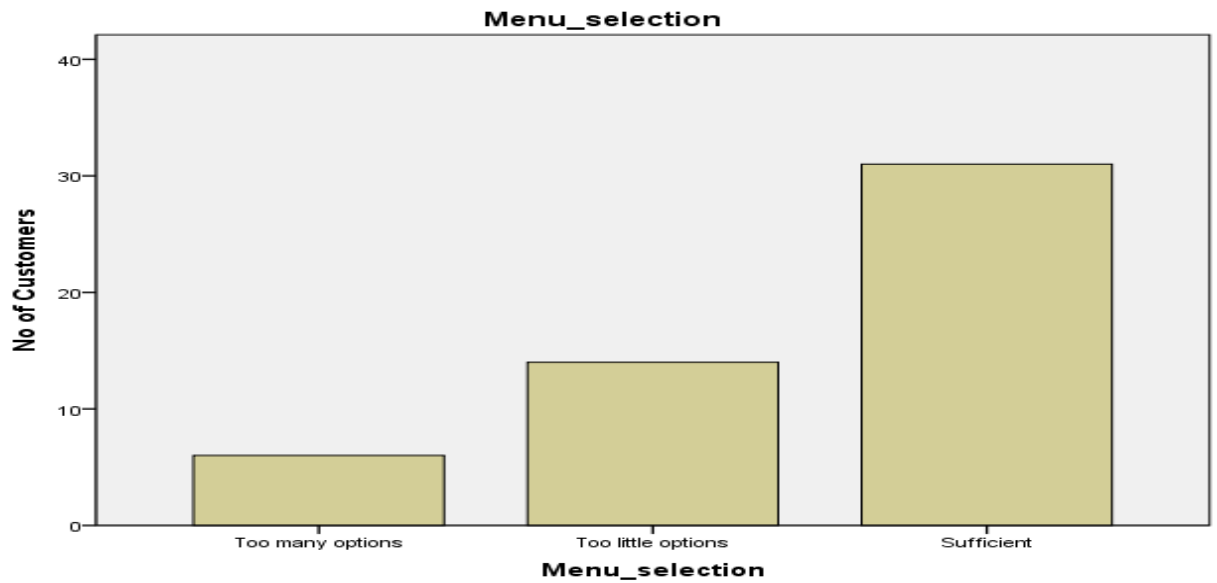
Figure 9: Analysis of the Respondents Menu Selection Options

5.8 Main Course Preferences

The respondents were asked to give their personal main course selections from the menu offered by the restaurant. According to the analysis of the results (Fig.10), it is clear that majority of the respondents forming a total of 54% (28) preferred beef as their main course. The respondents who preferred chicken and fish as the main course formed 19% (10) each respectively. 7% (4) of the respondents were vegetarians.
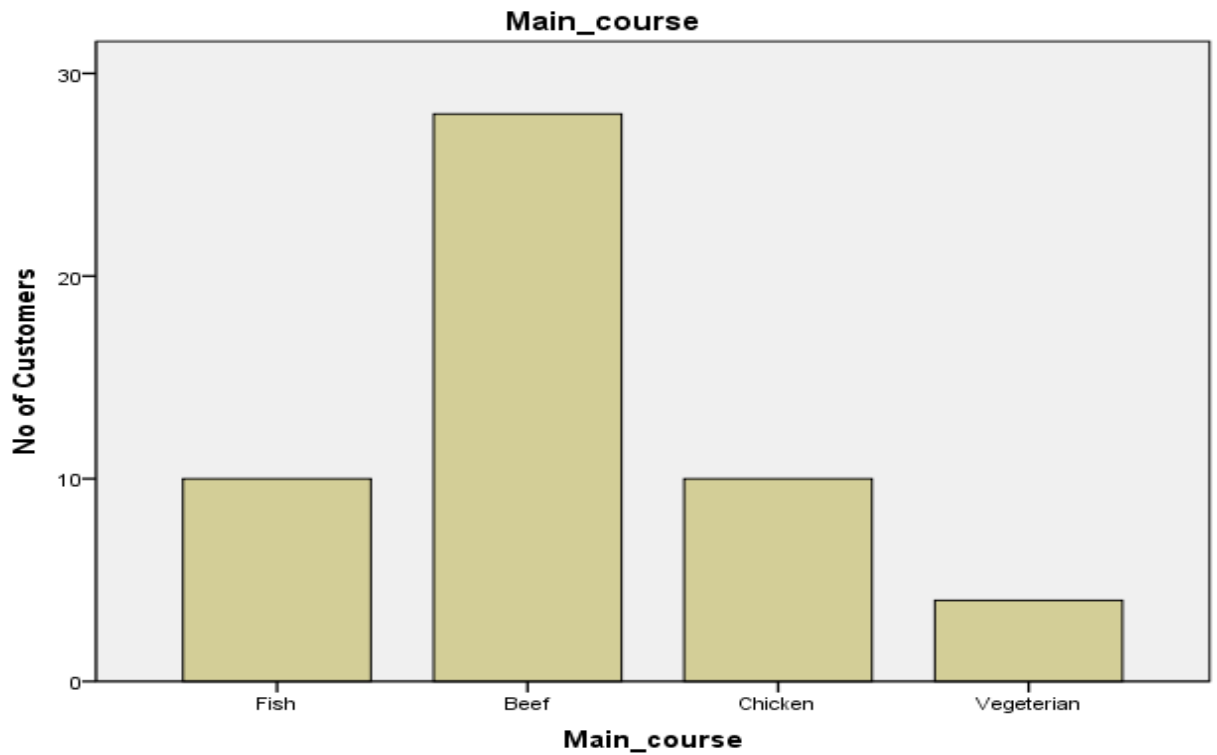
Figure 10: Respondents Main Course Selections

5.9 Respondents Comments on Main Course Taste

Regarding main course taste 30%(16) of respondent thought the food was delicious (Fig 11), 44%(23) who were the majority indicated that the food was plain, 23%(12)found the food to be tasty, 1%(1) the minority thought the food was tasteless.

Figure 11: Main Course Tastes

5.10 Food Waiting Time

The respondents were also asked to give their opinion based on their experiences, on the time it took the service staff to serve food from the time when the orders were placed. A majority of the respondents (90%) (47) were served in 5-20 minutes (Fig 12). This is an indicator of better service, though 8% (4) were served between 20 minutes to 40 minutes from when they placed orders.
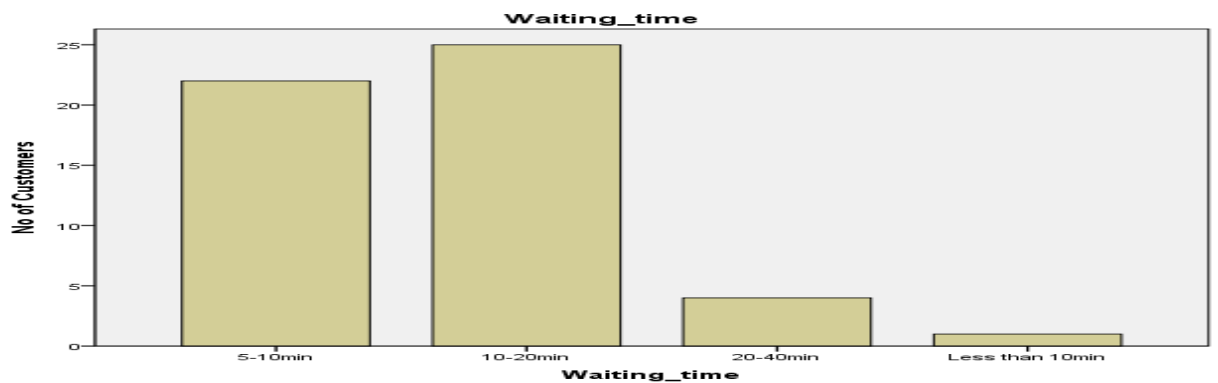
Figure 12: Food Waiting Time

5.11 Expectations and experience

Regarding whether their expectations and experience met regarding food (Figure 13) majority of the respondents 56% (29) reported that they experienced what they exactly expected, 31% (16) of the respondents said that their expectations were almost met; while 12% (6) of the respondents said that there expectations were not met at all. The results imply that Waskia restaurant was actually ensuring that the guests' expectations were being met and thus the guests were satisfied with the level of their expectations.
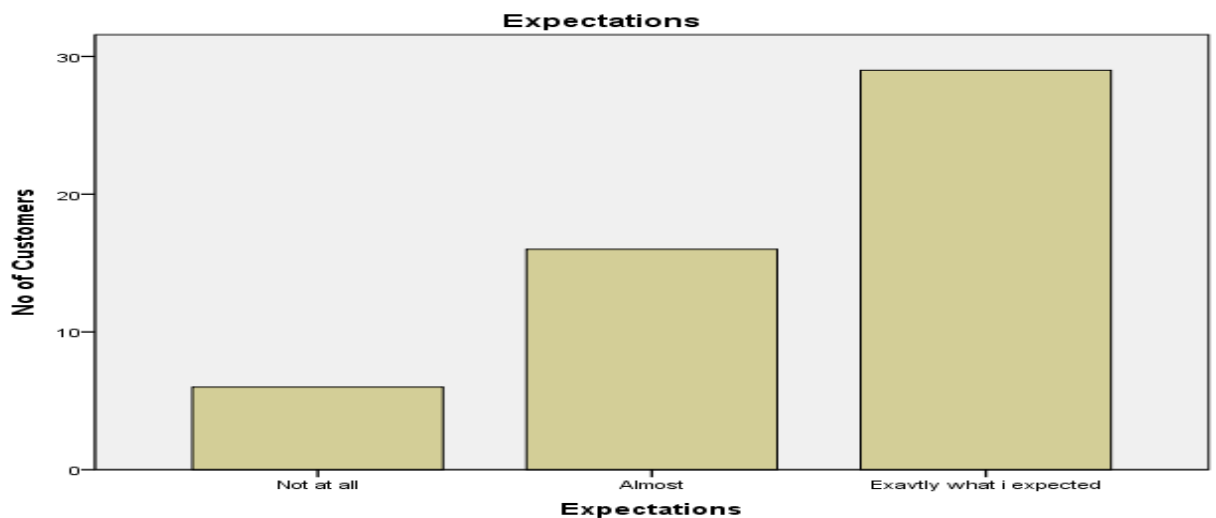
Figure 13 Respondents Levels of Service Expectations

5.12 The Wine List

The respondents were asked to state their comments on the wine pricing level of the restaurant. (Figure 14) 42% (22) of the respondents reported that the wine prices were average, 37% (19) said that wine prices in the restaurant were expensive and (15%) of the respondents said that the wine prices were very expensive. The results suggest that the wine prices were generally expensive.
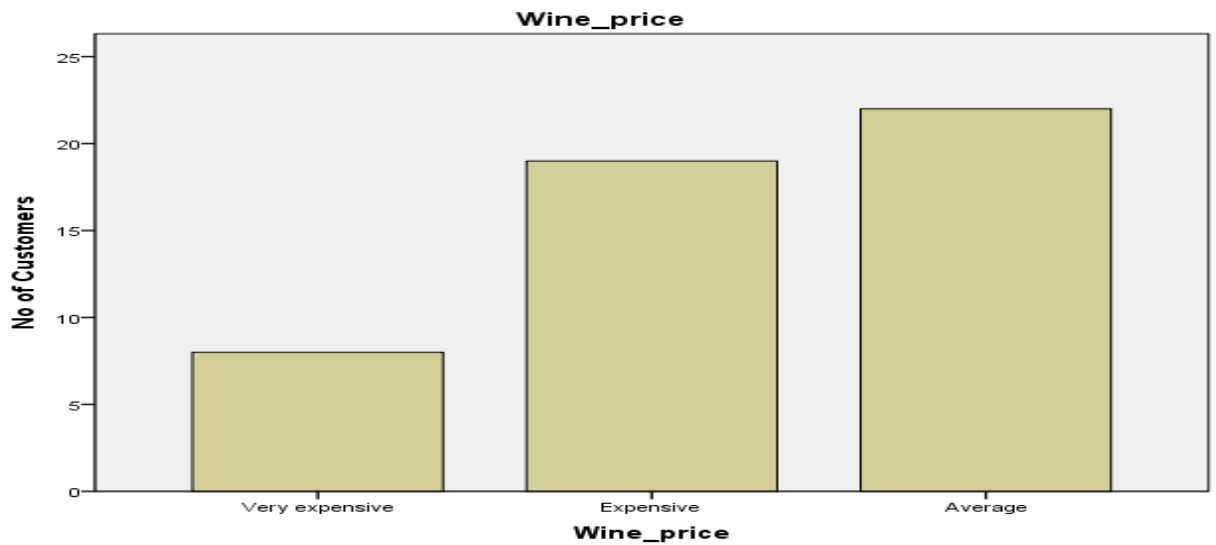
Figure 14: Wine Pricing

5.13 Respondents' Suggestions on Availability of Wine Variety

The results in (Figure 15) indicate that a majority of the respondents who took wines 39% (20) somewhat agreed that there were enough alternatives of wines. 31% (16) strongly agreed that the wine variety was sufficient to choose from. 17% (9) of the respondents could neither agree nor disagree on availability of the wines, 6% (3) somewhat disagreed on the availability of alternatives of wines while 4% (2) strongly disagreed. It is clear that the restaurant satisfied its customers by making available a sufficient variety of wines.
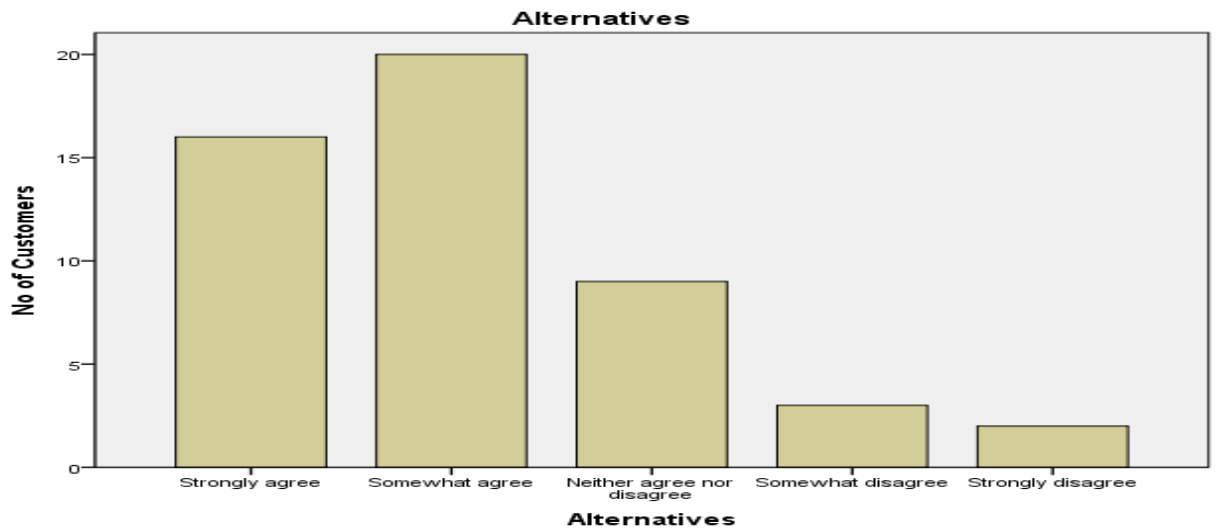
Figure 15: Wine Varieties Availability

5.14 The Staff

Customer satisfaction can be measured using overall customer satisfaction measures in relation to how friendly the waiting staff is to the customers. Overall satisfaction refers to the customers overall evaluation of the service quality delivered by the restaurant through its waiting staff. The indicator of this measure is one question that asks customers to rate their overall feeling of satisfaction in relation to friendliness of the waiting staff and related satisfaction derived.

Friendliness

According to the results (Fig 16), Waskia restaurant can clearly be commended as having friendly staff as 80% (41) of the respondents strongly agreed that the waiting staff was friendly. Only 20% (11) somewhat agreed that the waiting staff was a bit friendly.
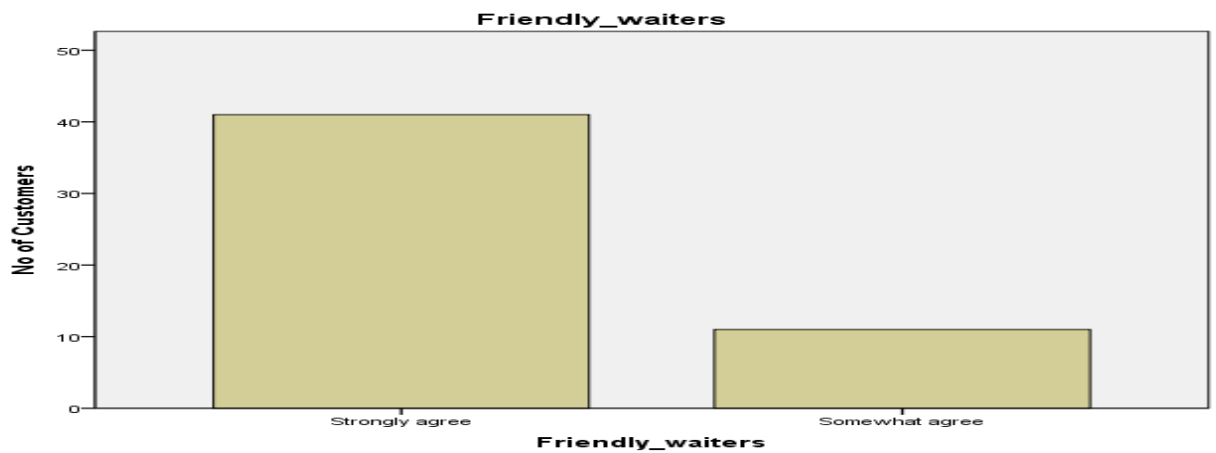
Figure 16 Waiters Friendliness

5.15 Waiters Mastery of the Menu

The respondents were asked to give their views on how waiters mastery of the menu affected their satisfaction while in the restaurant. More than half of the respondents 58% (30) said that they were satisfied with the waiters mastery of the menu content. 21% (11) of the respondents said that they somewhat agreed with the waiting staff mastery of the menu. 13% (7) of the respondents neither disagreed nor agreed with regard to the waiters mastery of the menu content while 8% (4) somewhat disagreed with the statement that waiters mastered the menu content.
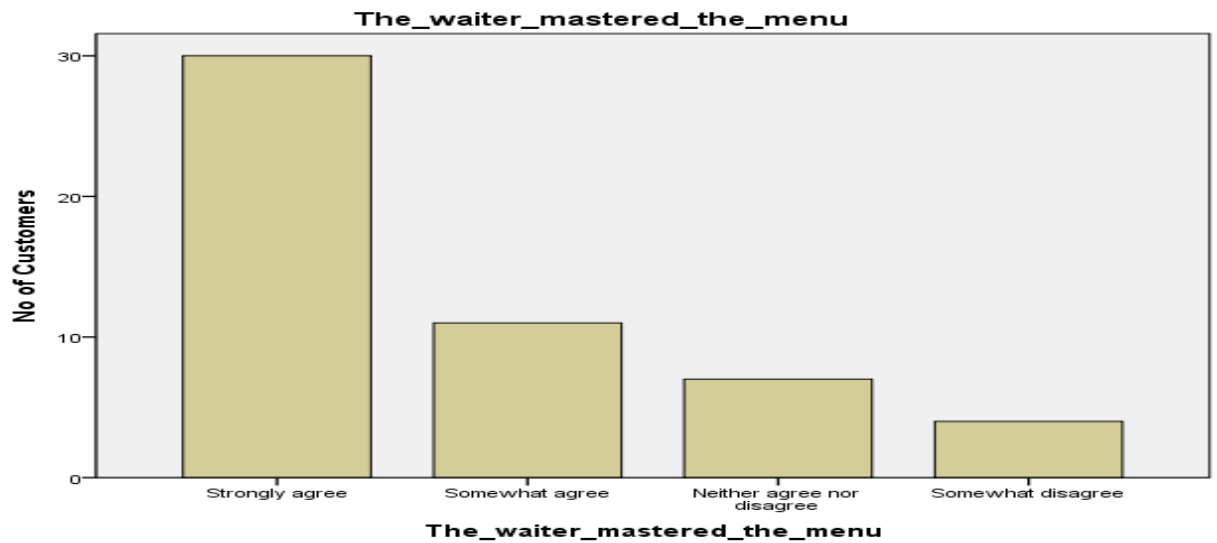
Figure 17 Respondents Answers to Waiters Mastery of the Menu

5.16 Waiters recommendation of wine and food

Almost half of the respondents were satisfied that the waiter knew how to recommend food and wine (Figure 18).Only 27 out of 52 respondent somewhat agree with waiter recommendation of food and wine.23 of the respondent neither agreed nor disagreed with regard of waiter recommendation of food and wine while eight (8) respondents somewhat disagreed with the waiters recommendation of food and wine.
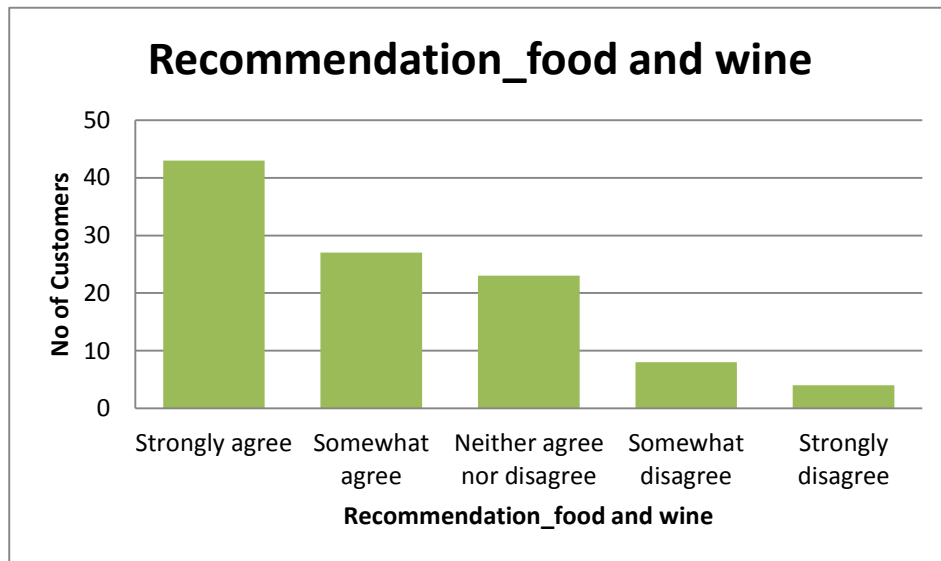
Figure 18: Recommendation of food and wine

5.17 Comfort

According to (Figure 19 below), a majority of the respondents 60% (31) said that the comfort they experienced was good, however 19% (10) of the respondents said that the experience was average and further, 21% (11) said that the experience of the comfort they had while in Waksia resturant was very good. From this result we can conclude that the comfort provided by the resturant in this case required to be improved so that a majority of the respondents commend it on the better side. This is because comfort is fundamental to the provision of hospitality services.
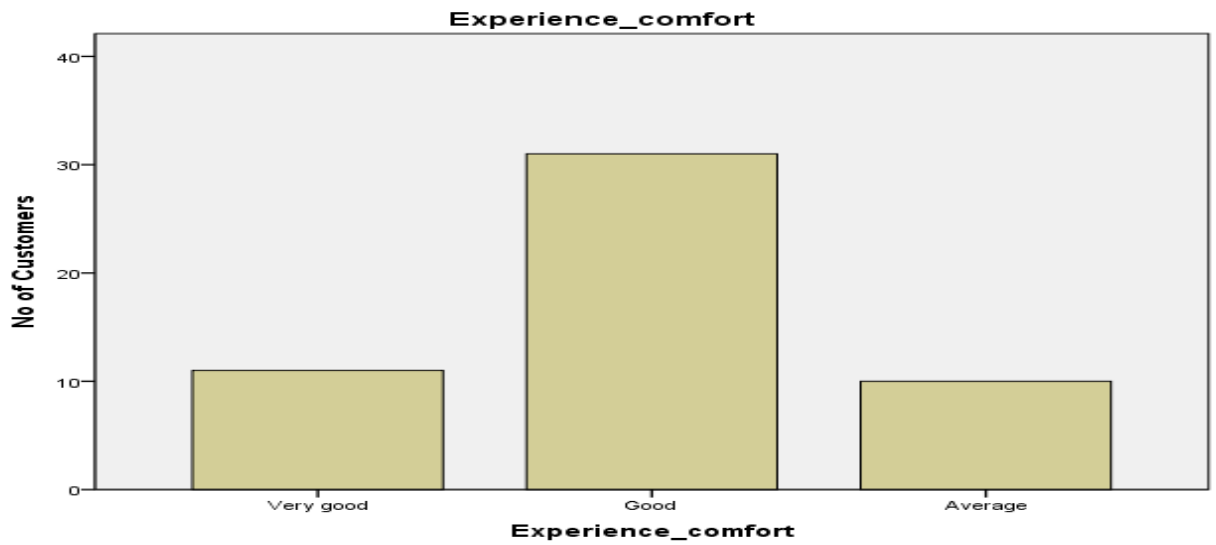
Figure 19: Comfort

5.18 Cleanliness

Majority of the respondents felt that the cleanliness of the restaurant was very good (Fig 20) though 10 of the respondents regarded it as very good and 7 of the respondents regarded the cleanliness to be average.1 of the respondents was not completely satisfied with the cleanliness.

Figure 20: Cleanliness

5.19 Decoration

A majority of the respondents said that the decoration was good, however 8 of the respondents said the decoration of the restaurant was very good (Fig 21), 15 of the respondents said it was average and further the respondents who said it was bad and average were 1 each respectively.

Figure 21: Decoration

7. SUMMARY AND CONCLUSION

The questionnaires were distributed randomly. A total of 80 questionnaires were handed out in order to acquire data on the level of customer satisfaction among Waskia restaurant customers. Out of 80 questionnaires 52 were received back. Although the number of the returned questionnaires was not great, it was considered adequate for the results to be reasonable reliable.

The results from returned questionnaires showed that a majority of Waskia restaurant customers were either satisfied or very satisfied with Waskia restaurant performance. Overall the questionnaire shows that Waskia restaurants concept is working however improvements can be made.

Since most customers visited on Friday or Saturday it can be concluded that the weekends are the busiest, therefore also the waiting time gets longer. The customers should understand that the more customers the longer it takes to get the food.

The customers were most satisfied with the restaurants portion size. This shows that the customers were satisfied with the restaurants service. Customers were least satisfied with waiting staff mastery of menu, we can conclude that the management of Waskia restaurant is required to adequately train its waiting staff so that every customer is fully explained and described the menu content available for them in the restaurant. This is because only 58% of the respondents were satisfied with the waiting staff's mastery of the menu which is way below average as will be expected in any restaurant.

The price is satisfactory at the moment but should not be increased. It is important to maintain the quality of food so that the customer feels he/she gets what their money is worth.

Even though the customers did find that the waiters did not know the menu well enough most of them found the waiters to be friendly which is a big part of customer service. The waiter is the restaurants face.

Of those who answered the questionnaires most visited the restaurant once a month, which shows that the restaurant has something that attracts customers to return. One of these things can be the possibility to combine eating and dancing that is offered at the restaurant on Friday and Saturday evenings.

The customer seems to be satisfied with the size and the taste of the portions. The fact that it is mostly beef that has been ordered can maybe be explained by the fact that most of the respondents were elderly people. Vegetarians or those who follow different diets are more often younger people.

Measuring customer satisfaction was necessary because it revealed the voice of the customer. This was properly done and it told us aspects of Waskia resturant product, service and brand that would return the greatest impact on the outcome called customer satisfaction.

SUGGESTIONS

This chapter focuses on possible future prospects of customer satisfaction measurement within Waskia restaurant. The aim is to provide my recommendations for how the restaurant administration could improve current customer satisfaction.

The staff should have better knowledge of the portions. This is a very important issue when trying to sell a product. The customer feels more secure and willing to taste new things if the waiter knows how to sell it properly. When hiring new staff or changing the menu it is very important to have good schooling, let the staff taste and become familiar with the food.

The wine list is something that needs improvement. The restaurant managers could go over the wines and see if there are some new wines that could meet the demands of the customers. If the wines are some that customer can find in ALKO it is easy for the customer to compare the price. This makes the wine in the restaurant to feel very pricy.

During the weekend the dances attract a lot of customers but there could be something special also on the weekdays to attract customers. The restaurant could offer the frequent visiting customers special price in the quiet days, this could make them come also at other times than the weekend.

Customers also had their own views and suggestions in the open ended questions in which some talked of the background music of the restaurant should be changed more often.

They also gave different kind of food they would want to see in the menu and this include game meat, shell food, exotic steak like lamb, different kind of meat, pork meat, salad and lighter food, more appetizers, fish, grilled beef and Irish coffee cake

Kids menu was also of concern since they did not have many options since it was only fries and scoop of ice cream without anything.

Customer also suggested on the renovation and general atmosphere of the restaurant and hotel since it hasn't changed more than ten years.

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LIST OF APPENDICES

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Appendix 2: Finnish questionnaire

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APPENDIX 1

CUSTOMERS SATISFACTION IN RANTASIPI RESTAURANTS SERVICES

Dear Respondent

I am a student studying in Vaasa University of Applied Sciences and I am writing my thesis about customer satisfaction in Rantasipi restaurant services. This thesis seeks to survey your opinions on customer satisfaction and how to improve customer satisfaction in Rantasipi restaurant services. I hope you will have few minutes to contribute to this study. I am very grateful for your time and effort when answering this questionnaire

1. **Your age**

   ....

2. **Gender**

   Male ☐   Female ☐

3. **Which day of the week did you visit Rantasipi restaurant?**

   Monday ☐   Tuesday ☐   Wednesday ☐   Thursday ☐   Friday ☐
   Saturday ☐   Sunday ☐

4. **How frequently do you visit this restaurant?**

   Once a month ☐ Two to four times a year☐   Once a year ☐ Less than once a year ☐

5. **What do you think about the current menus?**
   Did you have something from the À la carte menu?
   Yes ☐   what.. No ☐
   Did you have something outside the À la carte menu?
   Yes ☐   what.. No ☐
   Price
   Very expensive ☐ Expensive ☐ Average ☐ Cheap ☐

Portion size

Too big ☐ Too small ☐ Satisfactory ☐

Selection of menu

Too many options ☐ Too little options ☐ Sufficient ☐

Which kind of food would you like to see more on the menu?

....

What did you have as the main course?

Fish ☐ Beef ☐ Chicken ☐ Vegetarian ☐

Comment..

How was the taste of the main course?

Delicious ☐ Plain ☐ Tasty ☐ Tasteless ☐

How long did you wait for food?

5-10 min ☐ 10-20min ☐ 20-40ming ☐ Less than 10min ☐

Was the course what you expected

Not at all ☐ Almost ☐ Exactly what I expected ☐

Comment..

....

6. **What do you think about the wine list?**

   Price

   Very expensive ☐ Expensive ☐ Average ☐ Cheap ☐

   Are there enough alternatives

   Strongly agree ☐ Somewhat agree ☐ Neither agree nor disagree ☐

   Somewhat disagree ☐ Strongly disagree ☐

   Is there anything more you would want to see on the list?

   ....

   Did you find a wine that goes well with food of your choice?

   Strongly agree ☐ Somewhat agree ☐ Neither agree nor disagree ☐

   Somewhat disagree ☐   Strongly disagree ☐

7. **What do you think about the staff professionalism in handling customers?**

   The waiter was friendly

   Strongly agree ☐ Somewhat agree ☐ Neither agree nor disagree ☐ Somewhat disagree ☐ Strongly disagree ☐

   The waiter mastered the menu

   Strongly agree ☐ Somewhat agree ☐ Neither agree nor disagree ☐ Somewhat agree ☐ Strongly disagree ☐

   The waiter knew how to recommend food

   Strongly agree ☐ Somewhat agree ☐ Neither agree nor disagree ☐ Somewhat agree ☐ Strongly disagree ☐

   The waiter knew how to recommend wine

   Strongly agree ☐ Somewhat agree ☐ Neither agree nor disagree ☐ Somewhat disagree ☐ Strongly disagree ☐

8. **Overall restaurant experience?**

Confortability	Very good☐	good☐	Average☐	bad ☐	Very bad☐
Cleanliness	Very good☐	good☐	Average☐	bad ☐	Very bad☐
Decoration	Very good☐	good☐	Average☐	bad ☐	Very bad☐

   Anything else you would like to refer to

   ....
   ....
   ....

9. **Where did you get to know about Rantasipi Restaurants?**

   Internet☐ Friend☐ Colleagues ☐ Commercials ☐ Something else
   …………………………………………….........................………………………
   …………………………………………………………………………………………

10. **Would you recommend this restaurant to other people to come and visit?**

Most likely☐Likely☐Not likely☐Not at all☐

Comment..
....
....

APPENDIX 2

ASIAKASTYYTYVÄISYYS RAVINTOLA RANTASIPISSÄ

Hyvä vastaaja

Opiskelen Vaasan ammattikorkeakoulussa ja kirjoitan opinnäytetyötä asiakastyytyväisyydestä koskien ravintola Rantasipiä. Opinnäytetyölläni pyrin selvittämään, miten tärkeänä pidätte asiakaspalvelua ja miten parantaa asiakaspalvelua ravintola Rantasipissä. Toivon, että teillä on pari minuuttia aikaa auttaa minua osallistumalla tähän kyselyyn. Kiitän kovasti teidän ajasta ja tarkkaavaisuudesta vastaessanne tähän kyselyyn

1. **Ikänne?**

   ....

2. **Sukupuoli**

   Mies ☐ Nainen ☐

3. **Minä viikonpäivänä vierailitte Rantasipin ravintolassa?**

   Maanantai ☐ Tiistai ☐ Keskiviikko ☐ Torstai ☐ Perjantai ☐

   Lauantai ☐ Sunnuntai ☐

4. **Kuinka usein käytte tässä ravintolassa?**

   Kerran kuukaudessa ☐ Kahdesta neljään kertaan vuodessa☐ Kerran

   vuodessa ☐ Alle kerran vuodessa ☐

5. **Mitä mieltä olette tämänhetkisistä ruokalistoista?**

   Söittekö jotain À la carte listalta?

   Kyllä ☐ mitä... En ☐

   Söittekö jotain À la carte listan ulkopuolelta?

   Kyllä ☐ mitä... En ☐

Hinta

Erittäin kallis ☐ Kallis ☐ Keskitasoinen ☐ Halpa ☐

Annoksen koko

Liian iso ☐ Liian pieni ☐ Sopiva ☐

Valinnanvara listalla

Liikaa vaihtoehtoja ☐ Liian vähän vaihtoehtoja ☐ Sopivasti ☐

Minkälaista ruokaa haluaisitet nähdä enemmän listalla?

....

Mitä söitte pääruokana?

Kalaa ☐ Lihaa ☐ Kanaa ☐ Kasvis ☐

Kommentti..

Miltä pääruoka maistui?

Erinomaiselta ☐ Maukkaalta ☐ Tavalliselta ☐ Mauttomalta ☐

Kuinka kauan odotitte ruokaa?

5-10 min ☐ 10-20min ☐ 20-40min ☐ Alle 10min ☐

Vastasiko ateria odotuksianne?

Ei ollenkaan ☐ Melkein ☐ Täydellisesti ☐

Komentti..

....

6. **Mitä mieltä olette viinilistasta?**

   Hinta

   Erittäin kallis ☐ Kallis ☐ Keskitasoinen ☐ Halpa ☐

   Löytyykö listalta tarpeeksi vaihtoehtoja?

   Täysin samaa mieltä ☐ Osittain samaa mieltä ☐ En osaa sanoa ☐

   Osittain eri mieltä ☐   Täysin eri mieltä ☐

   Onko jotain, muuta mitä haluaisitte nähdä listalla?

   ....

   Listalta löytyi viini joka sopi hyvin yhteen ruokavalintani kannssa.

   Täysin samaa mieltä ☐ Osittain samaa mieltä ☐ En osaa sanoa ☐

   Osittain eri mieltä ☐   Täysin eri mieltä ☐

7. **Mitä mieltä olet henkilökunnan ammattitaidosta asiakkaiden palvelussa?**

Tarjoilija oli ystävällinen.

Täysin samaa mieltä☐ Osittain samaa mieltä ☐ En osaa sanoa ☐

Osittain eri mieltä ☐   Täysin eri mieltä ☐

Tarjoilija tunsi ruokalistan.

Täysin samaa mieltä☐ Osittain samaa mieltä ☐ En osaa sanoa ☐

Osittain eri mieltä ☐   Täysin eri mieltä ☐

Tarjoilija osasi suositella ruokaa.

Täysin samaa mieltä☐ Osittain samaa mieltä ☐ En osaa sanoa ☐

Osittain eri mieltä ☐   Täysin eri mieltä ☐

Tarjoilija osasi suositella viiniä.

Täysin samaa mieltä☐ Osittain samaa mieltä ☐ En osaa sanoa ☐

Osittain eri mieltä ☐   Täysin eri mieltä ☐

8. **Ravintolakokemus kokonaisuutena.**

Mukavuus   Erittäin hyvä☐ Hyvä ☐ Keskiarvoinen ☐ Huono ☐

Erittäin huono☐

Siisteys   Erittäin hyvä☐ Hyvä ☐ Keskiarvoinen ☐ Huono ☐

Erittäin huono☐

Sisustus   Erittäin hyvä☐ Hyvä ☐ Keskiarvoinen ☐ Huono ☐

Erittäin huono☐

Joatin muuta, jota haluaisitte lisätä?

....

....

....

....

9. **Mistä saitte tietää Rantasipin ravintolasta?**

Internetistä☐ Ystävältä☐ Työkaverilta ☐ Mainoksista ☐ Jostain

muualta ☐

mistä………………………………………................…………………

…………………………………………………………………………

………………

10. **Suosittelisitteko te tätä ravintolaa muille?**

Erittäin todennäköisesti ☐ Todennäköisesti ☐ Todennäköisesti en☐ En

koskaan☐

Kommentti...

....

....

APPENDIX 3

KUNDNÖJDHETEN PÅ RESTAURANG RANTASIPI

Kära svarare

Jag studerar vid Vasa yrkeshögskola och skriver mitt examensarbete angående kundnöjdheten på restaurang Rantasipi. Med detta examensarbete vill jag ta reda på hur viktigt ni anser att det är med kundnöjdhet och hur den kunde förbättras på restaurangen. Jag hoppas att ni har några minuter över för att delta i denna undersökning. Jag tackar er för er tid och er insats i denna förfrågning.

1. **Ålder**

   ....
2. **Kön**

   Man ☐ Kvinna☐
3. **Vilken veckodag dag besökte ni resaturangen?**

   Måndag ☐ Tisdag ☐ Onsdag ☐ Torsdag ☐ Fredag ☐ Lördag ☐ Söndag ☐
4. **Hur ofta besöker ni denna restaurang?**

   En gång i månaden ☐ Två till fyra gånger om året☐ En gång om året ☐ Färre än en gång om året ☐
5. **Vad anser ni om de nuvarande menyerna?**

   Åt du någonting från À la carte menyn?

   Ja ☐ Vad.. Nej ☐

   Åt ni någonting utanför À la carte menyn?

   Ja ☐ Vad.. Nej ☐

   Priset

Väldigt högt ☐ Högt ☐ Genomsnittligt ☐ Lågt ☐

Portionens storlek

För stor ☐ För liten ☐ Lämplig ☐

Urvalet på menyn

För många alternativ ☐ För få alternativ ☐ Lämpligt ☐

Vilken slags mat skulle ni vilja ha mera av på menyn?

....

Vad åt ni som huvudrätt?

Fisk ☐ Kött ☐ Kyckling ☐ Vegetariskt ☐

Kommentar**..**

Hur smakade huvudrätten?

Mycket gott ☐ Gottt ☐ Enkelt ☐ Smaklöst ☐

Hur länge väntade ni på maten?

5-10 min ☐10-20min ☐20-40min ☐ Under 10min ☐

Motsvarade maten era förväntningar?

Inte alls ☐ Nästan ☐ Precis vad jag förväntade mig ☐

Kommentar**..**

..

..

6. **Vad anser du om vinlistan?**

   Priset

   Väldigt höht ☐ Högt ☐ Genomsnittligt ☐ Lågt ☐

   Det finns tillräckligt med alternativ.

   Fullständigt av samma åsikt ☐ Av samma åsikt☐ Kan ej säga ☐ Inte av

   samma åsikt ☐ Inte överhuvudtaget av samma åsikt ☐

   Finns det något annat ni skulle vilja se på menyn?

   ....

   Det var lätta att hitta ett vin som passade med mitt val av mat.

   Fullständigt av samma åsikt ☐ Av samma åsikt☐ Kan ej säga ☐ Inte av

   samma åsikt ☐ Inte överhuvudtaget av samma åsikt ☐

7. **Vad anser ni om personalens yrkesskicklighet angående kundservice?**

Servitrisen var vänlig

Fullständigt av samma åsikt ☐ Av samma åsikt☐ Kan ej säga ☐ Inte av samma åsikt ☐ Inte överhuvudtaget av samma åsikt ☐

Servitrisen bemästrade menyn.

Fullständigt av samma åsikt ☐ Av samma åsikt☐ Kan ej säga ☐ Inte av samma åsikt ☐ Inte överhuvudtaget av samma åsikt ☐

Servitrisen kunde rekommendera mat.

Fullständigt av samma åsikt ☐ Av samma åsikt☐ Kan ej säga ☐ Inte av samma åsikt ☐ Inte överhuvudtaget av samma åsikt ☐

Servitrisen kunde rekommendera vin.

Fullständigt av samma åsikt ☐ Av samma åsikt☐ Kan ej säga ☐ Inte av samma åsikt ☐ Inte överhuvudtaget av samma åsikt ☐

8. **Vad tyckte du om restaurangbesöket i sin helhet?**

   Bekvämlighet   Väldigt   bra☐Bra☐Genomsnittligt☐Dåligt ☐Väldigt dåligt☐

   Snygghet   Väldigt   bra☐Bra☐Genomsnittligt☐Dåligt ☐Väldigt dåligt☐

   Inredning   Väldigt   bra☐Bra☐Genomsnittligt☐Dåligt ☐Väldigt dåligt☐

   Någonting annat ni vill tillägga

   ....

   ....

   ....

   ....

9. **Var fick ni höra om Rantasipis restauranger?**

   Internet☐ Vänner☐ Kollegor ☐ Reklam ☐ Någon annanstans ☐ var**………………………………….....................…………………**

…………………………………………………………………………………………

……………………………………………………………………………………

10. **Skulle ni rekommendera denna restaurang för andra?**

Mycket troligt ☐ Troligen☐ Troligtvis inte☐ Aldrig☐

Kommentar..

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