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SERVICE QUALITY AND CUSTOMER SATISFACTION IN THE RESTAURANT BUSINESS

Case Study- Sagarmatha Nepalese Restaurant in Vantaa

CENTRAL OSTROBOTHNIA UNIVERSITY OF APPLIED SCIENCES
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ABSTRACT

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Name of thesis SERVICE QUALITY AND CUSTOMER SATISFACTION IN THE RESTAURANT BUSINESS Case Study of Restaurant Sagarmatha in Vantaa		
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This thesis was done in Vantaa, in the Nepalese restaurant Sagarmatha located in Helsinki. The working life instructor of the thesis was Purna Chandra Adhikari, the manager of the Restaurant Sagarmatha. The aim of the thesis was to give quality service and make the customer satisfied. In the food industry there are fewer opportunities for building up competitive benefits unless knowledge applying to the business environment is analyzed. Meantime, there is price pressure caused by the absence of opportunities for product differentiation, product identification and product acquaintance, particularly in Finland. At the moment, there are more than six hundred ethnic restaurants in Helsinki only, and Vantaa, as a gateway to Finland, has more than fifty ethnic restaurants.

The customers for these ethnic based restaurants are mainly office workers, travelers, tourists, free movers and business. People depending on the taste and service, customers select to visit these restaurants. Service Quality and Customer satisfaction can be seen as main themes in the organization. This service quality and customer satisfaction are in a mutual relationship. This is a modern age and the customers have different desires and needs. So, to offer the quality services and make them satisfied are the main responsibilities of the organization. If the customers are satisfied with the services and goods offered by the organization, then it also the benefits the organization. The research method used in this thesis was quantitative with a questionnaire survey and qualitative with a structured interview.

Only one survey was made related to quality service and customer satisfaction. In specific, the research method used was user/visitor survey. The survey was carried out during November and December 2011. Similarly the Structured interview was taken during November and December 2011. In total, 30 service quality and customer satisfaction service questionnaires were collected. The questionnaire was available in English. Most of the respondents were female above 26.

Key words
Customer satisfaction, qualitative research, restaurant business, service quality

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1 INTRODUCTION

Talking about food habits and taste every household in this era has changed a lot. Regarding this, many trading activities are growing up such as hotels, restaurants, and business organizations. Such organizations have their own reputation to build up and their own brand towards the market and the customers. All these trading activities depend on the service on the service quality and the customer satisfaction which are the main themes of this research to elaborate. Both service quality and customer satisfaction are important from the point of view of marketing in terms of sellers and buyers.

Similarly, sellers are known as the service giver and buyers are known as the service receivers, but both dealt with service. Givers always regard customers as the pillars of the business organization. So, they try to give quality service and the customers also want quality services offered by the restaurant or business organization. Thus, it is the responsibility of the organization to offer a good service and make the customer satisfied by providing their desires and wants. The expectations of the customers are to get the best from the business organization. So, business organizations have to make the customers happy and treat them well equivalent to their paid amounts. Business organizations and customers have a give and take relationship.

Every research has its own importance and limitations. Many scholars have already done research on this issue, however no one has done research on this theme in Helsinki in the Nepalese restaurants. This is the first case I am going to do that may be the contribution from my side to the betterment of Finland's restaurants. In this regard, there are a large numbers of Nepalese restaurants in Helsinki approximately 25 to 30 only in Helsinki with in Finland. This research attempts to know what kind of customers are coming to the Nepalese restaurants and their satisfaction with the food and services offered by the restaurants. It is an observation that there are many foreigners beside Nepalese people in the restaurants as customer to taste the Nepalese food.

In the changing scenario of the global context many people wants to taste different foods if they can afford. So, organizations like restaurants are always ready to welcome the variety of customers with the best hope that they can satisfy them. A trading organization, either a restaurant or another organization always thinks about its service, because service is the ladder of success. Here, both qualitative research methods and quantitative research methods will be used. A structured interview research is taken as a qualitative research methods and a questionnaire survey is taken as a quantitative research to analyze the data. Altogether there are 16 questions are in the questionnaire survey, and there were 30 respondents who participated in the survey. The questions asked in questionnaire survey and in the interview are totally different.

1.1 Aim of the thesis

The research attempts to analyze the satisfaction of customers in the Nepalese restaurant Sagarmatha in Helsinki, as well as the service offered by the restaurant. Moreover, a research objective is to collect statistical information of the customers and their level of satisfaction in this Nepalese restaurant in Helsinki., It will be interesting to do research on this topic in the form of structured Interview, quantitative survey and with the target of the case study: Sagarmatha Nepalese restaurant in Vantaa.

1.2 Limitations of the study

This research is conducted targeting a Nepalese food restaurant called Sagarmatha. Data collecting in the restaurant is not an easy task because sometimes customers are getting drunk. It may have financial and time constraints during the study. While conducting the questionnaire survey of the restaurant customers, occur language barriers. It means that most of the customers are Finnish. So, they are not fully interested in filling their answers in a questionnaire sheet. The main thing is that altogether there are 17 questions in a questionnaire sheet, so it takes more than 5 minutes for each customer to fill the form which consumes more

time to collect the data with the different customers. So, it is one of the problems of the study. And during the interview, the interviewees are not in being recorded. They freely want to give the answers without tape recording. So, it is quite difficult for the author to collect all the answers.

1.3 Research methodology

Research methodologies play an important role in collecting the appropriate data and information. It helps to collect, analyze, disseminate and utilize information for the purpose of improving the satisfaction of the case study company. (Kumar 2008.) The research method is quantitative, including a questionnaire, and qualitative including Structured interviewing. Altogether there are 16 questions about the services of the Restaurant Sagarmatha listed in the questionnaires. The data that was received from the questionnaires was analyzed through statistical analysis with the help of SPSS; and the structured interview outcomes were analyzed manually by using qualitative analysis methods. Besides this, secondary data was also used such as: library books, electronics books, and other theses and internet sites.

The qualitative research method includes interview and observation, it also includes case studies and document analysis. (Aect 2001.) The author used structured interview for collecting the data. It took about 1 hour to take the interview with 3 customers. Structured interviews means that the same types of questions were asked of all the customers. Similarly, quantitative research methods are research techniques that are used to gather quantitative data. They can be measured as quantities. Such as how many, how long and how much. (Answers corporation 2012.) Here a questionnaire survey was done in Restaurant Sagarmatha. Altogether 17 questions were asked to 30 customers and it took 5 to 10 minutes for one customer to fill the form. At last, a case is that which collects and presents the detailed information about a participant or a small group, which includes the subjects themselves. (Colorado State University 2012.) Here the case study was done in Restaurant Sagarmatha in Vantaa.

1.4 Thesis structure

This research work is structured into six different chapters. The introduction, limitations of the study, research methodology and thesis structure is introduced in the first chapter. The second chapter discusses the service quality and customer satisfaction. Under this falls definition and overview of customer satisfaction, the importance of customer satisfaction, customer relationship skills to attain satisfaction, definition and overview of service quality, relationship between service quality and customer satisfaction, and managing customer complaints. The research plan begins from chapter three. This chapter illustrates and justifies the research questions, research data and thesis structure. Chapter four presents Nepalese foods. Under this falls Nepalese food restaurant in Helsinki, introduction to the case organizations, food items in Restaurant Sagarmatha, positioning of Restaurant Sagarmatha, and Sagarmatha Nepalese Restaurant as a brand and SWOT analysis of Restaurant Sagarmatha will be listed. Similarly, Chapter five presents questionnaire survey in Restaurant Sagarmatha. Under this falls also planning and conducting the survey, background information of the different customers, customer satisfaction in services, and opinions of Restaurant Sagarmatha will be listed. Finally, chapter six presents the conclusion part. Under this falls a summary of the restaurant customer's responses and interviewees, conclusions, suggestion for improving services and facilities in the restaurant will be listed.

2 SERVICE QUALITY AND CUSTOMER SATISFACTION

During the age of modern age everybody has seen that business is rapidly growing day by day and concerning with business there are always two parties called buyers and sellers, and buyers are concerned with quality, and sellers are always concerned with money. Today's world is dependent on business end engagements in at least three major activities. On this regards, many scholars have argued over this matter and said that the first activity is production, which involves making a product or providing a service. The second is manufacturing, where firms create products finally, customers purchase to satisfy needs, whereas service firms use the skills of employees to offer activities and assistance to satisfy customer needs. (Burrow & Everard 2004.) In the same sense Hernon (2001) argues that satisfaction and service quality provide a conceptual framework that should prove useful in understanding, thinking, and talking about service quality and customer satisfaction, what they are, how they are shaped, and how a subject can evolve to both internal, controllable forces and external, uncontrollable factors.

2.1 Overview of customer satisfaction

Customer satisfaction is the result of the correlation between a customer's assumption and a customer's feelings. By way of explanation, customer satisfaction is identified as the distinction between assumed quality of service and the customer's involvement or feelings after having perceived the service. Customer satisfaction depends on such dimensions as assurance, responsiveness, reliability, empathy and tangibles, and further components such as personal, price and situational factors that may arise as the service quality. (Bateson & Hoffman 2000.)

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Reliability ───┐
                │
Responsiveness ─┤
                │      ┌──────────────────────┐      ┌──────────────────────┐
Assurance ──────┤      │                      │      │  Situational Factors │
                ├──────│ Perceive Service quality │   └──────────┬───────────┘
Empathy ────────┤      │                      │              │
                │      └──────────────────────┘              ▼
Tangibles ──────┘                            ┌──────────────────────┐
                                              │ Customer satisfaction│
                                              └──────────▲───────────┘
                                                         │
                                              ┌──────────┴───────────┐
                                              │   Personal Factors   │
                                              └──────────────────────┘
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                        │        Price         │
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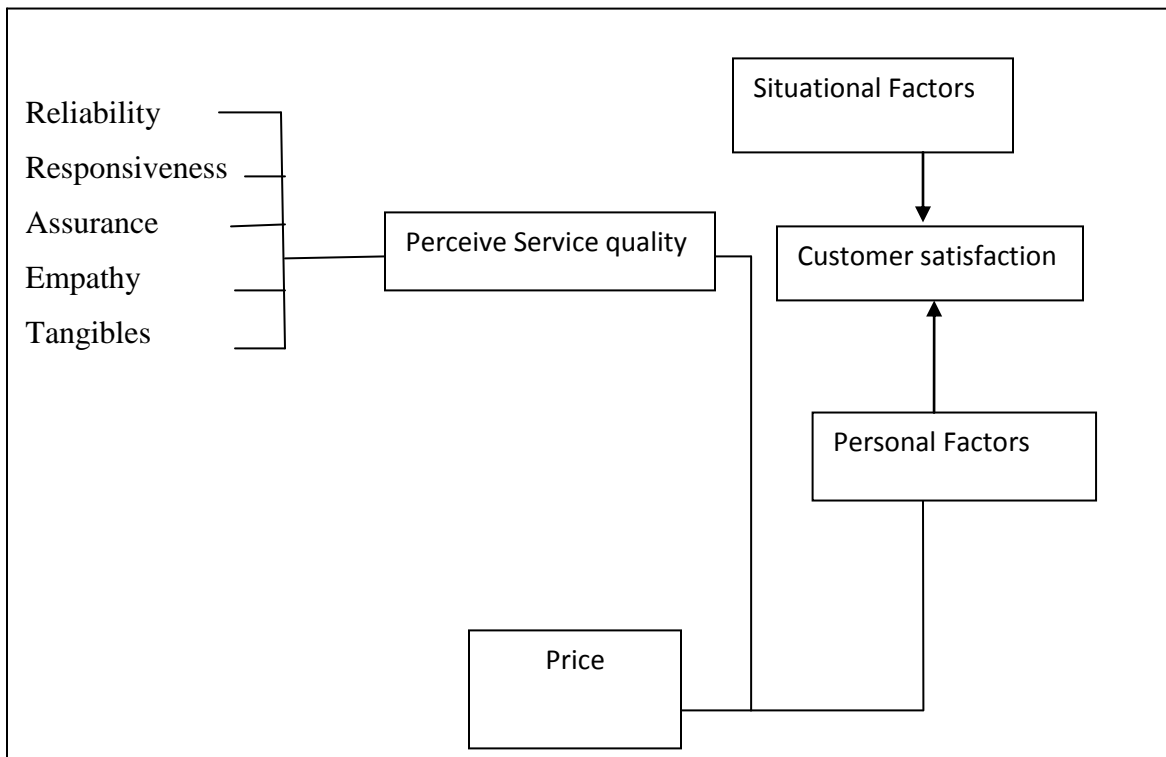
GRAPH 1. Service Quality and Customer Satisfaction (adapted from Bateson & Hoffman 1999)

2.2 Importance of customer satisfaction

Customer satisfaction helps customers to communicate their needs straight to the sellers. Customer satisfaction is very important because it helps to learn about the business's strengths and weaknesses. Business holders can just know their strengths and weaknesses and make the progression. Not only this, also customer satisfaction also helps to appropriate resources for eventual strike or satisfaction. Furthermore, it supports to show calmness about making better quality of products and services to both the employees and the customers. It does not help to learn about strengths and weaknesses but helps it also to persuade competitive strengths and weaknesses. Similarly, it helps to benefit more vision into the sources of frustration and areas desiring progression. At last, customer satisfaction helps to accommodate a system for informing management of problems or situations requiring actual promotion. (ICR 2011.)

While talking about business, it is not easy to establish this thinking but everything needs to be set up everything from top to bottom and management also exists there. Nature of business depends upon the size that was established, either in the form of big-scale or small-scale. No business has been established without thinking about the profit, and customers are the pillars of the business. So every business's stake holders always think about the satisfaction of the customers by trying to meet the needs of the customer, which is the main responsibilities of the business investor. As the task of the research is concerned with the importance of customer satisfaction, some points have already explained this in the above section, and some points are going to be explained here. Actually, customer satisfaction helps to increase the profit for business investors so every such investor thinks that to earn profit is not as easy. If the business is successful, and able to satisfy the customers then customers will be happy, they buy more goods and the company will be able to sell more goods and it helps to increase the profit. Similarly, it helps to increase the sales, to reduce the production costs, and to enhance marketing and advertising If the customers are fully satisfied with the goods and services provided by the business company, they refer it to their friends and relatives telling them that they are satisfied, and this helps to promote marketing and advertising of the business. Similarly, it helps to improve the goodwill.

2.3 Customer relationship skills to attain customer satisfaction

In the global context it was declared as a business age. Nowadays, everybody sees business is going fast. Customers are the pillars of the business. Without customers, a business is not able to run successfully. So, this topic shows the relation between the business company and the customers. Servicer receivers can be restaurant managers, customers, or shopkeepers and so on. But to make the customers satisfied is the main role of companies like the restaurant. In short, a relation can be defined as it is an ongoing conversation with a customer in which the customer evaluates the products offered by the company such as the Nepali restaurant in Helsinki. While talking about the restaurant, then manager as well as the staff of the restaurant should know the view of the customers whether they are satisfied with the product or not. If not, then they need to have a conversation with the customers and listen to their questions and

try to make the improvement. (Ramachandran 2006.) Under customer relationship skills, there are many skills such as communication skills, fast customer service, listening skills, problem solving skills and flexibility.

Communication skill is one of the most important skills for the customer and owner relationship. It helps to keep the mutual relation and understanding between the customers and the business organization. It can be either restaurant or any other business organization, the manager and the staff of the business organization should have good communication skills. The person should be able to speak a good language in a polite tone and in a good manner. Which will result in the understanding of the language that the business persons are speaking towards the customer. To speak in a soft way, slowly and clearly could be the good way to communicate with the customers, and it could be fruitful for the business. Words like anger, sarcasm, impatience etc shows a bad attitude towards the customers and that will be very harmful the everyday life not only in the business context. So, it is very much important to think and apply in everyday life to improve the business to maintain a good relationship between the customer and the business.

Similarly, fast customer service is also another important skill for a good customer relationship in order to attain customer satisfaction. As we know this is a fast growing world, and in each and every field whether it is a restaurant or somewhere else, every customer wants fast service. Giving service fast is a concern in each individual's life. While talking about the customers, and supplier relationship, the nature of the customer is different from that of the supplies. Many of them want to go to the supplier's house expecting a good and fast service. None of the consumer wants to wait for a long time. Consumers always hope that all services are good before going to the supplier house and the reflection of the vendor will let the consumers know about the service. It is the same with the supplier or consumer for the benefits of the business organization which ultimately increase the profit and turn into more sales.

Listening skill is also another importance in order to enhance the relationship with the customer who finally gives the satisfaction of the consumer. Each and every time a person of

the business organization should be in the stand in the position to meet the need of the customer, whether it is service or conversation. Better listening skills finally helps the person of the business organization to understand the main ideas of the customer in what sense he/she is communicating with. The person of the organization must not be angry when the customers ask the same type of question again and again. The business person should always smile and be ready to answer by listening to what the customers are saying. The person of the business organization also thinks that he/she should listen carefully to the customers, quickly for because that is his/her responsibility towards the business organization which will ultimately make the customer satisfied with the services and that will turn into benefits for the business organization.

And other important skill is problem solving skills. If we described problem then it is said to be an opportunity for improvement. We should not make any mistake which occurs the problems rather than applying the skills for solving it. For making the customer satisfied the restaurant persons or any other organization should have the skills for solving the problems immediately. If the customer's problems are not solved by the organization, then the customer are totally dissatisfied with the services and it might make it a big issue for the organization. (Ramachandran 2006.)

Flexibility is also one of the good personalities in persons. Flexibility means the person's willingness to adapt. It is said to be the positive attitude towards adapting the person's behavior. The employee should always smile and show positive behavior to the customer. The person should have confidence and know what is going to do, and the person should respect others. The person needs to adapt to the customer's unique needs and changing circumstances. And the person of the organization should be open-minded and be willing to take the customer's feedback. Being flexible helps the organization identify new business opportunities and make more sales for the organization. (Personality trait Flexibility 2006.)

2.4 Service Quality

Service quality has stood an importance for the hospitality industry. It has been identified as one of the most effective means of building a competitive position and improving organizational performance. Service quality is a focused evaluation that reflects the customer's perception of specific dimensions of service, reliability, responsiveness, assurance, Empathy, tangibles, satisfaction on other hand, is more inclusive: it is influenced by perceptions of service quality, product quality, and price as well as situational factors and personal factors. Service quality affects customer satisfaction by providing performance For example if we take an example of Mac Donald restaurants, then the consumers will get food service here, high quality everywhere the same they like to be in Mac Donald's restaurants. It happens because of the high quality services. Customers today apprehend a very high general level of service in hospitality, tourism, and leisure. The accomplishment of competitors in these fields will thus be actuated by strategies concentrating on quality of services to add value, as argued to product or price differentiation. Service Quality Management in Hospitality, Tourism and Leisure focuses approaches and strategies that will augment the distribution of services, and supplies fair and understandable annotation of theoretical ideas and their practical operations. (Kandampully, Mok & Sparks 2001.)

2.5 Managing customer complaints to improve customer satisfaction

In simplest terms, complaints are comments about assumptions that have not been come up. They are also, and may be more particularly, probability for an organization to reconnect with customers by locating a service or product failure. In such a way, complaints are gifts that customers give to business. Thus, customers may complain that an item they just purchased does not match their demand. (Barlow & Muller 2008, 24.) It is common for customers to complain about some low-quality services, when these complaints are maintained adequately the customers will apperceive the services of the business organization as qualitative. For customers to have taken their time to complain about some issues concerning their satisfaction, they commonly have the idea on how to deal with the problems. Thus, the business organization could ask customers on how they can solve the complaints. This will

make them feel valued and rely on the business more. In order to handle complaints effectively the business organization should have well-trained workers and an effective recovery and amends program (Dru 2000, 88.) While running a restaurant business or any kind of business organization, the organization will face many different complaints. So, it is needed to manage them properly in order to improve customer satisfaction. Here are some points how the business organization could manage customer complaints. For example, Say "thank you" and give the reasons, listen carefully, apologize, show empathy, offer something and prevent future mistakes.

The first important points for managing customer complaints is to say "thank you" and give the reasons. The business organization always should be aware of that they are providing effective services to the customers or not. Instead if they are not performing well then the customers may become unsatisfied and complain to the organization. The organization should say thank you to the customers for the complaints. Although most people or organization do not thank the complainer, it is wise to do so in order to make the customers feel better and encouraged to lay complaints whenever deficiency in the business organization offerings is noticed. Be it orally or written. The business organization should always thank for the customers complaints with great gratitude written in emotions or expressions. Further, the business organization should give the reason why they said thank you. When this is done the thanks expressed becomes more meaningful to the customers. For example: "Thank you for telling us this because it will make us improve the quality services and products which we intend doing at all time (Barlow & Moller 2008, 125-128). Secondly, it is important to listen carefully to what the customers are saying. Customers are the heart of the business company. Just listen to them and do not interrupt them. It should be given to the customers to tell their story clearly and showed that they have been heard which makes them easy.

Similarly, to apologize is also another point for managing customer complaints to improve customer satisfaction. It is necessary to convey the manager's apology to the customers in a good way. When the customers are complaining to the organization, then it is not time for giving reasons, justification or excuses; the manager must apologize. (Stepcase Limited 2005.) Not only this much. Empathy is also one of the important steps for managing customer

complaints to improve customer satisfaction. Just communicate to the customers that their complaints are understood clearly and they are doing great for telling the complaints which makes the company solve the problems and improve the service quality. (Dru 2000, 89.) Mentioning the points above like saying "thank you" and giving the reasons, listening carefully, apologizing, and showing empathy is not enough to manage the complaints to improve customer satisfaction. Offering something is also needed for managing complaints. It means that it is better for the business organizations if you always try to offer something to a dissatisfied customer. Such as: refunds, a discount on different items, or replacing it and so on. (Business Blogs Hubs 2012.) And at last, the very important point is preventing future mistakes. The business organization should make it clear that the complaints are not happening due to the failure of the employees, instead of that it is occurring due to the organization's strategies. Do not blame the employees. It is not good to blame them. In case employees are blamed, the employees will not be motivated to work for the organization. (Barlow & Moller 2008, 134.)

2.6 Benefits of satisfying customer complaints

When the customer pays for a product or service, it is assumed that the product will function properly or that the service taken is as guaranteed. Gracefully, the customer will be satisfied, and there will be no complaints. If there is something wrong and the customer complains about the services, then the business company should immediately respond to the complaint and clear up the customer's problem. This is usually done through the company's customer service activity. Bus also the manager needs to pursue and boost the business processes to solve the problems. The benefits of satisfying customer complaints are: satisfied customer can rectify problems, major concern about complaints, complaints are friends, complaints challenge the status quo, and complaints test internal system and processes. There are many benefits of satisfying customer complaints. Among them one of the main benefits is satisfied customer. When every customer's complaints are solved, the first thing is that it will help to satisfy the customer. From this, it helps to run the business smoothly and effectively. It also helps other customers who may not complain or have problems. Similarly, another benefit of

customer complaints is rectifying problems. That means the business company can see weaknesses in the service process that can be improved. Somehow this will control complaints or any problems which may arise in the future. It is an effective form of customer feedback, even if one who assume to annihilated. (Kurtus 2007.)

Furthermore, an other benefit is major concern about complaints. When the company receives formal complaint, there may be other more than 15 customers who were totally dissatisfied and willing to complain but they have not done it yet. Because of this, they tell their friends of the dissatisfaction. They may tell more than ten people about their dissatisfaction. Actually, it is not good for the company. So, this is not the kind of word-of-mouth advertising that the company wants. (Kurtus 2007.)

The company always thinks that complaints are not such a big matter that it affects the company. Instead of that, the company should viewed as complaints friends to the company and an opportunity to improve the customer services or what the company does and how they do it. If complaints are viewed as friends, they will be welcomed with open arms. It also helps to take into consideration for future improvements. Complaints play a vital role to get the success in the business. Organizations can get stuck without business goals. So, that the complaints help to identify the problems and what should be taken into the consideration in order to get success to the next level. In reality, complaints check for organization and help them identify ways to grow, develop and improve. A successful organization has well-structured management processes. To run the organization smoothly and effectively, all the problems should be solved that arise in the organization. Complaints help to test the internal system in the organization. Similarly, it helps to test the customer service skills of trained employees and it helps to identify the weak areas for future training. (Thriving Small Business 2011.)

3 RESEARCH PLAN

In this chapter, customer satisfaction research in Restaurant Sagarmatha, research questions and research process are discussed. Altogether there are five questions. And they are structured interview questions. And in the research process, three customers are taken for the interview and their point of view is analyzed in this chapter.

3.1 Customer Satisfaction research in Restaurant Sagarmatha

The author chooses to research customer satisfaction in Restaurant Sagarmatha. Restaurant Sagarmatha is a Nepalese restaurant. It is the only Nepalese restaurant located in Vantaa, Helsinki. There are not even one more Nepalese restaurant than this. Restaurant Sagarmatha offers 53 dishes altogether. The menu is simple to understand so the customer are fully satisfied with the service provided by the restaurant. On the main page of the site, it is written that 'We are proud of serving traditionally prepared Nepalese menu'. Restaurant Sagarmatha began its operation in 2009. (Sagarmatha Nepalilainen Ravintola 2010.)

3.2 Research questions

Restaurant Sagarmatha is a newly established restaurant. It has just started its operation in 2009. Altogether there are five interview questions and the questions were asked from three customers. And all the interviewees were Finnish of the ages 26-30. The research questions are based on the customer satisfaction, opinions of customers and feedback. The questions in the interview and in the questionnaires survey are slightly different. The first research question is What do you know about the Nepalese Restaurants? And the second question is Why do you like to visit Nepalese Restaurants? The third question is How many Nepalese Restaurants have you visited in Helsinki and which is the best one? Similarly, What are the positive and negative difference has u noticed between Nepalese restaurants and other ethnical restaurants in Finland? And do you have any comments for the Nepalese restaurants? How can we improve our services? Questions 4 and 5 respectively. So, some of the questions are easy and

some of them are little bit tough to give the exact answers for the interviewee. Questions 4 and 5 are tough for the interviewee to give the answers.

3.3 Research process

The data was gathered through customer satisfaction survey, interviews and by observing the Restaurant Sagarmatha. During November 2011 to April 2012, the author has successfully observed the Restaurant and seen the reactions of the customers. As an employee, the author asked the questions to the customers to get the exact answers. The author has also worked part-time in the restaurant. At this time the observation was taken place. The questions are structured interview questions in which the same questions were asked to the customers. The interview is not recorded because the customers were stressed and they did not like to record their voice. They said that they cannot freely give the answers when the interview is recorded. So, the author has written in the note book whatever they answered. The questionnaires survey and structured interviews and observation are used in order to collect information how the Restaurant Sagarmatha is going and whether the customers are satisfied or not. The total amount of three interviews was conducted in November 2011. The respondents were randomly chosen visitors of Restaurant Sagarmatha.

Theme 1 discussed about what the customers knew about the Nepalese restaurants. The interviewees stated that:

> Restaurants in Helsinki and someone around Finland like Jyvaskyla, Tampere, and Turku. Many restaurants are around Helsinki. More than 20 around Helsinki. Since, I live in Vantaa. So, I come here (Sagarmatha Ravintola) often. Interviewee A.

> Since I had once visited Mount Everest in Helsinki Centre and now, I have my office in Fredrikinkatu so, I am regular customer of Annapurna Restaurant. Interviewee B.

> I don't know many Nepalese restaurants but my friends said there are lots of them. Since I go to Mount Everest and Himshikar in Herttioniemi. Interviewee C.

Theme 2 discussed about the interest of visiting Nepalese Restaurant. The interviewees emphasized that:

> The taste is excellent. Specially the Naan bread. I am great fan of Naan bread Interviewee A.

> The restaurant has unique taste. Since I like spicy and hot food. So, this is best and unique choice for me Interviewee B.

> Nepalese Restaurant is one of my favorite Restaurants in Helsinki. Food is really good and Naan bread is excellent. My favorite food is Palak Paneer. Interviewee C.

Theme 3 discussed about the Nepalese Restaurants in Helsinki The interviewee emphasized that:

> I have visited two of them. One is Makalu Ravintola near Malmi and other is Restaurant Sagarmatha. Restaurant Sagarmatha is the best one for me. Interviewee A.

> I have visited 2 Restaurants in Helsinki. Annapurna Restaurant is my best choice. Interviewee B.

> I have visited Mount Everest. So, this is the best one for me. Interviewee C.

Theme 4 discussed about the positive and negative differences between Nepalese restaurants and other ethnical restaurant in Finland. The interviewee emphasized that:

> Positive difference is Indian restaurant and Nepalese restaurant are somehow similar but this Nepalese foods are really mild than Indian. Since I like mild food, less chilly, less spices. This restaurant is the best for me individually. And negative difference is there is Chinese food, Indian food that is counted in ethnic foods. I think the varities of food are more in them. But Nepalese have less. Interviewee A.

> Positive difference is Service is really good. Taste is awesome. Waiters are smiling always and always welcoming". And negative difference is "Sometime I have to wait long for my ordered food, since this restaurant is totally busy. So, I have to wait long to get food. Interviewee B.

> Positive point is Nepalese Restaurant offers spicy food which is really tasty. But I don't have any negative point. Interviewee C.

Theme 5 discussed about the comments for the Nepalese restaurants. The interviewee emphasized that:

Seeing individually, I have no such specific comments for Nepalese Restaurant's food. But, in services I think they should speak Finnish more. Because it will help more interactions with us. Interviewee A.

Yes, I have some comments. I think they have to add some more waiters according to the busy situation. Rests are very good. Interviewee B.

I don't know yet but they should try to give good quality service and food always. Interviewee C.

From the above answers from the interviewees it is clear that customers have known a lot about Nepalese restaurants and foods. They are satisfied with the foods offered by the Restaurant. Some customers like Mount Everest, some like Makalu and some like Sagarmatha. Some customers explain that for the better service the restaurants should add more waiters/waitresses so that the service will be fast and there will be no need to wait for a long time. All the interviewees were female between the ages of 26 and 30.

4 NEPALESE FOODS

Nepal is a country with several traditional groups having categorical culture, food habits, languages, dresses and ways of life in general. This is the main point for the restaurant owner because they could know different kinds of foods. Nepal has just lands, the terai, to peak of the world Mount Everest. Nepalese food is rich in spices and uses various spices which makes it spicier than Finnish food and it has various items in it. Main Nepalese foods are Dal (pulses), Bhat (Rice), Tarakari (Spicy vegetable curry) and Achar (made of fresh elements and sour pickle) Masu (made of chicken or mutton with various spices). Depending on the geographical region, Nepalese foods vary in substance. There are for example: Newari food, khas or Pahari food, traditional groups in the middle hills, Terai cuisine, Himalayan cuisine, Thakali cuisine and so on. Behind these cuisines, various potations are provided as Nepalese food. These include Nepali tea, chhyang (local soft alcohol), Tomba (local beer), and sarbat (home made juice). One major theme is that Nepalese foods are eaten seated on the floor and using hand. But the Nepalese civic restaurants are not in use.

GRAPH 2. Nepalese food set Daal-Bhat (adapted from Restaurant Sagarmatha 2010)

4.1 Nepalese food restaurants in Helsinki

Helsinki is the capital and the largest city of Finland located in Southern Finland in Uusimaa region. The population of the city of Helsinki is 588,941 (31 January 2011) making it the most popular city of Finland. Helsinki was the European city of Culture for the year 2000. It is a friendly, welcoming city with a lively and dynamic community. Helsinki is located at four hundred kilometers east of Stockholm, Sweden, three hundred kilometers west of St. Petersburg, Russia and eighty kilometers north of Tallinn, Estonia. Similarly, Helsinki has close historical connection with these three cities. About 70 % of foreign companies settled in Finland are situated in the Helsinki region. Because of this, Helsinki has become the number one choice for Nepalese entrepreneurs in the food restaurants business. Most of the Nepalese restaurants open in Finland are situated in the Helsinki region. Altogether, thirty-two Nepalese food restaurants are operating in Finland. Twenty to twenty-five Nepalese food restaurants are situated in Helsinki. (Helsinki 2012.)

The first Nepalese food was introduced by Restaurant Himalaya in 1993 in the Finnish market in Helsinki. The restaurant Himalaya is now situated in Ratakatu in Helsinki. Different taste and several items of food have encouraged Finnish customers to go to the restaurant and have the food. Now it has been 19 years since the first Himalaya restaurant was established. There are also other more restaurants which are open in Vantaa, Espoo, Porvoo, Tampere, and Turku.

However, the largest number of Nepalese food restaurants is located in Helsinki. By reason of the different taste, variety and spiciness than average Finnish food, Nepalese food restaurants have drawn the attention of Finnish customers. An increasing number of foreigners, particularly Asians, are also major customers in the restaurant since 1993; Restaurant Himalaya has build up a good reputation in the market of Helsinki. Those who have had Nepalese food in any restaurants, they would imagine Resaurant Sagarmatha also provides the same spicy food with the same quality. (Himalaya Nepalese Cuisine 2012.)

TABLE 1. Nepalese Food Restaurants in Helsinki in 2011 (adapted from Gautam 2011)

S.N	Name of the Restaurants	Date of Establish	Location
1.	Himalaya	1993	Center
2.	Mount Everest	1997	Nokka
3.	Annapurna	1998	Center
4.	Satkar	1998	Kamppi
5.	Mount Everest	1999	Kamppi
6	Everest Lunch	2000	Pasila
7	Mountain	2000	Töölö
8	Koha	2004	Lautasaari
9	Buddha	2004	Kamppi
10	Mero Nepal	2005	Pitäjanmäki
11	Pikku Nepal	2005	Kamppi
12	Madal	2007	Sörnainen
13	Mount Everest	2008	Vilhola
14	Aangan	2009	Kamppi
15	Himshikhar	2009	Hakaniemi
16	Lumbini	2009	Lautasaari
17	Swagtam	2009	Töölö
18	Sagarmatha	2009	Vantaa
19	Yeti Nepal	2010	Ruoholahti
20	Base Camp	2011	Center
21	Kantipur	2011	Kamppi
22	Fewa	2011	Lautasaari

Within Helsinki district only nine places are chosen as the best location for Nepalese food restaurants. Most of them are the busiest places in Helsinki. Most of the restaurants are located in highly crowded places in Helsinki. Kamppi has become the best place for setting up restaurants. Seven restaurants have been opened in Kamppi. After that the Helsinki center comes on the second place to be a attractive location for Nepalese restaurants. The first Nepalese restaurant Himalaya was also opened in this place.

4.2 Introduction to the case organization

Sagarmatha is a traditional Nepalese cuisine restaurant which was established in 2009 in Vantaa Finland. It is situated in Tikkurila Centre. It is one of the best ethnic restaurants in Vantaa. Now, the Restaurant Sagarmatha is going well. The turnover in 2009 was 0.21 million, and in 2010 it was increased by 10 % compared to the year of establishment. The company's policy is to produce high quality of Nepalese food and services to the customers in Finland. The mission of the restaurant is to offer these food and services to customers in the Sagarmatha restaurant, and be one of the best in their heart. Now, the Restaurant Sagarmatha has become the most popular in Vantaa. Similarly, the vision of the restaurant is to be the most popular and well-known ethnic food restaurant in Finland by supplying the best quality of services with several choices of delicious food. Restaurant Sagarmatha can be the best choice for every customer who loves the taste of delicious Nepalese food in Finland. (Sagarmatha Nepalilainen Ravintola 2010.)

Within three years of establishment, it has performed very good business. four employees are employed during the lunch time and three during dinner time. A total of 25 to 30 can enjoy food at the same time. Tables for couple and families are also provided. There is no chef in the restaurant Sagarmatha at all. The manager, who also works as a waiter and the cashier, speaks both fluent English and Finnish with the customers. Restaurant Sagarmatha serves various dishes, such as, Tandoori dishes, chicken dishes, lamb dishes, seafood dishes and vegetarian dishes. There are also appetizers, children's menu designed especially for small children, side orders and deserts.

Sagarmatha is the name of the earth's highest mountain, with a peak of 8,848 metres (29.029) ft. above sea level located in Nepal. So, Restaurant Sagarmatha has chosen this name that links to Nepal. The restaurant has used a logo which shows the Mount Everest and eyes of Buddha which means peace. Currently, Restaurant Sagarmatha has satisfied customers. It is not as popular a restaurant as other Nepalese restaurants like Himalaya, Mt. Everest or Satkar. But, customers visit the restaurants and take the Nepalese food. In the interview with the manager, the cook, most of them were unable to explain why the customers are satisfied?

What are the main points which made the customers satisfied? Their answers were mixed; some says that the brand Sagarmatha made them satisfied, and some of them clarify that Restaurant Sagarmatha serves quality food and it has affordable prices. On the official website, it is written that "We are proud of serving traditionally prepared Nepalese menu".

GRAPH 3. Restaurant Sagarmatha's logo and title posted on the official website (adapted from Sagarmatha Nepalilainen Ravintola 2010)

Restaurant Sagarmatha is running on the basis of traditional business knowledge. A cook's duty is to cook, and the manager's duty is to take care of the customers. No one is there to look at the marketing side. They have not got good knowledge of the market share. They have never done a SWOT analysis. The author here mentioned the SWOT analysis of Restaurant Sagarmatha by observing the field. They are taking customer comments and feedback which helps them to improve the restaurant service. Also the restaurant does not have brochures. In the Restaurant Sagarmatha, The manager himself works as a waiter. The restaurant does not provide any uniforms for the staff. They wear whatever they like. Restaurant Sagarmatha's official website looks attractive. Nepalese foods pictures are of standard quality. The website attracts the customers. The restaurant's official website is mentioned in both Finnish and English. Actually, Restaurant Sagarmatha serves two items. A La Carte and Lunch. A La Carte item include Basmati rice, salad, Raita, Chutney and Naan bread. Whereas, lunch items include salads, Basmati rice, Lassi, soup, Raita and Naan bread. Lunch time is available on every week from Monday to Friday at 10:30 -15:00. And on Saturday, Sunday and Holidays the Restaurant is open at 12:00-22:00. There is one television for the customers for entertainment. (Sagarmatha Nepalilainen Ravintola 2010.)

4.3 Food items in Restaurant Sagarmatha

Nepal is a landlocked country where people with different cultures of peoples live. The food also differs from one to another culture. Nepalese food is spicy. Actually, Nepalese food is Dal, Bhat and Tarkari (Pulses, Rice and Curried vegetable respectively). These are the Nepalese food which can be found in Restaurant Sagarmatha. (Food-nepal.com 2009.)

Chicken Salad

Butter Chicken

Mango Lassi

Malai Kofta

Nepalilainen Kahvi

Shrimpsalad

Paneer-Pakora

Tandoor Chicken

Mango and Banana

Ala Carte Set

Green salads

GRAPH 4. Nepalese dishes in Restaurant Sagarmatha (adapted from Restaurant Sagarmatha 2010)

4.4 Positioning of Restaurant Sagarmatha

Positioning is understood as the success of achieving the company's furnishing and appearance to utilize the excellent place in the point market's conception. (Positioning 2012.) Vantaa is the best place for Restaurant Sagarmatha, where no direct competitors are available and where it can efficiently position has its products having authentic tastes of Himalaya and Nepalese way of services. Sagarmatha has at this moment have critical move with higher quality of products and services at competitive prices in affiliation to that of other indirect competitors in the same providers. Additionally, Restaurant Sagarmatha is following a combination strategy, which aims to synchronously achieve differentiation at a price inconsiderably lower than that of the average market price along with additional services, and thus Sagarmatha has been positioned in Vantaa. This strategy addresses Sagarmatha seeing that the company is just introduced into the market with indirect competitors, where high prices and new cuisine may function across the company. Sagarmatha's present and future strategy should beat the significance of the branding, promoting, and quality of food and services. This calls for genius on the part of management, marketing skills and research art to aid customer base management and services. Restaurant Sagarmatha is a recently built restaurant in the city of Vantaa, hence some of the components are hard to fully manipulate in order to accumulate its strategic view in clue due to the absence of enough capital for research and marketing. For example, balance marketing and new product   build-up in its list is an disadvantageous aspect for the company, and it is facing problems in conceiving the values perceived by its customers. (Acharya 2010.)

4.5 Sagarmatha Nepalese Restaurant as brand

Simply, brand is a name, a term, an image or can be a combination of these to distinguish one product or service from another. A brand helps to make a product or service unique and also helps to encourage customers to buy it. Thus, it is said that brand attracts the customer's eyes to select the products. A brand not only helps to communicate with customers but it also helps to remember the products. (Gautam 2011.) A brand is the identification of a product service of

a buyer or a seller. By building brands companies can access value and acknowledgement of consumers to their branded products. (Kotler & Armstrong 2001.)

Sagarmatha is a newly constituted Nepalese restaurant. A Nepalese restaurant must be incisive on how it positions its brand on the Finnish market. Nepalese cuisine itself is a famous brand in Finland. It is known that Helsinki is full of Nepalese restaurants and restaurant Sagarmatha is the only Nepalese restaurant in Vantaa. Therefore, it is easy to develop its brand in Vantaa by a carefully selected menu and effective customer services that has all that a customer desires. The Sagarmatha brand is new on the market and it is being trying to attain the functional benefit, excited benefit and self-expressive benefit in its brand by accenting quality, taste and originality. For example, with the experience of the taste of Nepal while in the restaurant it is trying to achieve what it has spelled out on the market. However, talking about the benefits, functional benefit includes quality of food, safety issues and good care of customers. Finally, customers get excited benefits when they constitute to the restaurant in order to have fun with an authentic Nepalese dinner and develop positive attitudes and feelings. At last, self-expressive attributes help the customers to convey themselves as they have a tasty dinner in Restaurant Sagarmatha. (Acharya 2010.)

4.6 SWOT analysis of Restaurant Sagarmatha

The SWOT analysis stands for Strengths, Weaknesses, Opportunities and Threats. Strengths means the strong points of the business community, Weaknesses are weak points for the business community. Similarly, Opportunities are the benefits for the business community and finally, Threats are instances that can harm the business community. SWOT analysis is a systematic tool which is mostly used in the business community to yield in achieving a business in relation to other competitive business. It is a prompt way to look at the current environment as well as what the future may hold (Richard & Hall 2003, 92). SWOT is a key used in business to examine and understand the competition. By applying the SWOT method, a business can appreciate their differential advantage and establish new goals and methods based on this information**. (Demand Media 2012.)

TABLE 2. The SWOT Analysis of Restaurant Sagarmatha

Strengths	Weaknesses
• The Restaurant is neat and clean. • The prices are cheaper than in other restaurants. • It has a branded image. • It has a great choice of items available on the menu. • The Staff is well-trained and co-operative to the customers. • It offers the quality service. • Spicy taste. • Offer varieties of food. • Ginger, Garlic, Onions, chilies, mustards are used to prepare different food items. • Custom-made food for children. • Discount offer is also available. • Able to achieve good customer feedback.	• Unable to build brand positioning. • Business is being performed based on traditional knowledge. • The decoration of the restaurant is not that of a Nepalese restaurant. • The restaurant is totally different from the inside than it is from the outside. • The Restaurant is totally new and not established. • The Restaurant is quite far from the railway station.
Opportunities	Threats
• A new office complex is opening nearby. • There are no any other Nepalese restaurants closed to Restaurant Sagarmatha. • Cultural shows and events help to grow its market share.	• The recession's first effect falls on the restaurant business. • There are more Finnish and Chinese restaurants in the area. • There was a bar at the same place where Restaurant Sagarmatha is now so people are really confused whether there the same bar or a Nepalese restaurant.

5 QUESTIONNAIRE SURVEY IN RESTAURANT SAGARMATHA

The questionnaire survey was taken in November 2011 in Restaurant Sagarmatha. Altogether there were 17 questions and 30 customers were assigned to fill up the questionnaires form. In this chapter how the survey was planned and conducted is discussed. And the SPSS method was used to analyze the data.

5.1 Planning and conducting the survey

The idea behind the survey was to examine customers' opinions on the Nepalese restaurants in Helsinki. The goal was to be able to create ideas regarding restaurants services and food quality. The main purpose of the survey is to give the customers an opportunity to express their opinions so that the food quality and excellent services could be improved. The survey was effective and the objectives were met. And also the question is referring back to the objectives. Here actually, the question is related to closed-ended questions meaning that the respondents would have been provided with response alternatives from the list instead of formulating their own answers. At the beginning, the author had simple background questions, which were followed by open-ended questions about the respondents' opinions and preferences. In some questions the customers were able to choose more than one alternative and in others the customers were asked to mark the choices from 1 to 5 according to their preference. Furthermore, questions with the response alternative of "Strongly disagree, somewhat disagree, Neutral, Somewhat agree and strongly agree were included in the original design. The questionnaire also included questions with simple response alternatives of "yes" and "no" and questions asking for grading of certain service on a scale from 1 to 5. And later closed ended questions were added.

The target group and the research method were limited; the choice for the way to conduct the survey was quite easy. The structured interview was taken with 5 customers in a restaurant by asking the questions and copying the answers in a answer sheet paper in Restaurant

Sagarmatha in Helsinki and one questionnaire was taken with 30 persons, which took approximately 5 to 6 minutes per person. There were 17 questions in a questionnaire and 5 questions for the interview. All the questions data are shown with the help of the SPSS program.

Similarly, the questionnaires were in English language because the customers were not only Finnish but also from other countries like; Africa, Asia, America and Europe. But the majority of Europeans was more than from other countries. The total of 17 questions and statements remained in the final version. The final questionnaire was approved by the owner of Restaurant Sagarmatha. Deciding the targets informants was quite easy as the questionnaire was aimed at all customers of Restaurant Sagarmatha during November 2011. The easiest way of reaching the customers of Restaurant Sagarmatha was to have customers fill in the questionnaires in their time of lunch and dinner. The author himself gave questionnaire sheets to the customers. (The questionnaires were related to the author.) The final questionnaire consists of two closed questions, seven open ended questions, and 8 rating questions. Together three kinds of questionnaires were used to set the results and analyze the customer satisfaction in Restaurant Sagarmatha. The open ended questions were chosen to express the opinions of restaurant Sagarmatha from the customers' point of view. The layout of the questionnaires was clear, well-structured and visually attractive. Before it was handed out to the customers it was corrected by the language teacher and thesis supervisors. Minor changes were done based on question wording and format. (Altinay & Paraskevas 2008, 123-126.) The chosen scale in the eight rating questions has five alternatives: Strongly disagree, somewhat disagree, Neutral, somewhat agree and strongly agree. This solution was chosen due to the observation concerning the customers of Restaurant Sagarmatha. Most of the customers are young adults. The questions of the interview were not included in the questionnaire as the length of the questionnaire would have been too long for the purpose of this case. From combining these two surveys the most profitable result was gained.

5.2 Background information of the respondents

This part of the questionnaire aims at gathering background information of the respondents. This part consists of gender, age, Continent of the respondents, purpose of visit and how the respondents noticed the restaurant. All the figures charts are illustrated in percent.

TABLE 3. Age distribution of the Restaurant Sagarmatha respondents.

Age	Number of Respondents	%
Under 18	0	0
18-25	1	3
26-30	12	40
31-40	10	33
Above 40	7	23
Total	30	99
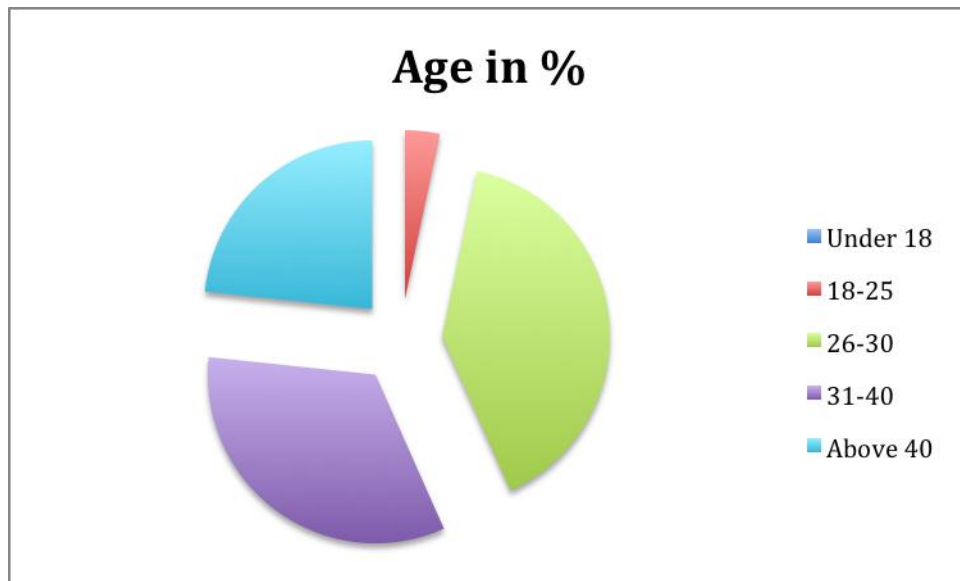
GRAPH 5. Age distribution of the Restaurant Sagarmatha Respondents

Graph 5 shows age distribution of the Restaurant Sagarmatha respondents, where '0' indicates no any customers were available who has the age under 18. Altogether there were 30 respondents who participated in the survey. There was only one respondent who was aged between 18 and 25. In percentage it was calculated in 3%. Similarly, 12 respondents for the

ages between 26 and 30. It shows 40 % . And 10 respondents were aged between 31 and 40 in percentage 33%, and 7 respondents aged over 40, which is 23%. So, the graph shows that the greatest number of respondents who visited Restaurant Sagarmatha were 40% aged between 26 and 30.

TABLE 4. Gender of respondents

Gender	Number of Respondents	%
Male	12	40
Female	18	60
Total	30	100
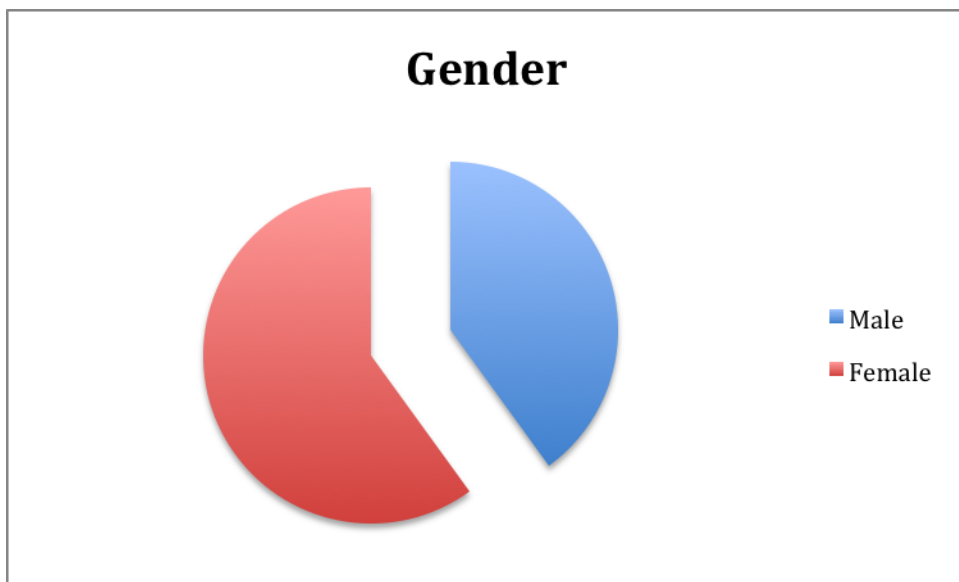
GRAPH 6. Gender

Graph 6 shows the real figure of male and female who were participating in the questionnaire survey. From graph 6 it can also be seen clearly that the number of females is higher than the number of males. 60% of respondents were female, and 40% of respondents were male.

TABLE 5. Continent of Respondents

Group	Number of Respondents	%
African	6	20
Asian	3	10
European	19	63
American	2	7
Total	30	100
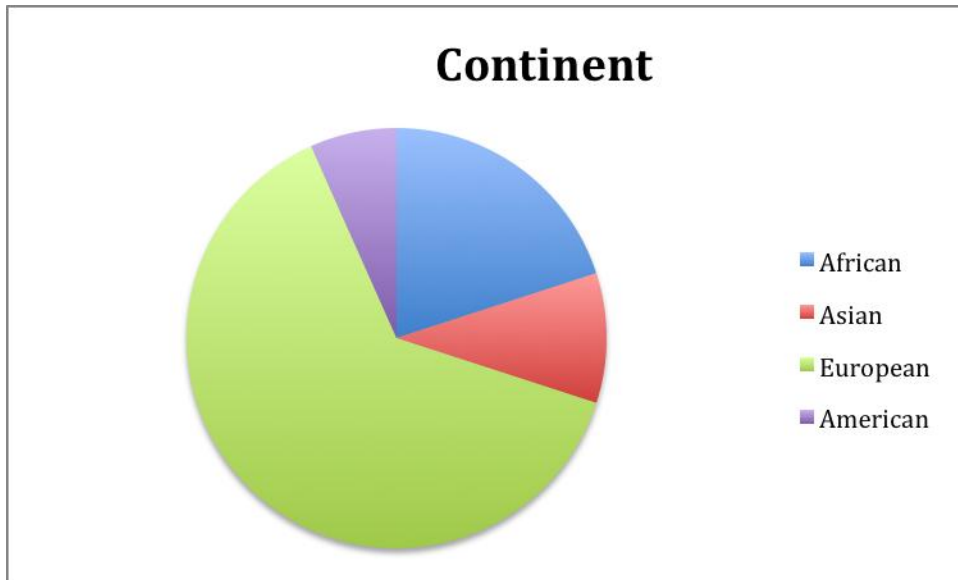
GRAPH 7. Continent

Graph 7 shows the real picture of customers visiting Restaurant Sagarmatha from different continents. They are African, Asian, European and American. The greatest groups visiting Restaurant Sagarmatha are European. Out of 30 customers, 19 were European which was 63%. And very few were American only two customers with 7%. Similarly, 6 respondents were African which was 20%, and 3 respondents were Asian which was 10%. From the graph it is clear that European people are very interested in tasting Nepalese food, and African people too. But American people are not much interested in it.

TABLE 6. How did you come to know the restaurant ?

Group	Number of Respondents	%
Friends	10	33
Relatives	6	20
Website	12	40
Family	2	7
Total	30	100
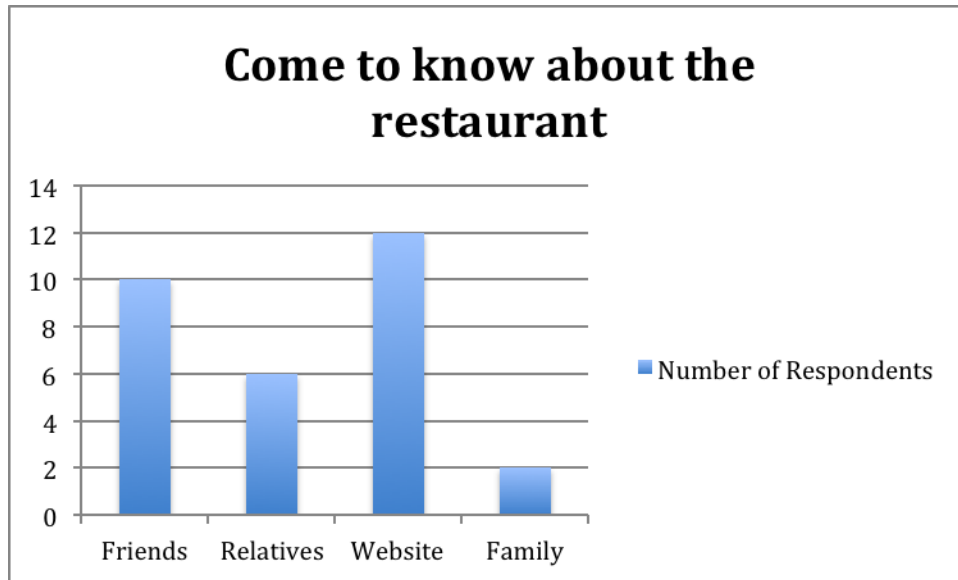
GRAPH 8. Come to know about the Restaurant

The graph 8 is shown in a bar diagram regarding How the respondents came to know about the Restaurant. There are different groups Friends, Relatives, Website and Family. The graph shows 40% of the respondents were noticed it from the website, and 33% of the respondents noticed it from friends and the rest of them 20%, and 7% of the respondents were noticed it from relatives and family respectively.

5.3 Customer satisfaction in services

Customer satisfaction of Restaurant Sagarmatha is done with the help of SPSS method. The final amount of questionnaires responses is 30. Under this topic, the food services, menu items services, the food quality, the taste of the food, personnel's skills, cleanliness, service quality, price ratio, value of food and overall grade, are shown.

TABLE 7. The food is served hot and fresh

View	Number of Respondents	%
Strongly disagree	0	0
Somewhat disagree	0	0
Neutral	4	13
Somewhat agree	10	33
Strongly agree	16	53
Total	30	99
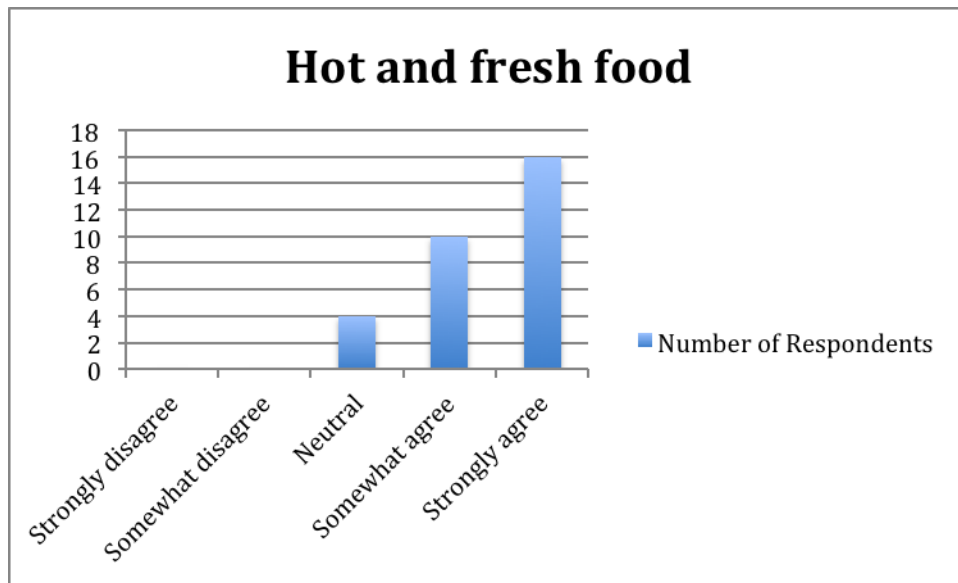
GRAPH 9. Hot and fresh food

Graph 9 shows the rating questions. Here are different options like: Strongly disagree, somewhat disagree, Neutral, Somewhat agree and strongly agree. There were no any respondents rating for strongly disagree and somewhat disagree. The greatest number of respondents for rating strongly agree were 16, and somewhat agree were 10. And only 4 respondents for rating neutral. This means the customers who were visiting Restaurant Sagarmatha love the Nepalese food very much.

TABLE 8. The menu has a good variety of items

View	Number of Respondents	%
Strongly disagree	0	0
Somewhat disagree	0	0
Neutral	8	27
Somewhat agree	6	20
Strongly agree	16	53
Total	30	100

GRAPH 10. A good variety of items

Graph 10 shows that there were no respondents who rated strongly disagree and somewhat disagree. As graph 8, here is also the greatest number of respondents who rated strongly agree were 16 and 53% and for neutral number of respondents were 8, that is 27%. And for rating somewhat agree were 6 respondents, that is 20% In the previous graph the respondents who were rating for neutral is less than now, and the rating for somewhat is more than now . From this also it is also clear that customers noticed that a good variety of items in Restaurant Sagarmatha was better than the foods to be hot and fresh.

TABLE 9. The quality of food is excellent

View	Number of Respondents	%
Strongly disagree	0	0
Somewhat disagree	0	0
Neutral	7	23
Somewhat agree	13	43
Strongly agree	10	33
Total	30	99

GRAPH 11. Quality of food is excellent

Graph 11 also shows the same that there were no respondents who rated strongly disagree and somewhat disagree. Here the greatest number of respondents were 13 for rating somewhat agree rather than strongly agree. Here, respondents who were rating strongly agree were 10. And rating for neutral were 7. The greatest percentage is 43%. When comparing this graph 11 with the previous graphs 9 and graph 10. There were more respondents who rated strongly agree were more than others rating for neutral and somewhat agree. 33% of the respondents were rating somewhat agree and 23% were rating neutral. From this graph 11 and graph 9, 10 it was clear that the quality of food is not totally as good as the customers expect.

TABLE 10. The food is tasty and flavorful

View	Number of Respondents	%
Strongly disagree	0	0
Somewhat disagree	0	0
Neutral	11	37
Somewhat agree	4	13
Strongly agree	15	50
Total	30	100

GRAPH 12. Food is tasty and flavorful

Graph 12 also shows that there were no respondents who rated strongly disagree and somewhat disagree. Here the greatest number of respondents were 15 with 50% for rating strongly agree and second stands 11 respondents for rating neutral. Similarly only 4 respondents were rating for somewhat agree. 37% of respondents were rating neutral and 13% of respondents were rating somewhat agree.

TABLE 11. Employees speak clearly

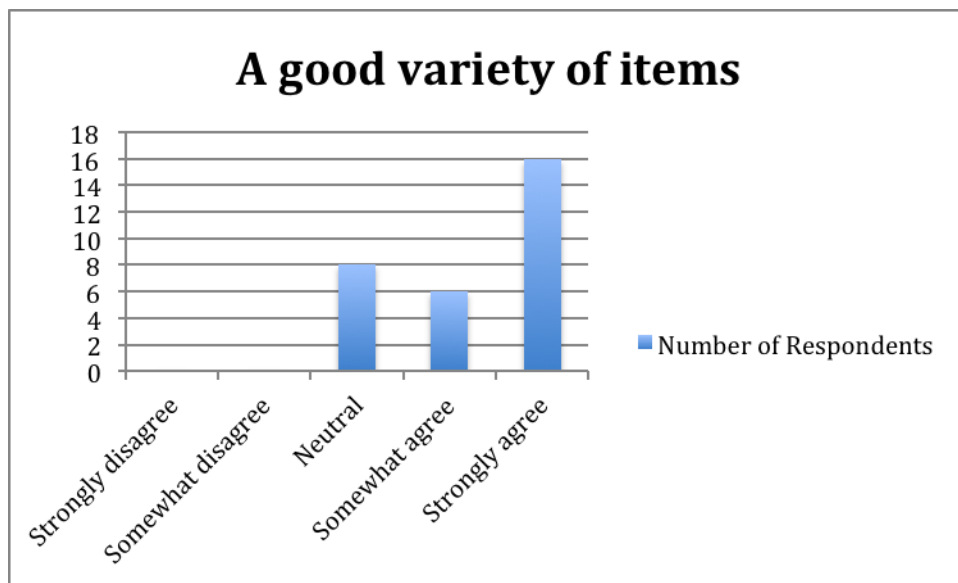| View	Number of Respondents	%
Strongly disagree	0	0
Somewhat disagree	0	0
Neutral	14	47
Somewhat agree	10	33
Strongly agree	6	20
Total	30	100

GRAPH 13. Employees speak clearly

This part is the most significant part of the questionnaires. Graph 13 shows that there were no respondents who rated strongly disagree and somewhat disagree. Here it is slightly different than the previous graph. The highest number of respondents were 14 rating neutral, 10 respondents rated somewhat agree and 6 respondents rated strongly agree respectively. In percentage 47%, 37% and 20% respectively. Here the lowest number of respondents between these three neutral, somewhat agree and strongly agree rated strongly agree lower than others. This graph shows that the employees do not speak as clearly as the wants of the customers. Because employees do not speak Finnish enough clearly.

TABLE 12. Availability of sauces, utensils, napkins, etc was good.

View	Number of Respondents	%
Strongly disagree	0	0
Somewhat disagree	0	0
Neutral	9	30
Somewhat agree	13	43
Strongly agree	8	27
Total	30	100
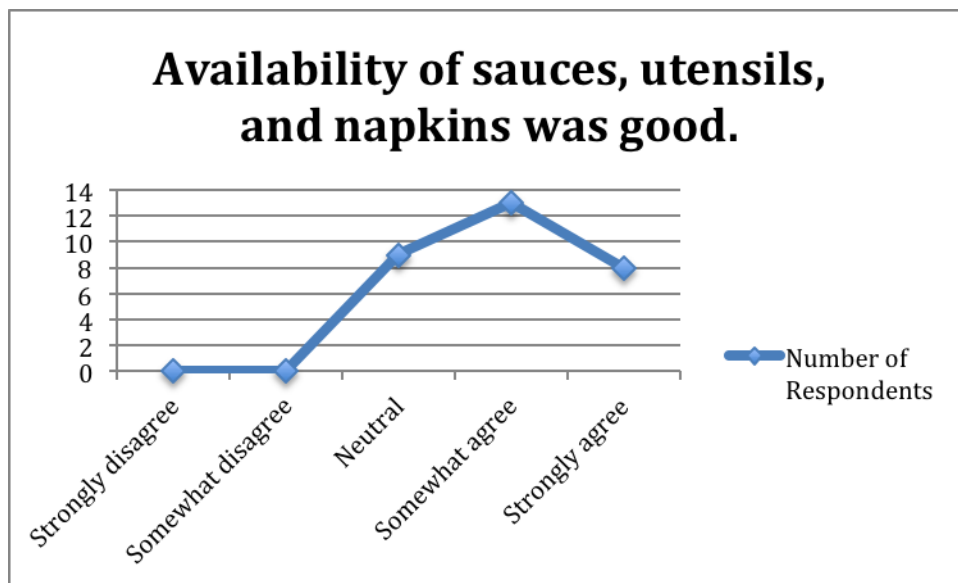
GRAPH 14. Availability of sauces, utensils, and napkins was good

Graph 14 shows that there were no any respondents who rated strongly disagree and somewhat disagree. 30% of respondents were rating neutral, 43% of respondents were rating somewhat agree and 27% of respondents were rating for strongly agree. The highest percentages of respondents were 47% and the lowest percentages were 27%.

TABLE 13. The service is excellent

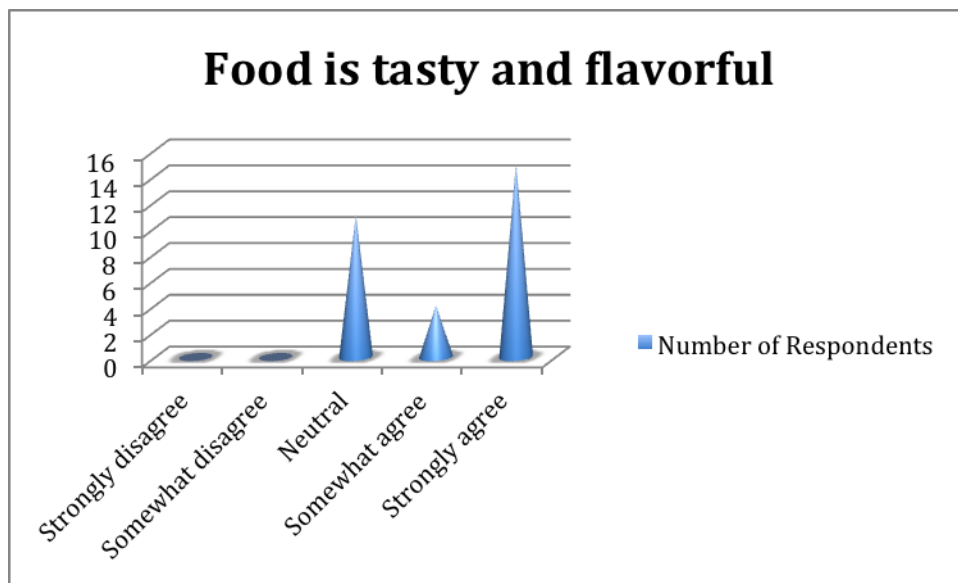| View	Number. of respondents	%
Strongly disagree	0	0
Somewhat disagree	0	0
Neutral	8	26
Somewhat agree	5	17
Strongly agree	17	57
Total	30	100

GRAPH 15. Excellent services

Graph 15 shows how the customers rated the services provided by the restaurant. Here it shows that there were no respondents who rated strongly disagree and somewhat disagree. The highest number of respondents were 17 out of 30 and 57% respondents were rating strongly agree. And 8 respondents and 5 respondents were rating neutral and somewhat agree respectively. The percentage of respondents for rating neutral and somewhat agree is 26% and 17% respectively.

TABLE 14. The food has a good value

View	Number of Respondents	%
Strongly disagree	0	0
Somewhat disagree	0	0,
Neutral	12	40
Somewhat agree	0	0
Strongly agree	18	60
Total	30	100
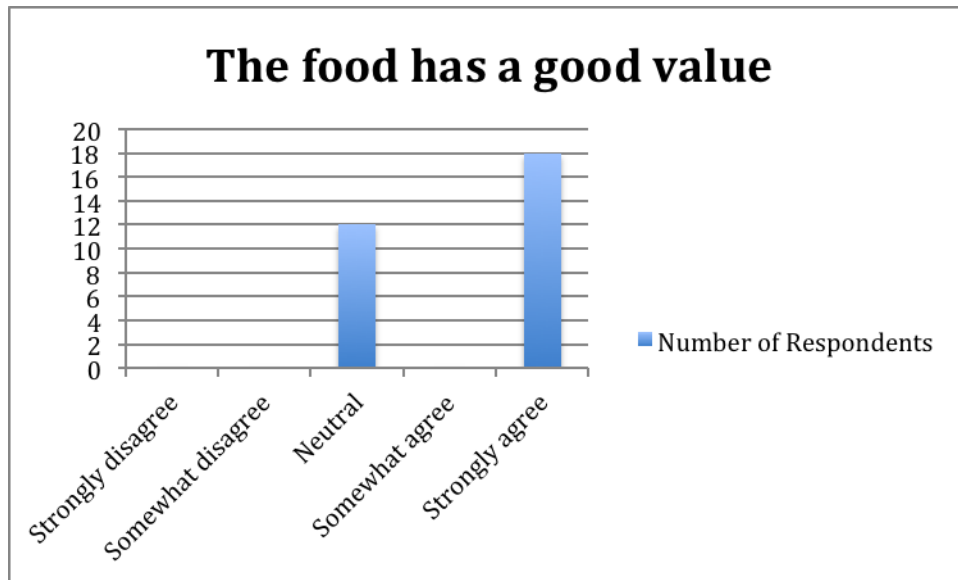
GRAPH 16. The food has a good value

Graph 16 shows that also there were no any respondents who rated strongly disagree, somewhat disagree and somewhat agree. There were only respondents rating strongly agree and neutral. The total number and percentage of respondents rating strongly agree were 18 meaning 60%. Similarly, the total number and percentage of respondents rating neutral were 12 which equals 40%.

TABLE 15. Are you a regular customer in a Nepalese Restaurants?

Options	Number of Respondents	%
Yes	23	76
No	7	23
Total	30	99
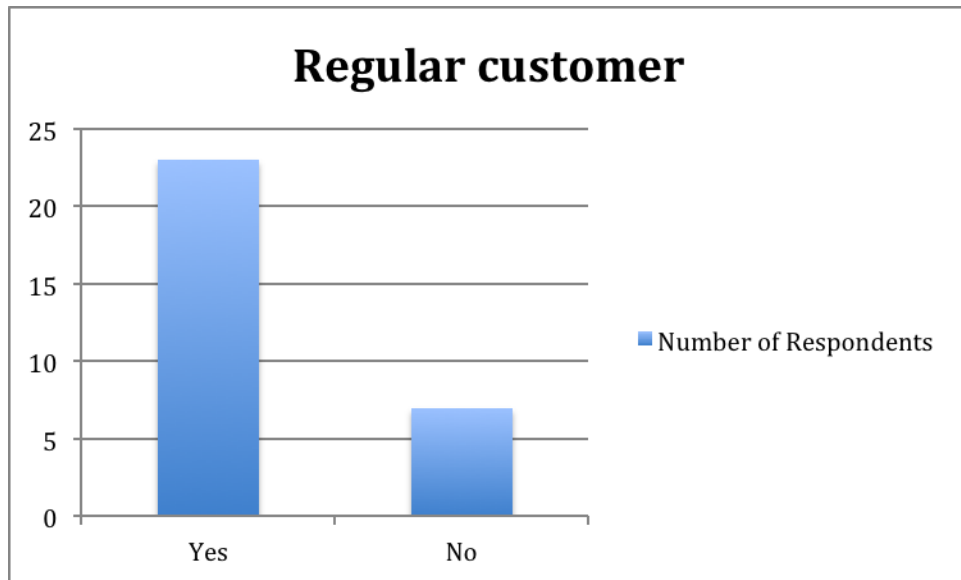
GRAPH 17 Regular customers

Graph 17 shows close ended questions. Here 76% of respondents were regular customers in Restaurant Sagarmatha and 23% of the respondents wre not regular customers but they might be the customers visiting the restaurant weekly, monthly and so on.

TABLE 16. How much normally spend do you on lunch/dinner in a restaurant?

Price Ratio	Number of Respondents	%
€15- €20	10	33
€21- €25	0	0
€26- €30	12	40
€31- €40	8	27
More than €40	0	0
Total	30	100
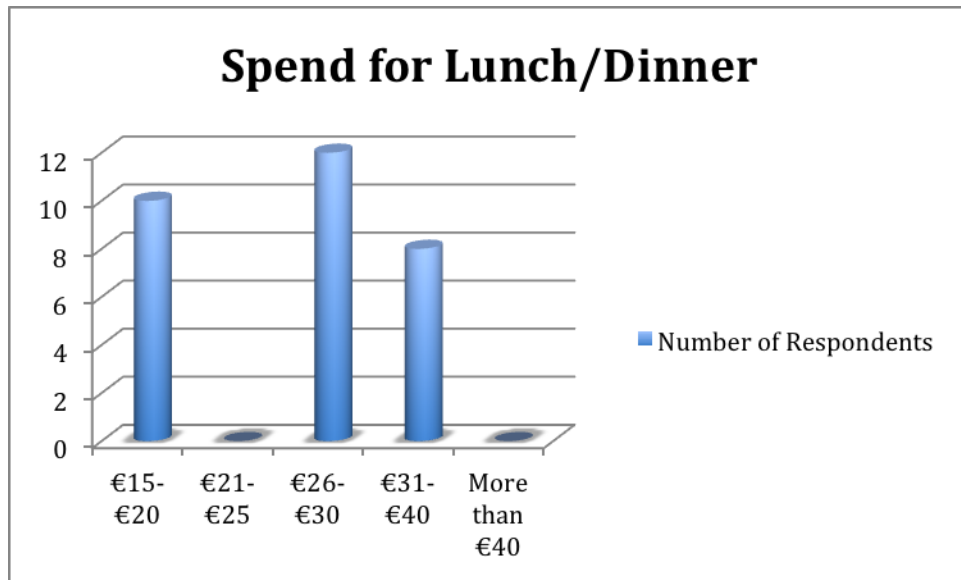
GRAPH 18. Spend for Lunch/Dinner

All the customers do not have the same nature. Some customers like to spend more on lunch/dinner, and some like to spend less. Here normally customers spend between prices 15-20 euro, 26-30, 31-40 and more than 40. From the survey 10 respondents were willing to pay 15-20 euro for lunch/dinner, 12 respondents paid 26-30 and 8 respondents pay 31-40 euro for lunch/dinner. There were no any respondents who were paying above 40 euros.

TABLE 17. What grade from 1 to 5 would you give to the Nepali restaurants? (1= Very poor, 2= Poor, 3= Good, 4= Very good, 5= Excellent)

Grading	Number of Respondents	%
1	0	0
2	8	27
3	0	0
4	12	40
5	10	33
Total	30	100
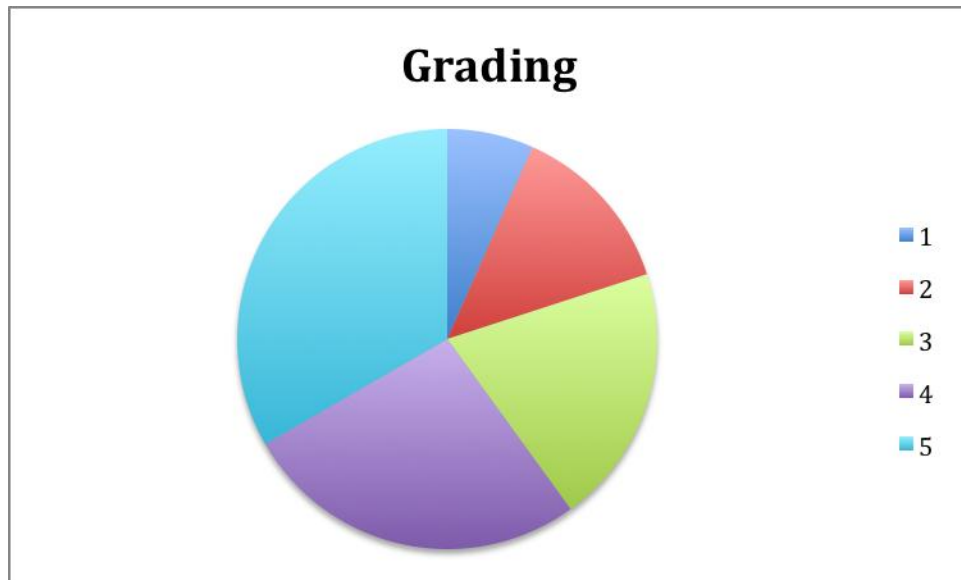
GRAPH 19. Grading

Graph 19 shows grade 1 which indicates very poor, 2 indicates poor, 3 indicates good, 4 indicates very good, and grade 5 indicates excellent. There were no respondents grading 1 and 3. From the graph 27 % of the respondents were grading poor, 40% of respondents were grading very good and 33% of respondents were grading excellent.

5.4 Opinions on Restaurant Sagarmatha

Different customers have different opinions. There were 17 questions which were categorized into 3 sections. Background information, customer satisfaction in services and opinions on Restaurant Sagarmatha. So, under this, 2 questions are categorized to opinions on Restaurant Sagarmatha. Out of this, one is close-ended questions and other is open-ended questions.

TABLE 18. How often do you eat in a restaurant?

Time period	Number of Respondents	%
Once a week	10	33
Twice a week	6	20
Daily	14	47
once a month	0	0
Total	30	100
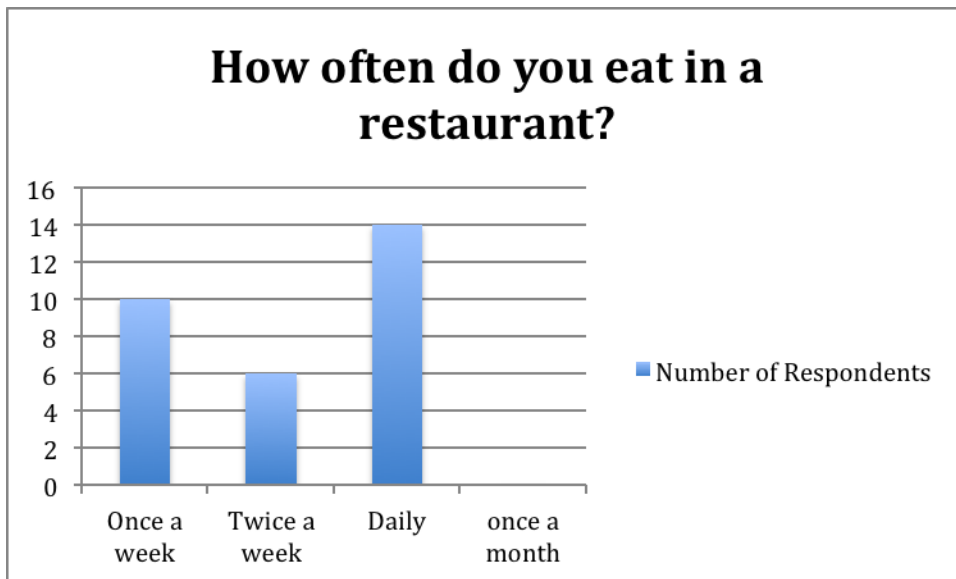
GRAPH 20. How often do you eat in a Restaurant

This is a part on opinions of Retaurant Sagarmatha from a customer points of view. Graph 20 shows that there were no respondents eating once a month in a restaurant. 33% of respondents eat once a week in a restaurant, 20% twice a week and 47% of respondents eat daily in the restaurant.

TABLE 19. Do you pay the tips to the Waiter/Waitress in the restaurants?

| Opinions	Number of Respondents	%
Yes	13	43
No	17	57
Total	30	100
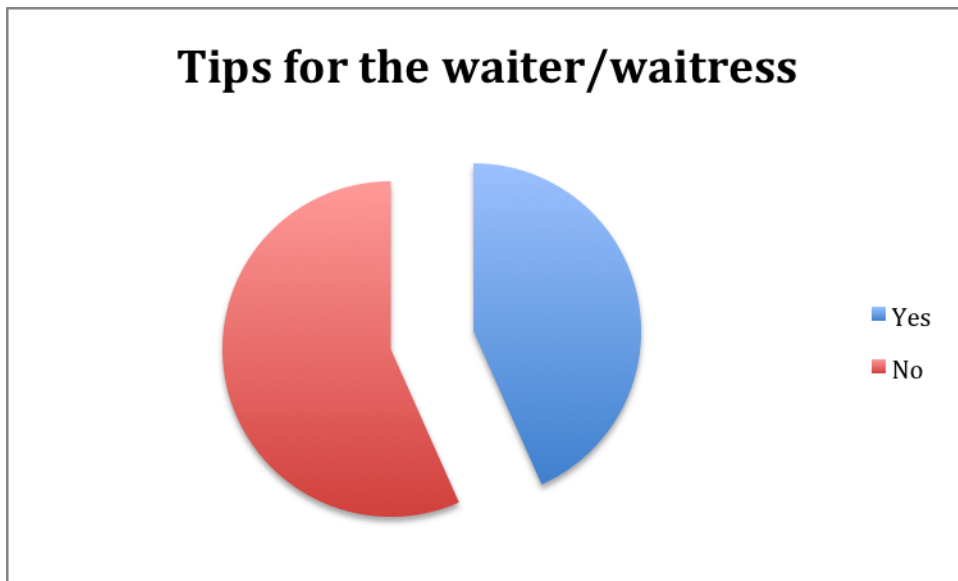
GRAPH 21. Tips for the Waiter/Waitress

Graph 21 shows that 43% respondents give tips to the waiter/waitress and 57% respondents do not give any tips to the waiter/waitress.

6 CONCLUSIONS

This chapter shows the summary of the respondents and informants, answers conclusions of the survey and suggestions for improving services and facilities in Restaurant Sagarmatha.

6.1 Summary

The aim of the research was to show how satisfied the customers in Restaurant Sagarmatha are, and if the Restaurant provides quality service or not. The research was carried on as a questionnaire survey enhanced by a structured interview and observation performed by the author. The data collection methods and the implementation plan remained the same from the very beginning to the end of the process. The Collection of data was fluent and fairly easy to collect during the work placement of the author and good connections with the respondent.

The majority of the respondents in the customer satisfaction questionnaire survey were female. The structured interview was taken with 3 customers in Restaurant Sagarmatha. Mainly the customers between the ages 26 and 30 were more than others. The author has distributed the respondents as African, Asian, European and American. Among these, most of the respondents were European and African. Most respondents had noticed the Nepalese Restaurants by hearing from friends, relatives, website and family. By hearing from friends and from the website the respondents were encouraged to visit in Restaurant Sagarmatha. The majority of the respondents visited Restaurant Sagarmatha daily. Daily visiting customers are more than customers visiting once a week. Total of 100 percent of the respondents intend to visit Restaurant Sagarmatha.

During the interviews the majority of the informants were female. The interviews were taken with 3 customers. And all of them were female between the ages 26 and 30. Also the interviews majority of informants turned out to be from Helsinki.

6.2 Conclusions

The results of the questionnaires survey determined that the customer satisfaction and service quality in Restaurant Sagarmatha is very good. The questionnaire survey is categorized into background information of the respondents, customer satisfaction and opinions of Restaurant Sagarmatha. The final questionnaires consists of two close-ended questions, seven open ended questions and 8 rating questions. Together three kinds of questionnaires were used to set the results of service quality and customer satisfaction in Restaurant Sagarmatha. The open ended questions were chosen to express the opinions of Restaurant Sagarmatha from the customers' point of view. In background information of the respondents, 3 surveys were conducted like age distribution of the Restaurant Sagarmatha respondents, gender and continent of respondents. Here in age distribution, the maximum number of customers visiting the restaurant was 40% between the ages 26 and 30. Similarly, the highest number of respondents were female by 60%. All the respondents were from different continent like Africa, Asia, Europe and America. But the highest number of respondents were Europe and America. But the highest number of respondents were Europe with 63%.

Likewise, in customer satisfaction in services, there are 11 tables. Out of these 8 are rating questions and 2 of them are open-ended questions and 1 is close ended question. The customer customers usually pay prices between 26 and 30 euro for lunch/dinner in a restaurant and the respondents were 40%. And the minimum percentage is 33% for prices 15 and 20 euro. Here table 16 shows the grade for the Nepali Restaurants. For these the maximum respondents were 40% for giving 4 grade to restaurant customers and 33% restaurant for grade 5 and 27% for grade 2. Out of 30 respondents 23 of them were regular customers in Nepalese restaurants, which is 76%. And 7 are not visiting Nepalese restaurants regularly that is 23%. And the last one is opinions on Restaurant Sagarmatha. Table 17 shows how often the customers eat in a restaurant? The author found 47% were daily visiting customers, and 20% were the customers visiting the Restaurant twice a week. Similarly, it is also shown that 43% of customers pay tips to the waiter/waitress.

6.3 Suggestion for improving services and facilities in Restaurant Sagarmatha

Restaurant Sagarmatha is itself a small restaurant in Tikkurila, Vantaa. It has started its operation in 2009. It is the only the Nepalese restaurant situated in Vantaa region. Restaurant Sagarmatha offers 53 dishes. It also offers discount for the students. The prices are affordable for the customers. Actually talking about the services, the customers comment that the service provided by Restaurant Sagarmatha was very slow. Recently in Restaurant Sagarmatha, there are parking facilities but the restaurant manager should think about the entertainment for the customers. There is only one television in the restaurant but it is not well managed. There are not enough waiters in the restaurant. At lunch time all the customers visit at the same time so it is difficult to manage everything for the waiter. So, it would be better if the restaurant manager recruited some waiters for giving quick and excellent services.

Most of the customers commented that the food is quite good and tasty but in some cases, the lunch list that is outside the door and inside is completely different. So, it is not a good way to do so. It would be better to update both of them. The staff should always be smiling to the customers. There is a lack of marketing of Restaurant Sagarmatha. For attracting the customers the restaurant should do marketing through Television, Newspapers and F.M. Most of the potential customers do not know about Restaurant Sagarmatha. The decoration of the restaurant is not good for the customers. It does not show that it is a Nepalese restaurant from any angle. So, the Restaurant manager should think about decorating it in a good order which shows the real picture of Nepal. It would be better if Restaurant Sagarmatha would advertise through Facebook. Nowadays, Facebook is becoming very popular. Everyone has Facebook. (Kokumi oy 2008.)

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<u>SERVIE QUALITY AND CUSTOMER AND CUSTOMER SATISFACTION IN NEPALESE RESTAURANTS IN HELSINKI</u>

The idea behind this questionnaire is to find out the opinions of the customers in Nepalese restaurants. We want to give the customers the possibility to express their opinions, so that we can build a good environment in a restaurant. We highly appreciate your participation and want to remind you that all answers will be handled with absolute confidentiality. The questionnaire will take about 5-10 minutes to fill in. Please, mark your answers clearly with a cross [X]. Your answers help us to improve our restaurant in a better way by identifying problems or areas that need to be improved.

▪▪

1. Your Age
□   Under 18
□   18-25
□   26-30
□   31-40
□   Above 40

2. Your gender
□   Male
□   Female

3. You are
□   African
□   Asian
□   European
□   American

4. The Food is served hot and fresh
□   Strongly disagree

☐   Somewhat disagree

☐   Neutral

☐   Somewhat agree

☐   Strongly agree

5. The menu has a good variety of items

☐   Strongly disagree

☐   Somewhat disagree

☐   Neutral

☐   Somewhat agree

☐   Strongly agree

6. The quality of the food is excellent

☐   Strongly disagree

☐   Somewhat disagree

☐   Neutral

☐   Somewhat agree

☐   Strongly agree

7. The food is tasty and rich in flavour

☐   Strongly disagree

☐   Somewhat disagree

☐   Neutral

☐   Somewhat agree

☐   Strongly agree

8. Employees speaks clearly

☐   Strongly disagree

☐   Somewhat disagree

☐   Neutral

☐ Somewhat agree

☐ Strongly agree

9. Availability of sauces, utensils, napkins, etc. is good

☐ Strongly disagree

☐ Somewhat disagree

☐ Neutral

☐ Somewhat agree

☐ Strongly agree

10. The service is excellent

☐ Strongly disagree

☐ Somewhat disagree

☐ Neutral

☐ Somewhat agree

☐ Strongly agree

11. The food meets the price value

☐ Strongly disagree

☐ Somewhat disagree

☐ Neutral

☐ Somewhat agree

☐ Strongly agree

12. Are you a regular customer in a Nepalese Restaurants?

☐ Yes

☐ No

13. How often do you eat in a restauran

☐ Once a week

☐ Twice a week

☐ Daily

☐ Once a month

14. How much do you normally spend on lunch/dinner in a restaurant?

☐ €15 - €20

☐ €21 - €25

☐ €26 - €30

☐ €31 - €40

☐ more than €40

15. Do you give tips to the waiter/waitress in the restaurants?

☐ Yes

☐ No

16. What grade from 1 to 5 would you give to the Nepali restaurants? (1=Poor   5=Excellent)

☐ 1

☐ 2

☐ 3

☐ 4

☐ 5

Thank you for taking part in the survey.

Abadh Jibi Ghimire

Central Ostrobothnia University of Applied Sciences

Tourism 08

STRUCTURED INTERVIEW QUESTIONS

1. What do you know about the Nepalese Restaurants?
2. Why do you like to visit Nepalese Restaurants?
3. How many Nepalese Restaurants have you visited in Helsinki and which is the best one?
4. What are the positive and negative differences have you noticed between Nepalese Restaurants and other ethnical restaurants in Finland?
5. Do you have any comments for the Nepalese Restaurants? How can we improve our services?