

# TOWARDS A BETTER CUSTOMER FEEDBACK SYSTEM

Case: Ravintolaidea

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Abstract <p>The purpose of the thesis was to improve the customer feedback system of the case restaurant, Ravintolaidea, and to start a process of creating a Living Lab learning environment in the restaurant. Since Lutakko Living Lab was the consignor of the thesis, service design methods and user engagement were emphasized in the project.</p> <p>The objective of the study was to find out how willing the customers of Ravintolaidea are to participate in the development of the restaurant and in what ways they are interested in participating in it.</p> <p>Action research was the adopted research strategy for the thesis, and thus, iterative research cycles were conducted. The research was based on ideation sessions with a few project stakeholders, and observing and interviewing the customers. Two experimental feedback days were organized as separate iteration cycles.</p> <p>Three different types of collecting feedback were recognized: continuous feedback, concentrated feedback and Living Lab type of development. The research results show that there is a need for an easy to reach, approachable and fast way of giving feedback. The results also suggest that table feedback is a practical method for collecting continuous feedback and also feedback focused on specific topics. In consequence, the continuous feedback collection was decided to move to the tables in future.</p>		
Keywords customer feedback system, restaurant, service design, user engagement, action research, Lutakko Living Lab, Ravintolaidea		
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Tiivistelmä <p>Opinnäytetyön tarkoitus oli kehittää case-ravintolan, Ravintolaidean, asiakaspalautejärjestelmää. Työn taustalla oli myös se, että opinnäytetyö aloittaisi prosessin, jonka kautta Ravintolaideasta tulisi Living Lab -oppimisympäristö. Koska Lutakko Living Lab oli opinnäytetyön toimeksiantaja, palvelumuotoilun keinot ja käyttäjäosallistaminen olivat projektissa vahvasti läsnä.</p> <p>Tutkimuksen tarkoitus oli selvittää Ravintolaidean asiakkaiden osallistumishalukkuutta ravintolan kehittämiseen ja sitä, millä tavalla he ovat kiinnostuneita ottamaan siihen osaa.</p> <p>Opinnäytetyön tutkimusstrategiana oli toimintatutkimus, ja siksi tutkimus koostui toistuvista sykleistä. Tutkimus perustui ideointisessioihin projektin sidosryhmäläisten kanssa ja asiakkaiden havainnointiin sekä haasteluihin. Toistuvissa sykleissä toteutettiin kaksi palautekokeilua.</p> <p>Tutkimuksessa tunnistettiin kolme erilaista palautteenkeruutyyppeä: jatkuva palaute, kohdennettu palaute ja Living Lab -tyyppinen kehittäminen. Tutkimustulokset osoittivat, että ravintolassa on tarve helposti lähestyttävälle ja nopealle palautteenantotavalle. Tulokset viittasivat myös siihen, että pöytäpalaute on toimiva tapa kerätä jatkuvaa ja kohdennettua palautetta. Tulosten seurauksena jatkuva palaute päätettiin siirtää jatkossa pöydissä toteutettavaksi.</p>		
Avainsanat (asiasanat) asiakaspalautejärjestelmä, ravintola, palvelumuotoilu, käyttäjäosallistuminen, toimintatutkimus, Lutakko Living Lab, Ravintolaidea		
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## CONTENTS

<b>1</b>	<b>INTRODUCTION.....</b>	<b>4</b>
1.1	Living Labs .....	4
1.2	Ravintolaidea and Hamara .....	5
1.3	Research problem .....	6
1.4	Research objectives and questions .....	7
<b>2</b>	<b>THEORY BEHIND THE PROJECT.....</b>	<b>8</b>
2.1	What are services? .....	8
2.2	Service Design.....	9
<b>3</b>	<b>RESEARCH.....</b>	<b>10</b>
<b>3.1</b>	<b>Research design .....</b>	<b>10</b>
3.1.1	Methodological choice .....	10
3.1.2	Research strategy.....	11
3.1.3	Time horizon.....	12
<b>3.2</b>	<b>Implementation of the project .....</b>	<b>12</b>
3.2.1	Touch screen .....	13
3.2.2	Feedback board .....	14
3.2.3	Customers' choice .....	15
<b>3.3</b>	<b>Conclusion of the meeting.....</b>	<b>15</b>
<b>3.4</b>	<b>Primary data collection .....</b>	<b>16</b>
3.4.1	Interviews.....	16
3.4.2	Observation .....	17
<b>3.5</b>	<b>Feedback day Experiments .....</b>	<b>18</b>
3.5.1	First cycle feedback day .....	18
3.5.2	Second cycle feedback day.....	19
3.5.3	From feedback board to feedback TV .....	20
3.5.4	Second cycle feedback day interviews.....	21
<b>4</b>	<b>RESEARCH RESULTS AND ANALYSIS .....</b>	<b>22</b>
<b>4.1</b>	<b>Observation results .....</b>	<b>22</b>
<b>4.2</b>	<b>First cycle interview results .....</b>	<b>23</b>
<b>4.3</b>	<b>First cycle feedback day .....</b>	<b>26</b>
<b>4.4</b>	<b>Second cycle feedback day results .....</b>	<b>27</b>
<b>4.5</b>	<b>Second cycle interview results.....</b>	<b>29</b>
<b>4.6</b>	<b>Feedback TV results .....</b>	<b>31</b>
<b>5</b>	<b>DISCUSSION .....</b>	<b>31</b>
<b>5.1</b>	<b>What next? .....</b>	<b>33</b>
<b>5.2</b>	<b>Future research suggestions .....</b>	<b>34</b>

**6 REFERENCES.....36**

**7 APPENDICES.....38**

**Appendix 1. First cycle interview questions.....38**

**Appendix 2. Feedback TV slide show.....39**

**Appendix 3. Second cycle interview questions .....40**

**Appendix 4. First cycle feedback day input from the customers.....41**

TABLES

TABLE 1. Ways in which customers want to take part in developing Ravintolaidea ...28

FIGURES

FIGURE 1. Surroundings of Ravintolaidea ..... 5

# 1 INTRODUCTION

In the spring of 2012 a course called Ravitsemisspalveluyritysten ja –konseptien suunnittelu (Designing restaurant enterprises and concepts) started at JAMK. In addition to going to lectures, the students worked in project teams on real life cases in order to develop restaurant concepts of their own or assigned by JAMK.

JAMK had a special interest in two cases: Ravintolaidea and Restaurant Dynamo. One of the student teams worked on creating a new Dynamo learning environment. The restaurant is mainly a student lunch restaurant located by definition in JAMK's Dynamo campus in Lutakko. This group's project goal was to create a new concept for restaurant Dynamo as a learning environment.

Ravintolaidea also works in JAMK's premises on the other side of the street to the Dynamo campus. Its function, however, is slightly different than the one of Dynamo, as during lunch time it serves mainly business customers and it has its doors open as a venue for various evening activities.

Ravintolaidea has recently transformed itself as a learning environment for the catering students, and now in cooperation with Living Lab, it is desired that it will become a learning environment for Living Lab as well. This cooperation aims to benefit both Lutakko Living Lab and Ravintolaidea.

## 1.1 Living Labs

Lutakko Living Lab is the commissioner of the thesis, as the ultimate goal of the work is to create a Living Lab learning environment in Ravintolaidea. In order to understand the precise perspective, it is worthwhile to shortly describe what Living Labs are about.

Lutakko Living Lab is one of the many R&D centers titled as a Living Lab belonging to the European Network of Living Labs, ENoLL. The network is quite young, it was only established in 2006, which happened during Finland's EU presidency term. Still, Finland continues to play quite an active role in the network: the organization has a

Finnish Chair along with many Finnish council members and other Finnish participants. Majority of Living Labs are scattered around Europe, yet there are quite a few of them on other continents as well, especially in South America. (European Network of Living Labs 2012.)

ENoLL's web site describes a Living Lab as a "real-life test and experimentation environment where users and producers co-create innovations" (European Network of Living Labs 2012). That is what Living Labs are in a nutshell.

There are four essential activities Living Labs employ in their work:

1. co-creation, which comes to life when users and producers are brought together to ideate and create new products or further improve existing ones;
2. exploration, which happens in order to discover new emerging usages, behaviours and market opportunities;
3. experimentation, which is done to implement live scenarios with actual users; and
4. evaluation, which includes assessment of concepts, products and services according to socio-ergonomic, socio-cognitive and socio-economic criteria. (European Network of Living Labs 2012.)

## 1.2 Ravintolaidea and Hamara

Right across the street from Dynamo, one of the many campuses of Jyväskylä University Applied Sciences, stands a tall, red brick chimney. Beside the chimney locates Ravintolaidea, which has been set in the old brick building originally used by



FIGURE 1. Surroundings of Ravintolaidea

the plywood factory in the beginning of the 18<sup>th</sup> century (Valtion ympäristöhallinto 2006).

Besides the unique setting the restaurant is special in another way as well: it is run by first year catering students of JAMK. Fifteen students form a cooperation called Hamara Food & Service, which has been running the restaurant since the beginning of 2012.

This kind of restaurant learning environment is one of a kind in Finland. The students take turns changing their roles at the work place every three months so that they can get an all-round experience of the work. Once the students have finished their first year of studies, a new set of first year students will take over Ravintolaidea.

The restaurant serves as a lunch place but outside lunch hours customers can enjoy the cafe and á la carte services. In addition to that the premises include two conference rooms and a sauna, which together make the restaurant a suitable space for different events, meetings and festivities. (Ravintolaidea 2012.)

The restaurant is currently undergoing various changes. In addition to Hamara taking over the operations, Ravintolaidea's whole restaurant concept has experienced a change with the development of evening activities. The restaurant has extended its opening hours into the late evenings so that from Thursday to Saturday Ravintolaidea transforms into a pub with its doors open even until midnight. In addition to this, special kinds of events are organized occasionally in the evenings: the pub promises to entertain its customers with monthly jazz nights and theme events later on in the spring (Larsson 2012).

### **1.3 Research problem**

As Ravintolaidea is a learning environment for the catering students working there, they want to know how they can develop themselves to better cater to the needs of the customers. This means feedback on the food and service is much appreciated. In order to get this information from the customers, a practical feedback system needed to be developed.

The existing feedback system does not function well. It consists out of two feedback boxes and a stack of questionnaires next to them. The questionnaires are not actively filled in and submitted, which results in either none or only a couple of filled in papers per week. Another channel for giving feedback can be found on Ravintolaidea's Facebook page online. The Facebook site, however, is not actively used by the customers.

Ravintolaidea's current website is located under JAMK's website. Idea's own website is in progress and will be a separate site, independent from JAMK's website. Surely some feedback is received verbally but the problem is that there is no practice for collecting it. The only organized feedback collection is directed for the customers who use the evening services (i.e. events and such). Those customers are sent a questionnaire by e-mail.

Hamara has its weekly get-together sessions where possible feedback may be discussed briefly among other topics relating to the operations of the restaurant. However, there is no systematic process for analyzing and following up the feedback, which is not a big surprise as the stream of feedback is next to non-existent.

Ravintolaidea wants to improve the feedback system as a whole and in such a way that an on-going development process could be achieved in co-operation with Lutakko Living Lab. The idea is that later on the system could be developed further and other customer groups apart from only lunch customers could be reached with the feedback collecting.

The objective was to find a more feasible and practical way to gather feedback continuously from the customers, and Ravintolaidea wanted to focus specifically on the lunch customers.

## **1.4 Research objectives and questions**

The thesis had two main objectives:

- 1) starting the process for developing Ravintolaidea's customer feedback system, and
- 2) building a Living Lab learning environment in the restaurant.

The focus of the thesis was on developing the collection of continuous feedback, with a Living Lab mindset.

Relating to the previously presented research problem the primary research questions could be identified:

- 1) How willing or eager are the customers to give feedback to Ravintolaidea?
- 2) In which way are the customers most willing to give feedback continuously?
- 3) What is the most suitable location, time and method for collecting continuous feedback?

## **2 THEORY BEHIND THE PROJECT**

### **2.1 What are services?**

Both services and products are commodities with which business can be made with. However, products and services are quite different. Moritz (2005) covers the differences in his publication on service design. The first and perhaps the most eminent difference is the fact that services are not tangible like products are. Since services have no physical form, they cannot be seen or touched. This can make the evaluation of the intangible services difficult for the customer and the representation and convincing challenging for the supplier. (P. 29.)

Because of the immaterial nature of services, they cannot be stored or owned, unlike products. This means that the consumption of services usually occurs at the same time with the “production”. (Moritz 2005, 29.) This all together makes services complex experiences.

A service can be made up of different components: space, products and service components. Every encounter a customer experiences with a component is called a touch point, and thus, the whole service experience is formed by all the touch points a customer goes through. These touch points then form a larger entity called a service journey.

There are as many variations of one seemingly same service as there are customers. This is due to the fact that services are experienced on many levels and because the path can be undertaken by skipping steps or executing them in different orders. Obviously, the complexity of services leads to more challenging quality control. (Moritz 2005, 31.)

## **2.2 Service Design**

Since we have shown the fundamental difference between products and services, it comes as no surprise that there are differences in the way services are designed as well. As Meroni and Sangiorgi (2011, 3) state, the fundamental difference between products and services means that the object of design is a process, an activity that seeks to achieve results, not an actual object in its more traditional meaning.

Service design as a discipline is still rather young, it started developing in the early 90s. At the time the service sector was driven by supplier's interests and was lacking conscious form and design. (Maffei, Mager & Sangiorgi 2005.)

Service design is an interdisciplinary approach that has not settled on one single definition. It combines tools and methods from many different disciplines. As Stickdorn (2012, 29) states, "It is a new way of thinking as opposed to a new standalone discipline".

Birgit Mager (n.d.), a professor in Cologne International School of Design and a service design expert, describes the discipline as the application of design approach and methodology to immaterial products and services, which is done in order to create solutions that are desirable from the user perspective. That is her way of defining the term when asked to put it short.

While there are many definitions to describe the term of service design, a few principles prevail in each definition: service design is user-centered, co-creative, sequencing, evidencing and holistic.

The user or customer is in the center of the whole design process. In service design the goal is to make sure the service interface fits the customer's needs in terms of usability, usefulness and desirability. Not to forget the supplier's side of it, which

means ensuring the factors related to efficiency, effectiveness and distinction are taken into consideration as well. (Miettinen & Koivisto 2009,24.)

Thus, it can be said that service design is very much about the same things that Living Labs employ in their work: co-creation that engages end-users as well as service providers and possibly other stakeholders too.

Despite the novelty of the discipline, there are several big multinational corporations who have devoted whole departments just for service design, and various universities all over the world offer education and entire study programs devoted for teaching service design. That means the value of service design had been understood.

## **3 RESEARCH**

### **3.1 Research design**

Research design deals with the methodological aspects of the research, or in other words, it represents the plan of how one will tackle the research questions. Research design is comprised of three components: methodological choice, research strategy and time horizon, all of which shall be dealt with in the following sections. (Saunders, Lewis & Thornhill 2012, 158.)

#### **3.1.1 Methodological choice**

The research design that was used is descriptive and explanatory in nature.

The chosen research design definitely had to be qualitative due to the fact that the research questions needed answers without the use of statistical methods. The purpose of qualitative research is not to make generalisations as in quantitative research, but to explore, explain and describe phenomena in-depth. (Kananen 2008, 24).

Multiple methods were used in the research. To be more precise, the research was carried out by employing a multi-method qualitative study. This type of study is purely qualitative, but it means more than one data collecting technique is used (Saunders et al. 2012, 165).

Kananen (2008, 26) suggests that using several different techniques may produce a more reliable outcome since the weaknesses of one method can be canceled out by employing another method. Multimethod approach was used not only because of this but also in order to validate findings and to gain richer data.

### **3.1.2 Research strategy**

From quite early on, it was clear that action research was the choice of research strategy for the project. The suitability of the strategy was clear as the purpose of using action research is to support organizational learning so that practical outcomes are reached (Saunders et al. 2012, 183).

Even though action research can be seen as a branch under qualitative research, Kananen (2012) highlights that “action research starts where qualitative and quantitative research end”. That refers to the fact that action research goes further than declaring something: action research involves change and development and its follow-through. Kananen (2012) also remarks that creating change is challenging for a researcher since it requires understanding underlying causal relationships. (pp. 37-38.)

Action research is employed iteratively in cycles. The process follows a path of diagnosing issues, planning, taking action and evaluating at each cycle of the research process. The last step of the cycle, evaluation, always creates the basis for the following cycle, and this is how the process can be repeated for several times. Because of that, the focus can change as the research develops. Nevertheless, the context and research questions guide the way. (Saunders et al. 2012, 183.)

According to Saunders et al. (2012, 184), Greenwood and Levin (2007) argue that research, action and participation all have to be present so that a research can be called action research. It is emphasized that action research is a social process where

the organizational members collaborate with the researcher through the iterative cycles.

### **3.1.3 Time horizon**

Saunders et al. (2012) present that there are two time horizons to choose from: cross-sectional and longitudinal. The choice depends on the research questions. A cross-sectional study gives a snapshot depicting people's behavior, thoughts, and experiences at one point in time. Longitudinal studies require more time as they study change and development. (P. 190.)

Even though the study was carried out over a relatively short period of time, the research was longitudinal. This is due to the nature of the chosen research strategy, action research, which promotes and studies change over a period of time. Due to the low number of the iteration cycles, the longitudinal aspect did not come across very strongly.

## **3.2 Implementation of the project**

This chapter gives a rather detailed description of the implementation of the project, from start to finish.

The project began with a meeting where the project was introduced. Three people would mainly work on the project from then onwards: Sami Tantt, Silja Peltola and Marjo Eloranta, the author of the thesis.

Sami Tantt represented the restaurant as he was one of the first year students included in Hamara. That made him the primary link between the author and the restaurant as the project went on. At the time he was also the marketing manager of Hamara.

Silja Peltola was involved in the project as an intern at Lutakko Living Lab. Her expertise was a valuable asset as she possessed extensive knowledge in service design. Her role in the project was to support the whole process through her knowledge and be a connecting point between the author and the Living Lab.

In the beginning there were number of ideation session held where Sami Tanttu, Silja Peltola and the author together brainstormed for ways in which feedback could be gathered from the customers. The overarching thought behind the ideation was to make feedback giving easier and more fun compared to what it was at the time of starting the project.

Benchmarking played a significant role in the beginning of the project. It was done in order to make sense of how feedback is gathered elsewhere and how these different methods could be adapted and applied in Ravintolaidea.

The ideation sessions resulted in several different ideas and even more ways to execute them. The results were stripped down to three main ideas which were then presented and discussed further on the 16<sup>th</sup> of April in the presence of Juha Ruuska, Hannele Salminen and Kimmo Aho. The three ideas were presented under the names of:

- 1) touch screen,
- 2) feedback board and
- 3) customers' choice.

### **3.2.1 Touch screen**

Before the project even started, Living Lab encouraged the exploitation of novel technology in one way or another. As it happened, there was a touchscreen in JAMK's or Living Lab's possession that fueled up the idea to grow.

As the name suggests, this idea involves using a touch screen to collect customers' responses. There was a possibility to place a screen in the lobby where people could enter their answers as they left the restaurant. The project group supposed that the touch screen itself would create interest in the people passing by, as you do not encounter many places gathering feedback with this tool.

There could be only one question on the screen at once, and after the customer would answer, another question would appear. On the other hand, if there would be only a couple different questions, they all could be visible at once. They would have to be the type of questions that you could pick and choose your answer with little or

no typing needed. Polls would be easy to execute like this. The questions could change weekly or every two weeks depending on what kind of information Idea would like to gather from their customers.

Prototyping could be used to work the idea further. The ideation group thought of a cardboard touch screen that would serve as a prototype in the lobby area. The idea would be introduced to the customers who are leaving lunch to see how willing they are to participate and how interested they are and so on. There could also be a set of questions in the prototype, so that you could test the length of the question sets.

Keeping in mind the upcoming renovation of the restaurant, there was an idea that tablet computers could be embedded to the tables. It would be first of all engaging for the customers, but second of all also easy for the staff to collect and analyze the data.

The drawback of using a touch screen would be the fact that it would not work well in generating qualitative data, i.e. generating development ideas. That would still need another feedback channel. However, touchscreens would work in measuring how interesting the ideas are to customers.

### **3.2.2 Feedback board**

This idea revolved around a board of some kind that would be placed on the wall or on other visible place where people would be able to leave their feedback and suggestions. Others could also comment the existing notes freely and so could the restaurant staff. This would bring in some interactivity.

The main idea of the feedback board was to make feedback visible for the customers. This would show that feedback is respected and more than welcome and taken into consideration. It would also send a message that the restaurant wants to improve and develop on the customers' terms.

There could be many ways of executing the idea depending on the task given to the customers. It could be a noticeable place, a wall or stand etc., a surface on which people could write and draw straight away freely or there could be notes that people would write on at the table, and then the notes would end up on the display. It could have a voting function as well or a periodically changing question that would change

according to the needs of the Restaurant which would keep it interesting for the customers to keep taking part.

The most important thing is that the customers would see the feedback and reactions to it, which would motivate them to take part in the future as well.

### **3.2.3 Customers' choice**

This idea was based on customers having a say in the products that Ravintolaidea offers. Customers could suggest for example products, dishes or themes they would enjoy having at the restaurant.

Roughly, the idea was to organize events every once in a while, where Ravintolaidea would present a few new products for the customers so that they could vote which one they would like to see in the restaurant's selection in the future. In practice there could be a food or drink tasting, which could be an exciting addition to the average lunch experience. Then customers would vote on which option they would like to have available at the restaurant in the future.

A simpler way would be to have people suggest their ideas under a certain theme without any tastings, and have them submit their ideas at some point when they come and enjoy their lunch at the venue.

## **3.3 Conclusion of the meeting**

It was concluded in the meeting was that any of these three presented ideas were executable. The idea surrounding to utilize touchscreen(s) was fascinating to the group. However, it was thought that it would be best to leave the idea to brew, and perhaps have a very own project dedicated to develop the idea further in the future.

The two latter ideas, feedback board and customers' choice, both seemed easier to test, considering the resources. As it happened, it was decided that both ideas could be included in the experiment. Thus, it was decided to be carried out in such a way that both ideas would have a role in it.

Another thing that was raised up, was to employ iLutakko in the whole feedback system development process somehow. iLutakko is an internet community and media that has been established for the use of people in Lutakko: people who live, work , visit or study there. The platform was created so that people of Lutakko could express their thoughts and ideas that would make the foundation for the future services of Lutakko. (iLutakko 2012.)

### **3.4 Primary data collection**

At the time of presenting the ideas, the ways of actually testing them were a bit vague. That is why primary data was collected, in order to establish how the pilot could be done.

Some traditional methods of primary research, observation and interviews, were used in order to find out more about the customers of Idea and understand their profile. Surely, Sami Tanttü was a valuable source of information at that point, yet some things were also verified through primary data gathering presented in the following.

#### **3.4.1 Interviews**

As Saunders et al. (2012, 376) state, structured and standardized interviews are often used for quantitative purposes, which made it clear that something more conversation-like would have to be used.

Semi-structured interview is one of the interview types commonly used in qualitative research (Saunders et al. 2012, 374), and this was the interview type employed in this project. This type of interview was a suitable choice because in addition to covering the important key questions, sometimes it was needed to ask supplementary questions to get a bit more out of the interviewees.

The first set of interviews was conducted on the 22<sup>nd</sup> of February. They were done around noon between 11:30 and 12:30 a.m. in the lobby outside Ravintolaidea. The purpose of interviewing the customers at that point was to corroborate the profile of

the customers and to become assured of the way in which the feedback day had been preliminarily planned to be done. To be more accurate, the objective behind the interview questions was to find out about the feedback giving tendencies and preferences of the interviewees, what the motivation factors are that influence them to give feedback, and how willing they are to take part in developing Ravintolaidea in the first place. The interview questions can be found in Appendix 1.

Saunders et al. (2012, 394) remind on the usefulness of recording the interviews. There was a possibility to use a video camera for the interviews but it was concluded that recording facial expressions and other visual cues would not have added significant value to the data since the interviews were quite short and were not supposed to go very deep. Instead, the interviews were recorded with a voice recorder. This provided a big help when looking back at the interviews and of course the recording also enabled the transcribing. Some notes were also made simultaneously to back up the data in case something happened to the audio-recording.

### **3.4.2 Observation**

Observation as a research method can be categorized into two sub-types: participant observation which is qualitative in nature, and structured observation which represent a more quantitative method. In other words, participant observation aims to find out how and why things happen while structured observation is concerned how many times things happen. (Saunders, Lewis and Thornhill, 2012, 340.)

As the task was to study the customers' behavior and unfold the customer journey, participant observation was the chosen method.

Based on the level of participation and transparency of the researcher's identity, participant observer has to choose from four researcher roles: complete participant, complete observer, observer-as-participant and participant-as-observer. (Op. cit. p. 344.)

The observation was conducted taking the role of a complete participant. The selection of this role was easy since there was no need for the customers to find out the true nature of the researchers' visit to the restaurant. There were no ethical

issues to consider as the observation did not cause any harm nor intrude the informants' privacy. Neither was the customers' anonymity jeopardized.

Adopting the role of a complete participant means becoming a member of the group in which you are performing research (op. cit. 344). That meant blending in with the customers: ordering the meals and sitting down like anyone else in the restaurant. Nothing implied the customers that they were the object of our observation.

The observation was initially planned to be done on the same day with the interviews. However, due to the fact that the restaurant was barely half full by the time the interviews were done, it was decided to reschedule the observation for the following day.

Once Silja Peltola and the author sat down at the table with a good view of the place, it was possible to observe, make notes and exchange conclusions while enjoying the meal at the same time, as the rest of the customers.

This firsthand information helped to better understand the space and get a customers' point of view for the whole lunch experience at Ravintolaidea. The ultimate purpose of all research prior to the feedback experiments was to gain knowledge that would help to plan the second cycle feedback day.

The purpose of the observation was to get answers to the following questions:

- 1) How do the customers behave and move in the space?
- 2) What is the typical customer journey?
- 3) How do the customers react to the feedback cards?

## **3.5 Feedback day Experiments**

### **3.5.1 First cycle feedback day**

People can say one thing and act in a different way. In order to test how willing the customers are to give feedback in practice, an opportunity was set up for the customers to do so for a day.

Each table was laid with a stack of colorful cards, a pen, a glass and a question on a paper wrapped around a very large wine glass. People were encouraged to write feedback on the cards and then drop the cards in the glasses.

The instructions on the tables were written in Finnish: "Jäikö hyvä maku suuhun vai jäikö jotain hampaankoloon? Ihmettele, kysy, kehu, ideoi, kommentoi, moiti, raportoi, ehdota. Palautteella rakennat itsellesi parasta ravintolaa!" Translated in English, the instructions said: "Wonder, ask, praise, ideate, comment, criticize, report, suggest. By giving feedback you are building the best restaurant for yourself!"

To further encourage the customers to take part in feedback giving, a fake feedback card or two were put into each of the glasses before the lunch started. This was supposed to lower the barrier to give feedback. In order to prepare the customers for what was waiting for them, a note was placed on the door of the restaurant informing them of the feedback day.

The feedback was needful for various reasons:

- to test the customers' response and reaction to the possibility to give feedback at the table,
- to see if anything specific comes up that would require taking corrective measures,
- to get material for the following week's feedback day, and finally
- to let the staff of Ravintolaidea have a taste of much needed feedback.

### **3.5.2 Second cycle feedback day**

The upcoming second cycle feedback day was discussed and the topic for it was planned together with Sami Tantt and Silja Peltola beforehand.

The second feedback day was organized on the fourth of April. The customers were asked to suggest a country for a theme week or express their favorite dish: "Mikä maistuisi sinulle parhaiten? Ehdota maata, maanosaa, mieliruokaasi tai mitä olet aina halunnut maistaa. Kerro ideasi, ehkä juuri sinun makuu maailmasi toteutetaan Ravintolaideassa!" Translated roughly in English, the customers were encouraged to take part with the following message: "What would you enjoy eating? Suggest a

country, continent, favorite dish or what you have always wanted to taste. Share your idea and maybe your wish will come true in Ravintolaidea!”.

This topic was chosen because a theme week was executable for the restaurant, and thus it would give Ravintolaidea a chance to show the customers that they do react to customer’s input. This was also how the idea about “customers’ choice“ was integrated into the feedback experiment.

Customers could give their suggestions in the same manner at the tables as they could on the first cycle feedback day: there were stack of cards, pens and large glass where to drop the cards. This time the feedback cards had an additional question attached to them as well:

*Ravintolaidea is a learning environment. How would you like to take part in developing its services?*

- a) By writing feedback*
- b) By giving verbal feedback*
- c) By ideating (ideation workshop)*
- d) I do not want to take part*

The idea was that people would both make their suggestion on a theme or dish they would enjoy, as well as choose their answer for the question on the same card. This way it was possible to gain quantitative data on how willing the customers are to take part in the development of Ravintolaidea and find out in what ways they are the most willing to participate.

The second cycle feedback day was marketed through a couple of channels: the notice board in the lobby had a note about the forthcoming feedback day; there was an announcement on Ravintolaidea’s website; also the info TV in the lobby was used for the same purpose. The purpose was to orientate the customers to think about their answer already before the actual chance of leaving their input. Surely, another aim was to emphasize the fact that Ravintolaidea wants to engage the customers more in the development of the restaurant.

### **3.5.3 From feedback board to feedback TV**

The original idea of the feedback board was that the feedback would somehow be left by the customers on the board or any other visible surface at the restaurant

setting. However, it was decided to be incorporated in the feedback day in a different way, a way that only utilizes the part about showcasing the customers' feedback and the staff's answers to the feedback. This was done by employing the info TV in the lobby of Ravintolaidea. Thus, the feedback board idea was revised and transformed into feedback TV.

The TV screen locates in the right top corner of the lobby when one enters the space from the main door. The feedback that was collected in the first cycle feedback day served as the material, as well as some feedback that was received verbally. Sami Tanttú went through the feedback and chose some of it to run in the slideshow on the screen along with answers from the staff. Naturally not all of the over thirty feedbacks were included in the slides. Recurring themes were covered and answered, without forgetting the negative comments as well.

The slideshow started running on the screen a couple of days before the second cycle feedback day. The slideshow consisted of six different slides as shown in Appendix 2. There were five feedback slides, and on each of these there were two comments or questions from the customers and answers to them from the staff. The last slide was made for marketing purposes, to promote the upcoming feedback collecting day and to reveal the topic that the feedback would deal with.

#### **3.5.4 Second cycle feedback day interviews**

The customers were interviewed again when the second feedback day was arranged. Like the first interviews, the second cycle interviews were conducted in the lobby of Ravintolaidea once the customers were leaving the restaurant.

This time it was natural that the focus was on the customers' opinions and views on the feedback day itself and the way the feedback was collected. Customers' opinions on displaying the feedback were of interest as well. In addition to that, the questions sought answers to how the marketing for the feedback day had worked. The set of interview questions can be found in Appendix 3.

## 4 RESEARCH RESULTS AND ANALYSIS

This chapter will shed light on what was found out based on the research and also what kind of things were confirmed after the results from the interviews, observation and feedback day experiments were analyzed.

### 4.1 Observation results

The observation started after half past 11 a.m. and went on for about an hour. Throughout the observation period, there were about 20 customers at the venue. Mostly the customers appeared to be so called business customers. Someone even brought his laptop with him, apparently dealing with work related things while at the same time enjoying lunch. The customers had come to dine in small groups of three or four, in pairs or alone. Not everyone left right after eating, but some took their time to enjoy a coffee/tea and continue spending time at their tables by discussing with each other. Some did not have their coffee at the restaurant but took it with them.

You could notice that the feedback cards evoked interest in the diners: some were fingering the cards, examining the filled cards in the glasses, and some also writing down their thoughts together with their dining companions.

#### Customer journey

The following steps show one very common journey that customers pursue when going for lunch at Ravintolaidea:

1. Checking the menu on the website
2. Leaving the car at the parking lot / walking to the location
3. Stepping into the foyer
4. Entering the restaurant
5. Leaving the jacket on the coat rack or on a chair at the table
6. Visiting the bathroom to wash hands
7. Looking over the lunch choices at the desk

8. Paying for the meal
9. Visiting the salad buffet
10. Settling in at a table
11. Eating the salad
12. Waiter serving the dish at the table
13. Eating the dish
14. Waiter comes and collects the dishes
15. Getting coffee/tea
16. Having the drink at the table or drinking it on-the-go
17. Getting the jacket before leaving

This customer journey is based on observing the customers as well on the author's own path as a customer at Ravintolaidea.

Constructing a customer journey map was of great help in discovering and visualizing the best possible places and situations where and when it would be easy to get input from the customers. The place where customers spend the longest amount of time during the service experience was chosen: the table. That is the only place, where the customers can have time to stop and think for a while.

The first time the customer comes to the table can already be when he leaves his things at the table, reserving a seat for himself. The second time happens when he takes his salad and bread to the table. From this moment on the customer will not probably leave the table until he has finished eating all together.

Sometimes it can take a while until the meal is served. That means the customer can have enough time to notice the feedback possibility at the table, which can trigger the thinking process in his head. Even if the meal arrives before the customer has left a short feedback, he will probably have time to get back to it while or after eating.

## **4.2 First cycle interview results**

All the respondents allowed their answers to be recorded with a voice recorder, which made it easier to process and analyze the answers. In total, twelve people agreed to be interviewed and roughly the same number of people declined. Three of

the interviews were conducted as joint interviews since some people came out from the restaurant in pairs. The rest of the interviews were individual ones.

Half of the interviewees had come to Idea from nearby workplaces, the other half were students of Team Academy or JAMK's Teacher Education College. Most of the interviewed said they visit Ravintolaidea daily or almost daily.

None of the interviewees had given written feedback to Ravintolaidea before – except for one who had given feedback when taking part in a student's school exercise a couple of years ago. Most of them had given feedback verbally, but that had been something very mundane, such as a short praise on the food. The reason why none of them had bothered picking up a pen and scribbled feedback for the restaurant was because they had not felt any need to give feedback or said that there was no possibility to give any feedback. Someone said: "I did not see it that important that I would have bothered to give feedback".

When asked about how the interviewees would rather give feedback, all of them agreed on that it would have to be something fast and easy. Some customers said they would rather answer to questions that have yes, no and maybe options, and in general, that would have ready answers that they could easily choose from.

Customers said they prefer giving feedback at the site "when the situation is still fresh". Many felt they would not go online afterwards: "at least independently I would not go on a website to write feedback, but I if got a questionnaire in my e-mail, I might answer to that one".

All, except for one, felt comfortable writing feedback at the table. The dissenting opinion was argued with "writing at the table is not my thing, I want to concentrate on eating". However, someone else felt that "you have to wait for your food anyway, so that's when there's good time to give feedback".

Not many got excited about giving feedback in written form, but a prize, candy, cookie or similar were all mentioned as motivators to give some sort of feedback in writing. Interviewees also mentioned the obvious, extreme experiences, i.e. very good or bad food/service, as a push factor to give feedback.

Nevertheless, writing as such did not seem to be the real obstacle but spending too much time on it was a concern. That said, it is clear that giving feedback should not

take a lot of the customers' time. After all, customers usually leave more or less in hurry to go back to their workplaces or school.

The customers were quite well aware of the fact that Ravintolaidea is run by students, but many did not think of it that much. Couple of customers from Team Academy named that as a motivator to give feedback: "I myself get motivated by the students that are working there and want to develop. That is why I do my share by giving feedback. I visit there daily, so I want the customers to be happy". Some others felt that if the students' role in the restaurant was highlighted, it might affect their tendency to give feedback.

In general, the customers wanted to get a reaction or a response to the feedback they give, and the faster the better: "If I give an improvement suggestion, it should be in use the following day". Driving a change for the better seemed to be the biggest incentive for the interviewees. Also a fast reaction to a complaint was raised up by one:

*If I have something negative to say about the food, for example that it is clearly raw or etc., it would be nice to be offered something small as compensation, like a coffee, chocolate or some other treat. So that you would feel that you are appreciated.*

People who visit Ravintolaidea often, were the ones that are the most willing to participate in developing the restaurant. Some actually suggested ideation sessions spontaneously: "I could share ideas. Ideation sessions, that would be a fun way to participate".

There was only one person who was a first-time visitor in Idea and understandably did not show much interest in developing the restaurant. He was, however, willing to give feedback if the method would be very fast.

The interviews confirmed that the customers want an easy and fast way to give feedback. This is understandable since lunch customers have a certain amount of time, usually half an hour, reserved for having lunch and they need to go back to their work, classes, meetings etc. right after and sometimes they might be in a hurry. Ravintolaidea has a lot of regular customers, and most of them were willing and some even eager to be involved in developing of the restaurant. Clearly, customers

from Team Academy were the most open to participating in the development of the restaurant. This could be seen in the way the interviewees took part in the interview itself: they took their time in answering the questions with long answers. These customers expressed their will of taking part in developing Ravintolaidea spontaneously before the question even came up. It seemed like they have a personal connection with Ravintolaidea and feel empathy for the students running the restaurants since they are entrepreneurs themselves.

### **4.3 First cycle feedback day**

Considering the amount of feedback Ravintolaidea received in written form in the feedback boxes before, the number of responses was positively surprising. Altogether, 32 feedback cards were written on by the customers during one day. As the customers were given a chance to openly share their thoughts and comments about anything related to the restaurant, all kinds of comments were received. All the input from the feedback cards is displayed in Appendix 4 and categorized by theme.

Many of the comments were very general, such as “The food was very good”, “Good service and friendly people”. Almost 1/3 of the feedback were short, general and positive statements about the food, service or staff. As such, this kind of feedback naturally does not provide much to work with, but that was not the real objective in the test, since it was tested how eagerly customers would give feedback when given the chance to do so at the table.

There was more specific feedback among as well. Some critiqued the salinity of the food: “Salmon soup was a bit too salty. Other than that it was good”, or “less salt on everything”. Surely this is a question of tastes, but one way of addressing this issue is reducing the salt usage in the dishes and providing a salt shaker at the tables. However, this is not a suitable solution for all dishes.

Other critique concerned the taste of the coffee (“coffee was bitter”), the portion sizes being too small sometimes, and the delivery time (“today the meal came really fast but sometimes I’ve had to wait half an hour”).

There were some considerable improvement suggestions as well: “Could the website menu include the salad and soup options too?” The side dish faced some critique as well, as a couple of people wrote they wished the side dish could be changed from potatoes etc. into a vegetable option without an additional charge.

Based on the results – the number of responses and the nature of them – you can definitely say that the customers are more likely to take part in table feedback than sharing their thoughts by submitting responses to the feedback box. That is unclear how the response rate would develop over time if this specific table feedback setting was left on the tables.

In the interviews, several people highlighted the threshold for picking up a pen and scribbling something. In order to give feedback in general, they felt that there has to be a big reason – very negative or positive experience – that urges them to give feedback. However, the fact that so many people bothered giving feedback on the feedback day without a “big reason”, proved that a little encouragement, stimulation or an incentive helps.

There were quite a few things that worked as a push to give feedback. Not only was the feedback giving location different, but the setting of the tables was clearly changed so that you could see there is something extra on the tables. Some fake feedback notes were dropped in the deposit glasses on the tables so that no-one would have to think they are the first one to participate. There was a note on the restaurant door informing the customers about the special feedback day which meant customers could orientate themselves into encountering something out of the ordinary.

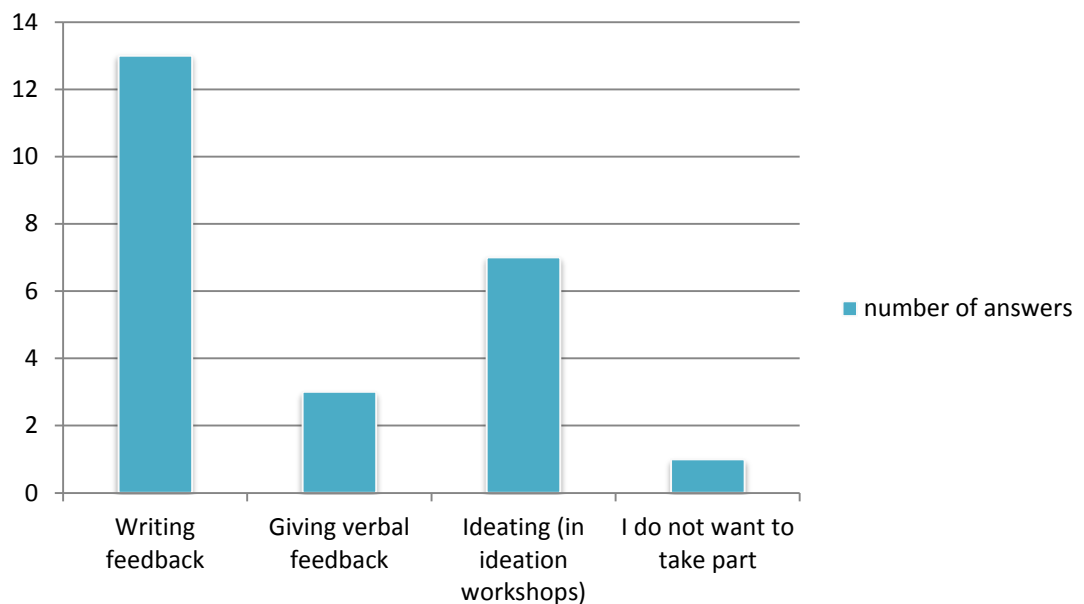
#### **4.4 Second cycle feedback day results**

Altogether 19 feedback cards were filled in and submitted during the second cycle feedback day. Some had only put down their suggestions for a theme, some had only circled their answer to the question, and finally most of the respondents had done both. Some had also written general feedback for the restaurant on the cards.

There was no clear winner among the favorite theme and dish suggestions. That does not matter, since the most important thing is the outcome, the consequence of the feedback day. T

he idea was, that after the second cycle feedback day, Ravintolaidea would announce the forthcoming theme week that was inspired by the customers. This would be the first sign of reaction to the feedback. Obviously organizing the theme week at some point would be even a bigger sign that something had happened based on the received feedback. Whereas without any outcome, the customers might feel let

TABLE 1. Ways in which customers want to take part in developing Ravintolaidea



down and frustrated as some described their feelings in case of no reaction in the interviews.

Quantitative data was obtained to find out in which ways the customers are most willing to participate in the development of Ravintolaidea. Table 1 includes both answers from the interviews as well as from the feedback cards. A couple of the respondents expressed more than one favorable way of taking part.

## 4.5 Second cycle interview results

This time there were nine interviewees. Compared to the first cycle interviews it seemed that there were less customers this time. Two of the interviews were joint interviews and the rest were conducted as individual ones. Three of the interviewed said they had contributed to the table feedback that day.

The interviewees' response to the organized table feedback was positive from all except for a first-time visitor who did not show any interest in giving feedback to Ravintolaidea. The table feedback was considered to be "easily approachable", "easy and fast" and a way "that works and is used in quite many places". On the other hand some expressed that "you do not often times grab a pen and write feedback (at a restaurant)", to which someone countered with: "but it is good to have an option like this if you feel the need to give feedback, since you do not usually express it verbally". Some felt that it was good to have the notes on the table: "It made me think back to all the experiences related to coming here. It is too difficult to go get a piece of paper from around the corner".

As can be noticed, "easy" was a word that was commonly used by the customers, and that means part of the goal was reached. Even though not even nearly all of the interviewees gave their input for the table feedback, they had, however, acknowledged that there was something new at the table, that "the table setting was out of the ordinary" which clearly generated interest and curiosity in the customers.

The ones who visit Ravintolaidea most often were the most open to participating in the development of the restaurant. Some even wished that Ravintolaidea would engage customers more and said they would be happy to be a part of it. The more eagerly customers visit Ravintolaidea the more open they were to the idea of taking part by discussing, participating in a workshop. Those who were not as regular customers tended to state written form as their preferred way of doing their share in developing Ravintolaidea.

Even though workshops or group discussions were regarded as good participation methods, interviewees from Team Academy stated that Ravintolaidea "asks advice quite often from Team Academy already" and that "inside Team Academy there are

quite a few workshops from time to time so the interest is in that way limited, unless it is some way intriguing”.

When it comes to giving negative feedback, most felt that it is easier to do it anonymously: “it is not very easy to do face to face verbally”. It depends on the situation and on the problem itself how easily negative feedback is expressed:

“If the matter is something that is easy to fix it I can do it verbally as well. Sometimes I might go do it online too, but it depends on the situation whether it won’t stop bothering me, and if I feel I can say it out loud”. Many stated that they do not give negative feedback at a restaurant very often, but when they do “it is for a good reason”. Someone pointed out how good it is to have the means right at the table: “If there is an issue that needs addressing it is easy enough to write it down right away”.

None of the interviewees knew about the feedback day until they sat at the table and saw the special arrangement. That means that no one had noticed or paid attention to the adverts about the feedback day beforehand on the noticeboard, info-tv, or the website.

The interviewees were also asked about their thoughts on putting the customers’ feedback and the staff’s answers on display. The customers thought it was a good idea to show the feedback openly. They were interested to know what the other customers think: “If there are similar thoughts to mine, I can relate”. It was emphasized that all kinds of feedback should be displayed: “so that it is not just positive but also critique is present”.

Even though the interviewees felt positively about showing the feedback, there was an agreement on that it is not the most important thing as such. The customers said they want to see whether the feedback is taken into account. Thus, it is more significant to show the results and changes that the feedback has triggered: “Seeing the feedback is not the main point but reading about the results”. Thus, displaying the feedback, answers and results could lead to more active customers.

Even though the customers were interested in seeing the feedback, they were not willing to go through much trouble to view it. That is why customers favored a place that would be along the route inside the restaurant. Since the customers view the lunch list online, some suggested putting a link there. Ravintolaidea’s website and a location at the premises were most suggested options for displaying the feedback.

## 4.6 Feedback TV results

Customers' overall response to the feedback TV was good. The only problem was that not many of them had noticed the TV until it had been pointed out in the interview. Before the feedback day the TV had been blank and not in use at all.

Taking into consideration that the feedback and the staff's answers had been running on the screen only for two days before the feedback day and that it had been out of use for such a long time surely affected that the customers had not noticed it. The interviews suggest that it is one of those things that you need to get used to first.

Couple of interviewees had an "aha" experience and said that from then on they would pay attention to the TV. Since one of the interviewees had noticed the feedback TV on the arrival of coming into the lobby, surely it is not impossible to notice it by yourself. However, something could be done to make the screen more visible to the passing customers. The problem could, however, be due to the location, that the screen can only stand out in customers' field of vision before they enter the restaurant; as customers leave the restaurant the screen is left on their backside in the right upper corner.

The problem could be that customers do not want or do not have enough interest to stand around in the lobby reading the content before or after the lunch unless their interest is evoked somehow. "Most people don't look there at all, they just go straight (to lunch) and at the most check the lunch list", was remarked by one of the interviewees. Some said that everything that happens at the table or "along the route" would be something that you might pay more attention to.

## 5 DISCUSSION

All the work done for the thesis was just a starting point for continuous collaboration between Lutakko Living Lab and Ravintolaidea. It is a beginning for an on-going

process or a series of projects that aim to involve the customers more in the development of the restaurant.

As the project went on, meetings took place where ideas, plans and research results were presented in the presence of the representatives from Ravintolaidea, Ravintolayksikkö and Living Lab. The research results were presented to Hamara on one of their weekly sessions as well.

In the beginning the focus was on developing a fun and engaging feedback giving method for the customer's daily use. As it often times happens with action research, focus shifts and changes along the way, and so at the end the feedback gathering method ended up being something very conventional. Exploring the options was, however, instructive, and will hopefully fuel future brainstorming. That, however, was not the only outcome of the research. It was discovered that, in fact, that three kinds of different feedback could be collected:

- 1) continuous feedback,
- 2) concentrated feedback (set on a certain topic)
- 3) Living Lab assisted development (e.g. ideation sessions, prototype testing)

Continuous feedback refers to the feedback that customers have a chance to give every day. As a result of the feedback day experiments, table feedback was discovered to be an accessible and easy enough way for the customers to give feedback. The fact that a big number of responses were collected on both times the table feedback was organized, and that on the second cycle feedback day customers also gave general feedback and comments regardless of the clearly stated topic, shows that customers do want to have their say. Before, there just was not an easy enough way for the customers to give feedback.

Getting input from the customers is not only important for Ravintolaidea because of the development aspect but also for retaining the existing customers and keeping them satisfied. Surely by engaging the customers more, Idea will have a more loyal clientele.

Table feedback is obviously bound to time and location. A forum online – on the website or Facebook site – proved to be a bit more difficult to approach as concluded from the interviews. However, an online option for gathering continuous feedback

would be good to be available. It might be good to look at developing that once Ravintolaidea's own website is ready and generating traffic.

Concentrated feedback collecting could be organized when there is a need to engage the customers more and perhaps gain answers to a specific question or within a certain topic.

This type of feedback collecting should stand out more to the customers than the regular continuous collecting of feedback. The interviews proved that customers noticed a different kind of table setting once the feedback collecting had been moved to the tables. For regular customers that aroused interest. However, considering that a big share of the customers have their lunch at Ravintolaidea five days a week, it is likely that these customers would not continue taking part very often if the setting was permanently left like this. That is why the collection of concentrated feedback could be done from time to time and it could last a couple days to a week or two.

In order to obtain concentrated feedback, the customer should be encouraged to take part in a special way that would stimulate their interest. It could be stimulating visually, there could be a special incentive involved for the ones that take part for instance, or the method of collecting feedback could be something novel, surprising and exciting.

When it comes to the role of Lutakko Living Lab in the development of Ravintolaidea, the organization could be involved by supporting and overseeing how the feedback system develops in the restaurant. When there is a chance of testing new methods of collecting feedback for instance, Living Lab could be involved in the research.

## **5.1 What next?**

Results from action research can sometimes be left on a declaratory or recommendatory level (Kananen 2012, 39). Hopefully it will not happen in this case. Nevertheless, the journey is by no means over yet. The work done for the thesis provides a basis for further development of the feedback system, both near future and the long-haul.

In the last meeting with the stakeholders of the project a few actions were decided upon. It was agreed that the management team will negotiate the feedback cards that would be taken into use at the tables. Also the schedule and process are to be discussed.

Hamara will name person in charge, a “feedback system developer” who would take care of developing the feedback system further. The person would have the support of the marketing director and other help through Living Lab. The person in charge could earn project credits by doing this.

Having a person responsible of the feedback system development from within the staff would ease the problem of getting Hamara more involved in the whole process. The projects would be done on their own terms. Hamara’s role was perhaps not emphasized enough in the process of the feedback system development.

Surely, Living Lab would offer its help along the way, and there could be a contact person from Lutakko Living Lab to provide support when it comes to the service design aspect. Living Lab’s role in the development process would be to support the feedback system developer in working on the ideas and testing them, employing service design methods.

This person would be in charge of handling and analyzing the continuous feedback, results of which should be discussed in the weekly Hamara sessions. As his first task, the feedback system developer would start working on getting the feedback cards or papers on the tables. Also, a schedule for the periodical concentrated feedback days would need to be established.

## **5.2 Future research suggestions**

As the project was conducted as an action research, there was a longitudinal aspect involved. Due to the short period of time for the research, only two research cycles were performed. The study could be continued when the continuous feedback collection is moved to the tables.

Some more testing could be done with a longer time span on how well customers respond to the feedback TV and it could be a good idea to test other channels for the

purpose of displaying customers' feedback, answers and feedback fueled outcomes as well.

The use of a touch screen in some way to collect feedback was brought up in the ideation sessions. Testing could be done surrounding the tool.

The thesis had its focus on the lunch customers, but perhaps in future other customer groups could be looked at in terms of feedback collecting.

iLutakko was not utilized in the project as much as it could have been. A blog post was written and posted on the website by the author of the thesis (Eloranta 2012). The purpose of that was to send a message to the people of Lutakko that things are happening in their neighborhood, to bring out Ravintolaidea for the iLutakko audience and market the evening activities of the restaurant for them. The blog post ended in a couple of questions, which were put there as an attempt to engage the iLutakko audience for the development Ravintolaidea as well. Unfortunately the blog post received no comments. Nevertheless, the possibilities of iLutakko for the development of Ravintolaidea could be studied in the future.

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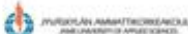








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## 7 APPENDICES

### Appendix 1. First cycle interview questions

1. Why did you decide to come for lunch specifically to Ravintolaidea?
2. Have you given feedback to Idea?
  - If yes, what was the feedback about, and which channel did you use?
  - If no, would you have liked to? What would the feedback have concerned? Why didn't you give feedback/what stopped you from giving feedback?
3. How would you like to give feedback? Public, anonymous, feedback box, verbal?
4. How would you like Ravintolaidea to respond/react to the feedback?
5. At which point would you like to give feedback? While dining, when leaving, in the lobby, afterwards online?
6. What would motivate you to give feedback? Would these have an effect: continuous development of the restaurant or knowing that the restaurant is a learning environment for instance?
7. Would you like to be involved in developing Ravintolaidea?

## Appendix 2. Feedback TV slide show

<p><b>RAU INT OLA IDEA</b></p> <p>Kysy, kommentoi, ehdota... satoa viime viikolta, RavintolaIdeaa vastaa!</p> <p><b>"Ruoka hyvää, maukkaat leivät ja mukava palvelu"</b> - Tuoretta talon leipää leivotaan ja paistetaan päivittäin. Pyrimme myös kiinnittämään erityishuomiota ruoan ja palvelun laatuun.</p> <p><b>"Hamaran tulon jälkeen ruoka ja yleinen fiilis parantunut"</b> - Tästä palautteesta olemme erityisen iloisia. Erityiskiitos ja lupaus siitä että jatkamme kehitystyötä entisestään!</p> <p>  </p>	<p><b>RAU INT OLA IDEA</b></p> <p>Kysy, kommentoi, ehdota... Tässä satoa viime viikolta, RavintolaIdeaa vastaa!</p> <ul style="list-style-type: none"> <li>• <b>Joskus ruoan tulo kestää</b> <ul style="list-style-type: none"> <li>- Lounasaika luo joskus haasteelliset toimintaraamit a la carte-palvelulle. Tavoitteenamme on että asiakas ehtii rauhassa ruokailla lounasajallaan. Valitettavasti emme aina tässä kuitenkaan onnistu.</li> </ul> </li> <li>• <b>Ruokalistat myös englanniksi</b> <ul style="list-style-type: none"> <li>- Tämän tulemme toteuttamaan nopealla aikataululla</li> </ul> </li> </ul> <p>  </p>
<p><b>RAU INT OLA IDEA</b></p> <p>Kysy, kommentoi, ehdota... Tässä satoa viime viikolta, RavintolaIdeaa vastaa!</p> <ul style="list-style-type: none"> <li>• <b>Lounasaika on liian lyhyt</b> <ul style="list-style-type: none"> <li>- Lounasaika on laskettu yleisen lounasajan mukaan. Lounasajan jälkeen on päivittäin tarjolla ruokaa pubi-listaltamme.</li> </ul> </li> <li>• <b>Ruoka liian suolaista</b> <ul style="list-style-type: none"> <li>- Pyrimme tekemään ruoastamme mahdollisimman monen makuun sopivaa. Valitettavasti emme tässä aina onnistu.</li> </ul> </li> </ul> <p>  </p>	<p><b>RAU INT OLA IDEA</b></p> <p>Kysy, kommentoi, ehdota... Tässä satoa viime viikolta, RavintolaIdeaa vastaa!</p> <ul style="list-style-type: none"> <li>• <b>Hyvä ja joustava palvelu, palvelu nopeutunut</b> <ul style="list-style-type: none"> <li>- Pyrimme puhelemaan asiakkaita mahdollisimman monipuolisesti, joustavasti ja tehokkaasti, koskaan ystävällisyyttä unohtamatta. Pyrimme myös kehittämään toimintaamme jatkuvasti. Kiitos positiivisesta palautteesta.</li> </ul> </li> <li>• <b>Teemaviikkoja?</b> <ul style="list-style-type: none"> <li>- Teemaviikkoja on tulevaisuudessa tulossa. Tässä kuuntelemme mielellämme myös asiakkaittemme toiveita</li> </ul> </li> </ul> <p>  </p>
<p><b>RAU INT OLA IDEA</b></p> <p>Kysy, kommentoi, ehdota... Tässä satoa viime viikolta, RavintolaIdeaa vastaa!</p> <ul style="list-style-type: none"> <li>• <b>Perunan korvaaminen kasviksiin maksuttomaksi</b> <ul style="list-style-type: none"> <li>- Kasvikset ovat usein huomattavasti kalliimpia kuin peruna. Joutuisimme siirtämään kokonaiset raaka-ainekustannukset perusannosten hintoihin.</li> </ul> </li> <li>• <b>Jälkiruoka olisi kiva piristys</b> <ul style="list-style-type: none"> <li>- Jälkiruokien tarjoaminen säännöllisesti tarkoittaisi taas hintojen nostamista. Saatamme kuitenkin tulevaisuudessa vielä yllättää...</li> </ul> </li> </ul> <p>  </p>	<p><b>RAU INT OLA IDEA</b></p> <p>Ensi viikolla RavintolaIdeaa tahtoo kuulla, mikä maistuisi Sinulle parhaiten!</p> <p>Mikä on suosikkimaasi tai -maanosa?</p> <p>Ehdota ideasi, ja me saatamme toteuttaa juuri sinun ehdottamasi teemaviikon!</p> <p>  </p>

**Appendix 3. Second cycle interview questions**

1. Why did you decide to come for lunch specifically to Ravintolaidea?
2. How often do you visit Ravintolaidea?
3. When do you come to Ravintolaidea? (For lunch, coffee, bar?)
4. Did you take part in either of the feedback days? If not, why?
5. How did/do you feel about giving feedback in this way? What do you think of the table feedback?
6. Do you wish Ravintolaidea would engage their customers more in developing their performance and services?
7. How would you like to take part in developing the above mentioned?
  - a. Writing feedback
  - b. Organised ideation sessions
  - c. Verbal feedback
  - d. I wouldn't like to take part
8. How do you feel about giving negative feedback? Do you give negative feedback? How? What is the easiest way to give negative feedback?
9. When and how did you find out about today's feedback day?
10. What do you think about displaying the feedback and possible answers publicly? Are you interested to see it?
11. What in your opinion would be the best channel to display the feedback and answers to it?
12. Did you notice the feedback TV? What do you think of the idea?

## Appendix 4. First cycle feedback day input from the customers

### General feedback

- Ruoka ja palvelu hyvää
- The food was very good, thank you
- Ruoka oli hyvää. Kiitos!
- Hyvä palvelu ja iloiset ihmiset 😊
- Kiitos! Hyvää oli.
- Ruoka on hyvää + palvelu. 😊
- (piirretty hahmo näyttää peukaloa, hymyilee ja sanoo OK!)
- Kiitokset hyvästä ruoasta, maukkaista leivistä ja mukavasta palvelusta!
- Kiitokset erittäin maittavasta ruoasta ja iloisesta palvelusta
- Satu on ihana!
- Kiitos hyvästä ruoasta ja iloisesta palvelusta
- (kynästä muste loppu)

### Recurrent themes marked with same colors

- Lohikeitto hieman **liian suolaista**. Muuten hyvää, kiitos
- Lindströmin pihviin mielellään sipulia kuin kermaviiliä. **Suolaa vähemmän kaikkeen**
- Soppa oli **suolaista**, mutta muuten hyvää
- Soppa **suolaista** muuten ok!
- **Perunan korvaaminen salaattilla/juureksilla ”hintaan sisältyväksi**! Ei sovi kaikkiin ”monimuotoisiin” ruokavalioihin!
- Maksaako peruna – **lisäkkeiden** (perunamuusi, maalaisperunat yms.) **vaihtaminen** esim. salaattiin ekstrapaa? Jos maksaa niin törkeää! Huomioikaa ruokavaliot –en syö perunaa tai riisiä
- Olisi kiva jos **kasvislisuke** ei olisi erikseen maksullinen. Perunan ”pakko”syöttö ärsyttää
- Ruoka oli hyvää, annos kooltaan sopiva, **joskus jää pienehköksi**. Palvelu ystävällistä ja iloista! **Jälkiruoka** olisi kiva piristys!
- Hyvä ja joustava palvelu, palvelu **nopeutunut** -> hyvä!, Riittävä valikoima, **annosten koossa** hiukan petraamista
- Ruoka oli maukasta kuten yleensäkin. Ainoa **mikä joskus on ollut miinusta, on ruuan viipyminen, tänään tuli tosi pian**, kiitos!
- Tänään **ruoat tulivat tosi nopeasti**, mutta joskus on **kestänyt lähes puoli tuntiakin**. Ruoat ovat hyviä 😊
- Palvelu **oli nopeaa**, yksilöllistä
- Hommat toimii ihan hyvin :D **Teemaviikkoja?**
- Saisiko **verkkosivujen ruokalistaan myös salaatti/keittovaihtoehdot** näkyviin?
- Kahvi vähän myrkyä (=kitkerä)
- Hyvää oli lohisoppa – lihanystävä olisi syönyt enemmän lohta 😊
- Enemmän kastiketta lautaselle
- Hamaran tulon jälkeen ruoka ja yleinen fiilis parantunut
- Hyvä Hamara ja Idean väki! Todella hyvä soijapihvi, paras ikinä
- Palvelu hyvää miellyttävä ympäristö. Soijapihvi hieman kuiva ja korppuinen, muu ruoka hyvää