

CUSTOMER SATISFACTION

Case: Ben Thanh restaurant in Krakow, Poland

Ta Duc Tri

Thesis

Degree Programme in Tourism
Bachelor of Hospitality Management

2023

Degree Program in Tourism
Bachelor of Hospitality Management

Author(s)	Ta Duc Tri	Year	2023
Supervisor(s)	Ulla Kangasniemi & Petra Paloniemi		
Commissioned by	Ben Thanh restaurant		
Title	Customer Satisfaction Case: Ben Thanh restaurant in Krakow, Poland		
Number of pages	49 +19		

The aim of the research is to explore customer satisfaction with the case company is Ben Thanh restaurant in Krakow, Poland. The paper concentrated on factors that affects customer satisfaction.

The research used qualitative method as a research methodology. A hand out survey was created in order to collect and analyse necessary data from customers who visit the restaurant. There is total 17 questions in the survey and 92 responses were collected and analysed.

The overall result illustrates a fact that the restaurant acquires an advantageous level of customer satisfaction. The quality of food is the most satisfying factor of the customer satisfaction. On the other hand, other elements of customer satisfaction need to be improved. The food served and employees are major dissatisfaction and it is significant to consider and enhance. Interior and exterior design and new food are considered to create more competitive advantages.

In general, all problems related to customer satisfaction must be solved primarily, even in the smallest detail. It should be observed carefully that every single guest will possess his or her own perspectives and expectations.

Keywords customer satisfaction, restaurant service, Vietnamese restaurant, Krakow, Poland

CONTENTS

1 INTRODUCTION	4
2 BEN THANH RESTAURANT BACKGROUND	5
3 CUSTOMER SATISFACTION	7
3.1 Definition.....	7
3.2 Factors that affect customer satisfaction.....	8
3.2.1 Service quality	8
3.2.2 Product quality	11
3.2.3 Price	12
3.2.4 Situational and personal factor	13
3.2.5 Customer loyalty.....	14
3.2.6 Ambiance and cleanliness.....	14
3.3 Kano Model.....	15
3.3.1 Kano Model theory	15
3.3.2 Advantages of Kano model	17
4 RESEARCH METHODOLOGY.....	19
4.1 Qualitative methodology	19
4.2 Survey.....	19
4.3 Sample and data planning	21
4.4 Reliability and validity.....	22
5 ANALYSIS OF RESEARCH	24
6 SOLUTIONS TO IMPROVE CUSTOMER SATISFACTION	37
6.1 Solutions to factors affected the customer satisfaction	37
6.2 Solutions to prioritizing and crucial problems.....	39
7 DISCUSSION	41
REFERENCES	43
APPENDICES.....	50

1 INTRODUCTION

Restaurant businesses these days are highly competitive, offering a wide range of experiences and services that appeal to customers' emotions and satisfy their needs. The restaurant industry is expanding rapidly in terms of demand as well as popularity. The foundation of organizational growth is customer satisfaction. (Tcvetkova 2017.) Improving customer satisfaction will contribute to ongoing revenue growth for the business and a positive reputation with its most important customers (Kotler & Keller 2012).

The aim of the thesis is to research the level of satisfaction of customers in order to detect positive solutions for meeting feelings and expectations of clients in Ben Thanh restaurant in Krakow, Poland. The following research questions are created to discover solutions by the author:

- What is the current level of customer satisfaction in Ben Thanh restaurant, Krakow?
- How to improve and increase customer satisfaction?

The research method is qualitative, including survey as a primary method to collect data for analysing and detecting solutions for the improvement of customer satisfaction of Ben Thanh restaurant. Additionally, books, other theses and internet sites are used as secondary data to contain a literature view of the case.

2 BEN THANH RESTAURANT BACKGROUND

Kraków, which is also spelled Cracow, is known as one of the largest and most ancient cities in Poland. Additionally, the city is one of Poland's most significant economic hubs and has long been one of the top centres of Polish academic, cultural, and artistic life. Indeed, it used to be the capital of Poland in almost 500 years from early 11th to 15th century. Kraków maintained its status as a significant global hub for academia and the arts. When UNESCO included the Historic Centre of Cracow on its new World Heritage List in 1978, it included the whole Old Town. Currently, the city is home to approximately 760,000 people. A popular European city break destination, Kraków is a lovely and ancient city to explore. (Visit Krakow 2023.)

Ben Thanh restaurant is a Vietnamese ethnic and casual dining restaurant. It was founded at the beginning of 2021. The reason why the restaurant chose the name "Ben Thanh" is that Ben Thanh is an extremely famous location in Ho Chi Minh city in the eyes of international community and it is a tourist attraction when visiting Vietnam. It is a city centre market that evokes memories of childhood for many people. (Tripadvisor 2023.) One of the drawbacks is that, despite being in the city centre, the location is not in a busy area; rather, it is close to a train station in Krakow. It is open all year round. Open hours of the restaurant are from 10.00 until 20.00. (BenThanh.restauracja 2023.) In addition, in order to increase revenue, the restaurant is cooperating with delivery applications like Pyszne, Uber Eats, Glovo, and Bolt so the restaurant can gain more clients who place their orders online.

Due to its relatively low average customer base, the restaurant employs a small number of staff members. There is only one manager, two chefs and one part-time waiter who is the author of the thesis. The manager also works as a waitress and cashier who can speak English and Polish fluently to the customer.

The menu at Ben Thanh is diverse, including various kinds of soup and Vietnamese traditional food called "Pho". Moreover, there are a variety of dishes, including spring rolls, chicken, pork, ribs, beef, tofu, various kinds of seafood such as squid, fish and shrimp. Moreover, there are also a variety of fried rice, fried

noodles, soft drinks and additional dishes such as French fries, rice, salad and so on. (see Appendix 1.) The restaurant serves not only Vietnamese food but also traditional food in Thailand and China such as Pad Thai is one of the most famous dishes in Thailand cuisine and Gong Bao is also a famous dish in Chinese cuisine. Because the restaurant tried to keep the names of the dishes as authentic as possible, most of the people, Polish in particular, are not familiar. Therefore, when customers ask what the dishes includes, the manager or cashier or waiter/waitress typically tries to explain accurately so that customer can imagine it.

3 CUSTOMER SATISFACTION

3.1 Definition

There are many definitions about customer satisfaction. Oliver (2014) defines customer satisfaction as level of happiness related to consuming a specific product or service. Customer satisfaction is a metric that reveals how consumers feel about any company's products or services (Suharyono & Widiyanto 2021; Tse & Wilton 1988, 204; Bryson, Sundbo, Fuglsang & Daniels 2020).

On the other hand, Qin and Prybutok (2009, 78) claims a company's future income and profitability are directly impacted by customer satisfaction, which also influences repurchase purposes and actions. Since it is ultimately accountable for the company's performance in all commercial contexts, customer satisfaction is a critical component of any corporate organization (Chen & Chen 2014). Another definition is defined by Grigoroudis and Siskos (2010) that customer satisfaction is a benchmark for measuring whether a product or service meets customers' expectations. Since maintaining a returned customer requires offering high-quality product or services, customer satisfaction is essential for any businesses. If customers are dissatisfied, the business cannot keep them as clients, then sales and revenue will maintain decreasing. (Wardana & Sumarmi 2019.)

According to Rai (2008, 7), customer satisfaction will be determined by comparing customer expectations to customer evaluations of the services received, regardless of how they differ. Based on this formula, it can be concluded that if a customer's impression of the service surpasses their expectations, they will remain satisfied, and vice versa; if their perception is below their expectations, they will become unhappy.

It is essential to comprehend and anticipate the needs and desires of customers in order to meet their needs and achieve their satisfaction. Entrepreneurs who comprehend and fulfil customer requirements rapidly are more profitable than those who take long time to achieve it. (Barsky & Nash 2003.)

Customer satisfaction indicates the acquisition of the customer's desire at the appropriate time and location. It is the procedure for obtaining feedbacks from clients regarding the features of a product or service that will meet their consumption needs. Customer satisfaction is a synonym for receiving positive feedback from customers. It evaluates a product or service based on how well its quality meets the expectation of the customer. (Zeithaml, Gremler & Bitner 2006.)

Steve Jobs assumes that “Get closer than ever to your customers. So close that you tell them what they need well before they realize it themselves.” (Quotefancy 2023). It demonstrates how much the organization places on customer satisfaction. Preparing products or services before customer need. As time still runs, customer satisfaction has developed into a valuable and trustworthy instrument that businesses can use to produce services and products that meet consumers' expectations and perceptions. Increasing customer interaction helps to enhance the products and/or services and the company's financial condition.

3.2 Factors that affect customer satisfaction

3.2.1 Service quality

Ensuring customer satisfaction can be achieved by providing superior products and services (Mey, Akbar & Fie 2006). Perceived service quality refers to a general opinion or mindset about how much better the service is (Parasuraman et al. 1988, as cited in Heung, Wong & Hailin 2000). Moreover, service quality is determined by how well provided services meet or exceed customers' expectations. In order to satisfy customers' needs, businesses must assess the level of service they provide, identify any problems, and work rapidly to detect solutions. (BusinessDictionary 2017.) In addition, service quality is pivotal for a business to succeed and set itself apart from rivals (Jamal & Anastasiadou 2009, as cited in Turay et al. 2017). Besides, it is an approach that employees engage with customers that determines the quality of services that the business provides. Maintaining a consistent mindset among staff members is essential to preventing service chain breaks at weak points. Long-term relationships and frequent communication with clients foster an environment where a constant standard of service quality is guaranteed. (Horovitz 2000.) What keeps customers interested

in the company's products or services is their attraction to them. Consumers buy products and services, but they also create opinions about the company that sells them based on the company's reputation and entire experience. (Bergman & Klefsjö 2010, 23-24; Kukanja 2017, 43.)

The Figure 1 depicts the participation of factors that involve an impact on customer satisfaction. The factors that contribute to ensuring customer satisfaction at every stage of a company's lifecycle include service quality, product quality, pricing, situational factors, and personal factors. Therefore, this figure shows the intimate connection between service quality and customer satisfaction as well as other factors that can contribute to customer satisfaction. It is the case that the customer will experience service quality initially and then he or she will be aware of satisfaction or not (Grönroos, 2000).

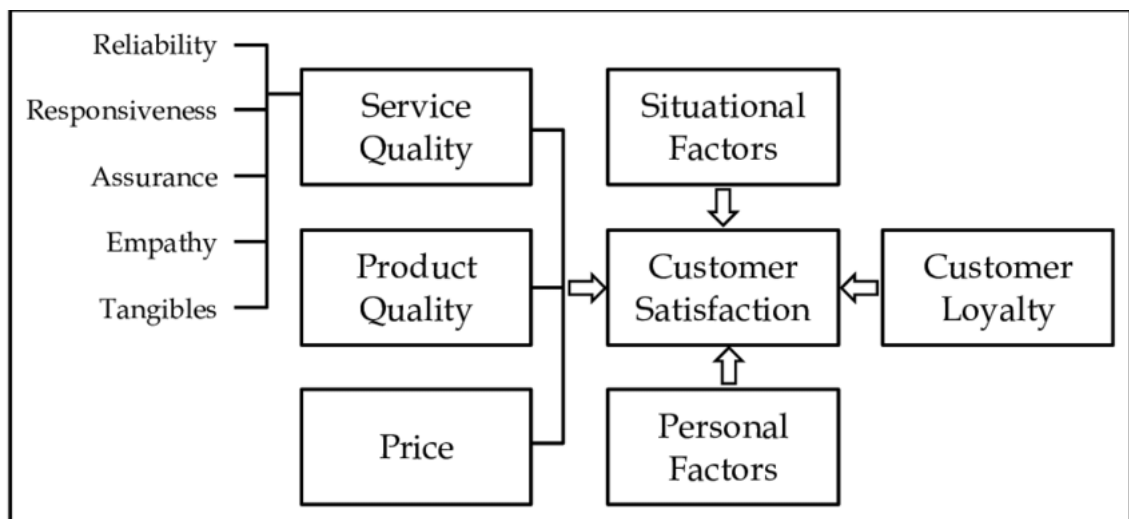


Figure 1. Customer Perception Quality and Satisfaction (Parasuraman et al. 1988, as cited in Turay et al. 2017)

Every customer includes separate expectations, which causes it challenging for any business to deliver high quality of service. Customers will consider several factors when evaluating service quality of a business. A technique for assessing consumer pleasure is called SERVQUAL (Zygiaris et al. 2022). This technique is based on the five components of service quality, namely RATER, which is shown in Table 1.

Table 1. SERVQUAL model and its determinants (Zygiaris et al. 2022; Mey, L. P., Akbar, A. K. & Fie, D. Y. G. 2006)

SERVQUAL determinants	Definition
Reliability	It is possible to provide the guaranteed service precisely and consistently. This part deals with managing problems, expenses, supplies, and services. Entrepreneurs consistently promise to deliver quality of service in order to significantly increase customer satisfaction. It is an essential part of a company that assists clients in exceeding their expectations. It takes long-term steps to gain the valued trust and dedication of prestigious clients. Businesses face risks at other stages of the economic cycle, but they will thrive if they can show consistency in their dealings with customers.
Assurance	It fosters the trust of the customer through members of staff who acquired the necessary skills and knowledge. A service that gain unpredictable future results is referred to as "assurance." A business owner must constantly be looking for new methods to build connections with loyal and reliable customers.
Tangibles	It is a crucial component in the service industry. Physical buildings, furnishings, staff, and communication tools are all appeared. Valued customers decided to visit because of the service excellence based on this aspect of service quality.
Empathy	It means that a company provides each client thoughtful, personalized attention. When businesses care about customers, they are happier. Customers will feel more positive as a result since they will believe that the firm considered their comments for the company's decision. When a company cares about its customers who like it, it means that company obtain competitive advantages in its field. In addition, businesses should emphasize the importance of being approachable and easy to reach their

	clients. Besides, they must pay attention to their clients' needs and communicate with them in the simplest terms so that they will feel comfortable when they understand the conversation. Companies typically should strive a beneficial deal of effort to understand their clients' desires.
Responsiveness	It is enthusiasm to assist clients in bringing rapid service. It is essential that entrepreneurs be vigilant and act quickly in situations involving their clients. Customer-related issues include queries, complaints, and comments. Prioritizing the feedback from esteemed clients is an issue that companies need to consider and guarantee that the services and products clients receive from the company are uniform.

There are total of 22 characteristics that measure customer perceptions of service quality and are divided into five elements as shown in Table 1: each “Assurance”, “Tangible” and “Responsiveness” receives four and the rest receives five for each element. Those numbers of characteristics are inquired about by respondents on a seven-point Likert scale from “extremely disagree” to “extremely agree” about the respondent’s thoughts and expectations of receiving the service. The discrepancies between expectations and experience for 22 distinct characteristics can be used to calculate an overall quality score. The perceived quality will decrease if this score demonstrates that expectations are higher than the experiences that a customer receives and vice versa. If the score is zero, it illustrates that service quality meets the customer expectations. (Grönroos 2015.)

3.2.2 Product quality

For customer satisfaction, product quality is among the most important elements. The product is primarily referred to as the main product, which is food. At this point, customers are purchasing products to satisfy their needs. (Kotler 2000.)

The combination of characteristics that build food appealing to customers is known as food quality. Taste, smell, colour, texture, form, appearance, and sanitary properties are among the sensory attributes that are considered to be part of these characteristics. (Ha & Jang 2012, 215.) Given that food is intended for human consumption and is typically vulnerable to contamination, food quality is one of the attributes needed in the production of food. Freshness is presently a significant factor in what customers want to buy. The reason for this is that consumers were trending toward seeking out fresh foods that it is hygienic. (Shaharudin, Mansor & Elias 2011, 199.) Many consumers requested that products be handled in accordance with particular standards. For example, they wanted to know what ingredients are used in products in order to follow certain diets, meet dietary restrictions like vegetarianism or treat medical disorders like diabetes and allergies. (Edwards 2013, 223.)

When a restaurant's initial food quality fulfils buyers' expectations, they stay satisfied, which ultimately results in client retention (Al-Tit 2015). Furthermore, Namkung and Jang (2007, 389) define presentation as the method of plating food and decorating it visually appealingly to draw in customers and enhance their sense of quality. Besides, Ryu and Jang (2007, 59) found that the aroma of a cooked dish or background aroma can enhance customers' dining experiences and elevate their emotional state.

3.2.3 Price

Price is one of the factors that influences whether a client decide to purchase or not (Khan 2011). Pricing is a useful metric for assessing how customers feel concerning a product or service from their point of view. (Mattila & O'Neill 2003). Price examines that when a consumer pays a cheap price, they experience a low quality of product. In the opposite, when they pay a high price, they enjoy a high-quality product. For instance, it is understandable to assume that the fresh meals that are offered to guests in the city centre will be not cheap at all. (Kotler 2000.) However, customers who are happy with a product or service are less likely to be affected negatively by price increases and are also more likely to introduce others regarding quality of product or service. (Hague & Hague 2023.) Finally, price is

the element that buyers are likely to take into account when making decision. (Khan 2011).

It is considered to be the component of the business that is flexible and may be altered in response to market values, products, or services, all of which contribute to revenue generation. Maintaining prices and striking a balance between customer affordability and income generation are both ongoing challenges. (Dibb, Bradley & Simkin 1996.) Determining a balance between price and quality can be challenging for business owners and restaurant managers, but if a restaurant can approach the typical ratio, it will benefit from increased customer satisfaction and business growth (Paul 2013). If the cost and quality are comparable, eventually customers will be happy, which will lead to positive reviews and probably lead to these customers coming back to the restaurant (Angelova & Zekiri 2011). Overpricing will drive people to modify their purchasing habits toward your items, and lower prices will result in unprofitability (Dibb, Bradley & Simkin 1996). In order to thrive, the restaurant must consider the market and compare prices with other restaurants that operate the same style. Furthermore, considerations such as fixed costs and valuable costs are essential when determining prices.

3.2.4 Situational and personal factor

The way a customer behaves after expressing interest in a product may influence their level of satisfaction. The perception of the customer of the services may change as a result of their interaction, either positively or negatively. The negative impact usually occurs with low-quality products and services, but if that company can create relationships with customers, it might be reduced and acceptable. On the other hand, when the customer receives enough effective facilities from the company, he or she will receive more positive impacts and reduce any unfavourable reactions related to that company. (Parasuraman, Zeithaml & Berry 1990, as cited in Budhathoki 2018.)

Kotler (2000) assumes that the buyer's decisions are influenced by people with varied characteristics, such as economic circumstances, way of life, age

groupings, income position, and purchasing habits. For instance, teenagers are not the same as adults or the elderly in their interests, needs or preferences.

3.2.5 Customer loyalty

The higher customer satisfaction, the more efficient brand loyalty. Sales and profitability both rise when a customer pays attention to one brand. (Sharma et al. 2020.) Tobe and Thomas (2012) believe that “loyalty brings profitability”. Gaining new customers comes at a higher cost than maintaining current ones. The main factor influencing various consumers to buy from the seller and to constantly examine their decision before deciding to buy alternative services or products is the presence of loyal customers. When a business achieves loyal customers, it is not by accident, but it is the result of careful planning and efficiently gathered data. Through a customer-focused strategy that meets the interests and demands of the consumer, brand loyalty may be attained.

To gain a competitive edge for organizations, customer loyalty is heavily taken into account. Businesses currently declare their intention to satisfy customers since they are their main sources of revenue and profit. There is a strong likelihood that customers will stick with a business if they observe its offerings satisfactory. (Suharyono & Widiyanto 2021.) Furthermore, satisfied customers appear to encourage others to use the company's services (Bryson, Sundbo, Fuglsang & Daniels 2020).

3.2.6 Ambiance and cleanliness

In order to enhance customer satisfaction strongly, above mentioned factors are not enough. Innovating ambience factors with cleanliness are perspective that can create competitive advantages in restaurant industry. (Agbenyegah et al. 2022.) A restaurant's ambience is best described as how comfortable it is to be in (Nainedova 2018). Currently, customers who visit the restaurant include a tendency that customers want dining places offering them a comfortable, superior, and elevated experience (Horng, Chou, Liu, & Tsai 2013, 17). Due to the growing demand for restaurants, entrepreneurs realize that their establishment's atmosphere must be sufficiently appealing to draw customers back for repeat business (Xu 2007, 42). Furthermore, the restaurant business

demands that a restaurant's cleanliness is outlined as a special consideration, since this element impacts the dining quality and customers' perceptions (Barber & Scarcelli 2009, 312; Liu & Jang 2009, 339).

Omar, Ariffin and Ahmad (2015) assert that the ambiance leaves the initial impression on consumers though it may not be the cuisine that draws them in. Not only will it encourage people to eat, but it will also affect how they enjoy their meals. The spatial layout is therefore a crucial component of the restaurant's look. It alludes to furnishings, equipment, conveniences, and facilities. Customer perception of the restaurant is significantly impacted by those elements, which contribute to positive brand image. Dining experiences for patrons are significantly influenced by the decor, audio, lighting, and service standards. Customers may stay in the restaurant longer once they felt and liked the music, which could encourage them to place additional orders. (Omar, Ariffin & Ahmad 2015.) On the opposite, if a restaurant lacks the proper ambience, customers might not attain a comfortable meal (Raajpoot 2002, 112). Calm, light, and soothing music are typically appealing (Omar, Ariffin & Ahmad 2015). Similar to aroma, it is a small detail that could create a major difference in how long customers stay (Ariffin, Bibon & Abdullah 2011, 35; Omar, Ariffin & Ahmad 2015). Furthermore, the emotions and behaviour of a customer might be affected appropriately. Therefore, the atmosphere is crucial to customer satisfaction level. (Omar, Ariffin & Ahmad 2015.)

3.3 Kano Model

3.3.1 Kano Model theory

The Kano Model is a customer satisfaction model that was first presented by Kano with his colleagues and is used comprehend various customer expectations. According to product quality feature, the Kano Model can be applied to identify qualities that are most important. (Liao, Yang & Li 2015; Park & Jeon 2022.) In order to maximize satisfaction and forecast future trends in customer demands, the Kano model advises service and product suppliers to concentrate on two aspects. The two aspects are the satisfaction of needs, which assesses the extent to which customer requirements are met, and the subjective

reaction of the consumer to the fulfilment of the quality attributes. (Kano et al. 1984, as cited in Momani, Al-Hawari, Al-Shebami & Al-Araidah 2014.)

The Kano model, which is shown in Figure 2 demonstrates the vertical axis representing customer satisfaction and the horizontal axis representing how fulfilled products are. Traditionally, it is frequently believed that there is a linear relationship between consumer satisfaction and fulfilled product that customers are happier when a product attains more suitable functionality and vice versa. The vertical axis displays the degree of customer satisfaction as an up arrow. Conversely, the degree of customer dissatisfaction as a down arrow with the product or service. Regarding the horizontal axis, the fulfilled product is indicated by the right arrow, while its unfulfilled product is indicated by the opposite arrow. (Folding Burritos 2022.)

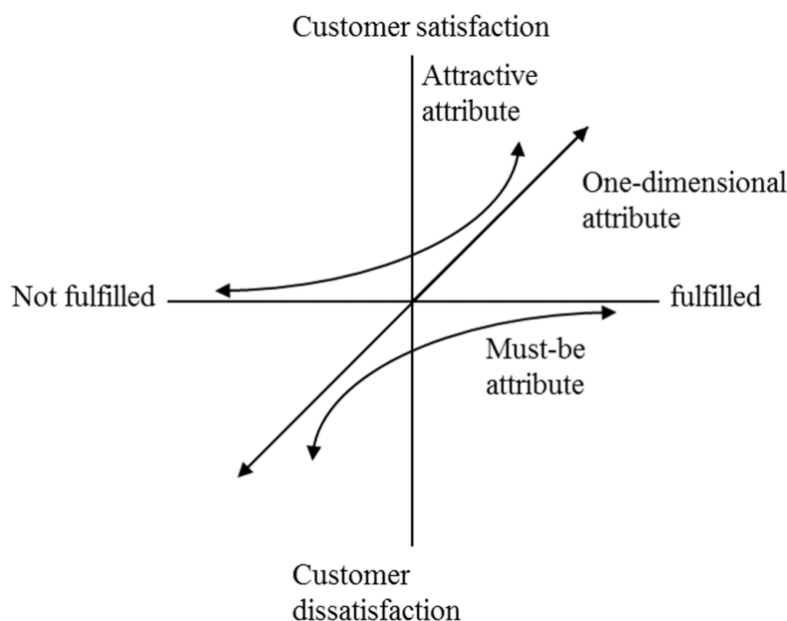


Figure 2. Kano model of customer satisfaction (Lin et al. 2017)

The Kano Model is divided into 4 categories with 4 individual lines as shown in Figure 2:

The "one-dimensional" line that intersects the origin at a 45-degree angle depicts the situation in which the degree of functionality of the product and customer satisfaction are directly related. The better the product is, the happier and more satisfied the buyer will be. Conversely, customers will not be satisfied if the

product's requirements are not sufficiently met. (Ho & Tzeng 2021; Park & Jeon 2022; Shen et al. 2021.)

The must-be curve demonstrates features where the customer's satisfaction never rises above neutral, regardless of how functional the product gets improved, but the client becomes less satisfied with the product as it becomes less functional. For instance, if a company loses the trust of its customers, they will continue to remain dissatisfied with the company regardless of how the company develops or improves the product or service. (Ho & Tzeng 2021; Liao, Yang & Li 2015; Park & Jeon 2022; Shen et al. 2021.)

Customers are more likely to be satisfied when a service or product is of high-quality fulfilment if the curve is attractive, which is a positive factor. Besides, in a situation where the service or product is less quality than expected, the customer remains happy because he or she thinks it does not affect so much about his or her expectation. (Ho & Tzeng 2021; Liao, Yang & Li 2015; Park & Jeon 2022; Shen et al. 2021.)

Customers do not concern whether a product or service is functional, so an indifference line is typically drawn along the horizontal axis to represent this. In other words, it will not change the customer's feelings about satisfaction or dissatisfaction. (Ho & Tzeng 2021; Liao, Yang & Li 2015; Park & Jeon 2022.)

3.3.2 Advantages of Kano model

Sauerwein, Bailom, Matzler, and Hinterhuber (1996) state that the Kano model consists of certain benefits when it comes to examining customer perception. First, improving a one-dimensional or attractive line would be more advantageous than a must-be line in terms of product development priority. Additionally, it will obtain a stronger effect on customer satisfaction and perceived product quality. With a deeper understanding of the product's needs, the requirements that most directly affect customer satisfaction can be identified.

It is optimal to integrate the deployment of quality functions with Kano's notion of customer satisfaction. A prerequisite is defining the demands of the customer, their hierarchy, and their priority (Griffin & Hauser 1993, as cited in Sauerwein,

Bailom, Matzler & Hinterhuber 1996). Determining the importance of particular product attributes for customer satisfaction using Kano model creates the perfect precondition for process-oriented product development activities.

Kano's method is very useful in compromise scenarios that arise over the product development process. Every consumer who visits a business will view it diversedly, based on varying criteria regarding attractive, one-dimensional, and must-be elements. On the other hand, as soon as the business realizes that there is a problem with customer perception, it will begin to address it with a workable solution in order to maintain customer satisfaction across all customer segments. (Sauerwein, Bailom, Matzler & Hinterhuber 1996.)

The one that can set a company apart from the others is the attractive factor, as opposed to the one-dimensional, must-be, and attractive factors. In other words, it might provide them with a distinct or competitive edge in their industry. On the other hand, two other criteria that a product must meet are regarded as interchangeable because they are mediocre (Hinterhuber, Aichner & Lobenwein 1994, as cited in Sauerwein, Bailom, Matzler & Hinterhuber 1996).

4 RESEARCH METHODOLOGY

4.1 Qualitative methodology

The goal of qualitative research is to comprehend and interpret the complex relationships between people, cultures, and behaviours. This is achieved by digging into the various meanings, contexts, and perspectives surrounding these phenomena. (Denzin & Lincoln 2018; Merriam & Tisdell 2016; Creswell & Poth 2018.) By revealing and comprehending the relevance of meanings, values, and beliefs present in human experiences, qualitative research methods offer important insights into the intricate details of people's lives (Miles, Huberman & Saldana 2020; DeFranzo 2011).

Qualitative research assembles contributions by expanding on the analysis and understanding of quantitative data, in contrast to quantitative research, which is more concerned with numerical data and experimental treatments. Extensive human behavioural processes and patterns that are difficult to quantify are best understood through qualitative study. Qualitative methods provide clarity for phenomena such as experiences, attitudes, and actions that are difficult to quantify precisely. Those methods also enable individuals to express their views, feelings, and encounters, emphasizing the intricacies of their perspectives and behaviours in certain situations. (Tenny, Brannan & Brannan 2022.)

4.2 Survey

Qualitative methodologies are common in open-ended questions in interviews and verbally stated observations (Streefkerk 2023). However, a hand out survey is determined to conduct the research and it uses qualitative analysis to analyze the solutions to the survey. The reason for this is that qualitative data is more suitable for analysis based on the theoretical background and the purpose of the thesis. By obtaining diverse and in-depth responses, hand out surveys broaden the scope of qualitative data collection by obtaining a variety of perspectives and experiences (Merriam 2009; Creswell & Creswell 2017). One benefit of hand out surveys is that respondents can be informed of the importance and goal of the

survey in person. This generates survey completion consent rates frequently more effective. (Taylor-Powell & Hermann 2000, 4.)

A survey was created to determine and improve customer satisfaction level in a Vietnamese restaurant in Krakow, Poland. The survey was created in both Polish and English to ensure that all responses from both domestic and foreign clients would be gathered and that readers would receive accurate information. (See Appendix 2 & 3.)

The survey consists of 18 questions related to the research topic in both English and Polish versions, so clients can choose one of the versions to fill in the response more comfortably and precisely. These inquiries cover demographic categories as well as the experiences and opinions of patrons following their visit and enjoyment of the restaurant. There are 17 closed-ended questions in total out of 18. There are a few questions in which respondents only mark options like "yes", "no" and "maybe" to indicate their responses. Besides, choosing one option from the list or several options at once is one of the types of questions in the survey. Additionally, there are also rating scale queries for customers in the list of closed-ended questions. The last question in the survey, which is open-ended, asks about providing detailed solutions for enhancing and growing the restaurant based on the opinions of its customers. In order for the author to determine the precise target group for the restaurant, the first four questions are demographic in nature. This helps the author gain a better understanding of the background information of the customers, including age, nationality, gender and occupation. Questions five through nine focus on the relationship that exists between customers and the restaurant. In particular, the author is especially interested in studying the procedures followed by clients prior to their visit, including how they know about the business, what draws them in and other details. The following query concerns the range of menu items and inquires as to whether or not buyers feel that the restaurant serves a large number of dishes.

The eleventh question consists of 24 sub-questions that are grouped into four major themes: ambiance, price, food quality, and service quality. Clients are specifically asked to respond to those questions by rating them on a 5-point Likert scale that goes from "extremely dissatisfied" to "extremely satisfied". This

important question is relevant to the subject because it allows for the evaluation of restaurant details through customer feedback. The following four questions ask about your overall experience and level of satisfaction with the Ben Thanh restaurant on a scale from 1 to 5. Following the evaluation of the restaurant, the author included two more questions: one asking if customers would recommend the restaurant to friends and family and whether they would return to experience the quality of the food and service or not. In an effort to improve customer satisfaction at Ben Thanh restaurant, questions were created to better understand the viewpoints of the guests.

4.3 Sample and data planning

According to the study, Kotler and Armstrong (2017, 138) define the sample as a group of individuals selected to alternate whole people in order to receive opinions from them. A set of individuals selected by the author are direct guests of the restaurant, in accordance with the current topic. The target audience for the study and the restaurant is everyone who visits, from the youngest to the oldest, whether it is for lunch or dinner. Because they are the target customers, the survey was conducted offline and in person at the restaurant.

As a part-time employee, the author introduced the survey to each customer over working time. In the rest of the opening hours of the restaurant, the manager helped the author transferred the survey to all customers that come to the restaurant after enjoying and fulfilling their bellies. Customers were directly offered the survey in printed form. After there was sufficient data, the author collected the surveys that the clients completed to analyse. The author expected to gather approximately 100 responses, which were collected in the span of two weeks from April 27th to May 7th. Following data collection, Microsoft Excel was used to process the analysis and display the numbers and figures the author examined.

4.4 Reliability and validity

The quality of the survey is primarily determined by two factors: reliability and validity. While validity refers to the veracity of results, reliability refers to the stability of findings (Altheide 1994).

Reliability, on the other hand, indicates the reality that the collected data represents (Kessler 1996, 187). If more data are collected, those will represent the population. In another way, more queries in the survey can be applied to increase reliability. (Hayes 1992, 43.) The sample of individuals affects reliability as well. The survey participants must be individual and provide a range of responses. The sample should be contributed to a variety of people to reflect the diversity of the population. It implies that their responses should be diverse and they cannot be the same because every person contains their own thoughts and opinions. If responses in the data are the same, it must be checked again for reliability. Besides, when giving the survey to participants, the instructions must be clear and the survey must be understandable so participants will not be confused. It also impacts reliability. (Hayes 1992, 44.)

Validity, another factor that impacts the quality of the survey, is used to accurately measure the survey. The questions from the author must be understood correctly, like the customer's thoughts, so clients will provide exact opinions based on their thoughts. (Hayes 1992, 46.) The author tried to create the survey as simply as he could with many suggested choices in order to assemble it easier for customers to choose and they correctly responded the questions in the survey. The introduction of the hand out survey is clear about the purpose of the survey and also keeps the personal information of the respondents anonymous, so they feel comfortable answering the survey, which increases its validity and reliability. Moreover, most hand out surveys were contributed directly by the author, who was an employee. He explained to customers more about the purpose in person, so customers' trustworthy increase in conducting and giving their thoughts accurately.

On the other hand, the survey was created for customers who answered voluntarily, which could affect its reliability and validity because not all customers

who came to the restaurant were willing to reply the survey. In some way, they were busy or not happy with the overall restaurant but refused to evaluate it, so the author could not collect all the opinions needed. The volunteer respondents are mostly happy customers who provided advantageous opinions about the restaurant, which helped the restaurant continue to develop, but the restaurant needs more facts from customers so it can determine exact problems and improve customer satisfaction. Besides, the author has limited languages so the Polish version of the survey might misunderstand respondents who are indigenous people, so the responses could be variety, which affected the reliability and validity.

5 ANALYSIS OF RESEARCH

Over two weeks, the survey printed and distributed to clients with the goal of having 100 clients complete it. However, after two weeks, 92 voluntary responses were gathered in total, which would be analysed.

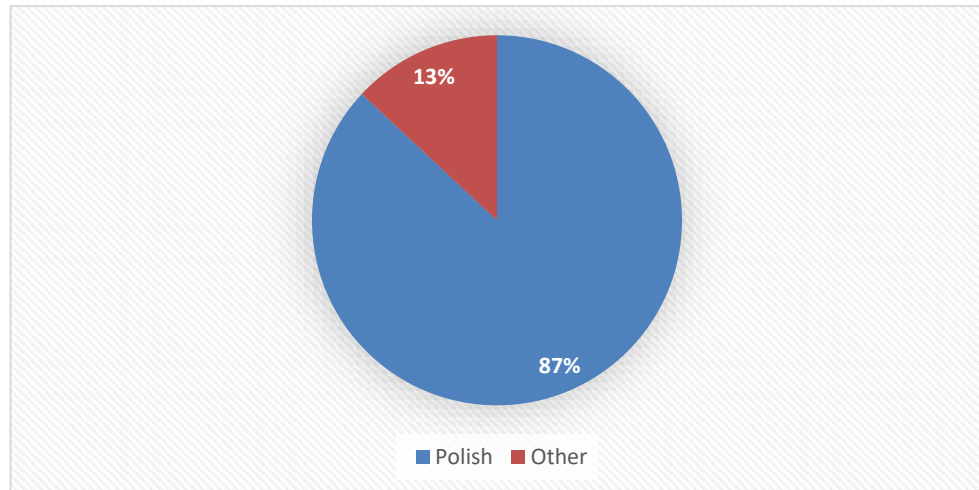


Figure 3. Nationality (n=92)

The first question mentions about nationality as shown in Figure 3. 80 out of 92 respondents are Polish and only 12 respondents are foreigners. Also, 80 surveys in Polish were handed out and the rest were in English version.

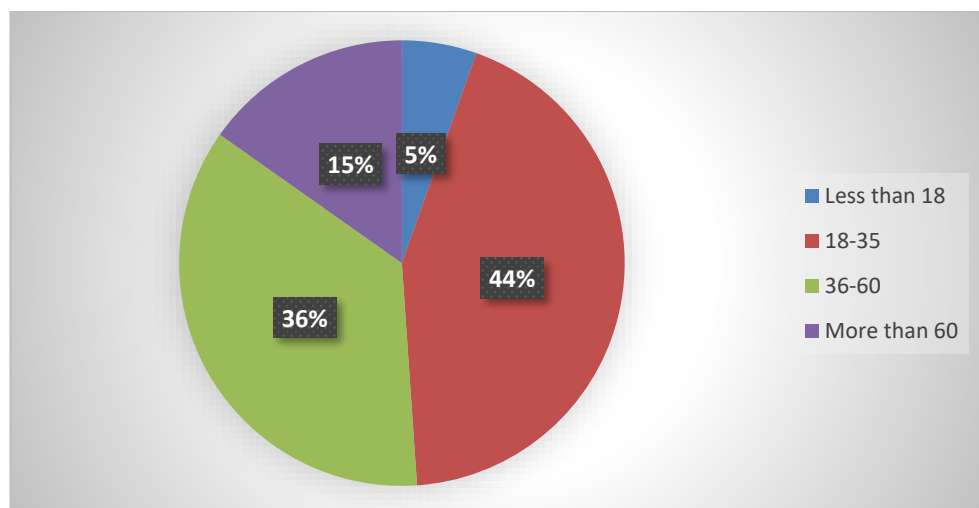


Figure 4. Age (n=92)

In total of 92 persons who participated in the survey, 40 persons from the age of 18 to 35 are the largest group which is displayed in Figure 4. The second largest group is people from 36-60 years old with the proportion of 36% (n=33).

Therefore, children and elderly people do not usually visit the restaurant which is attracted by adults.

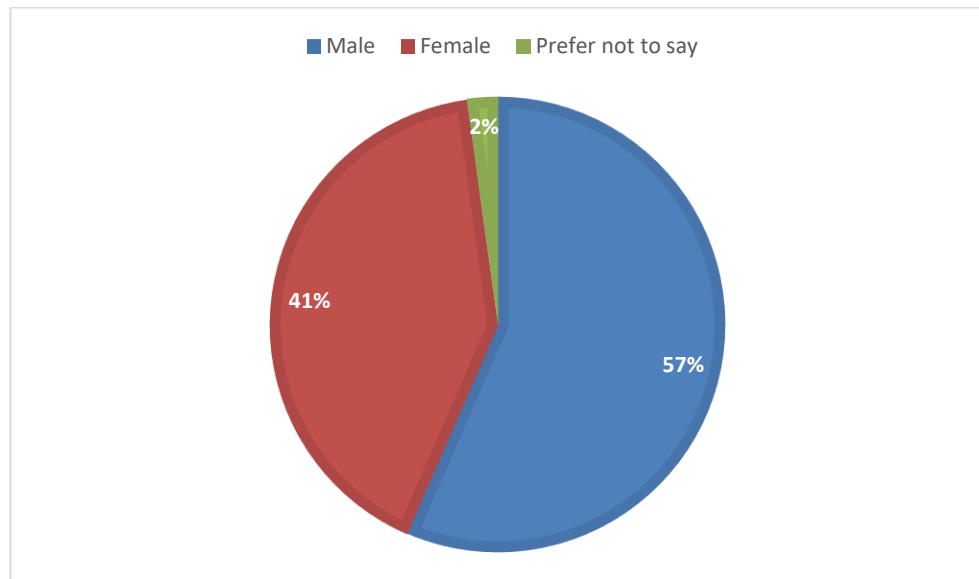


Figure 5. Gender (n=92)

Figure 5 shows respondents are more men than women, 57% (n=52) compared to 41% (n=38). Besides, 2 persons do not prefer to show their gender.

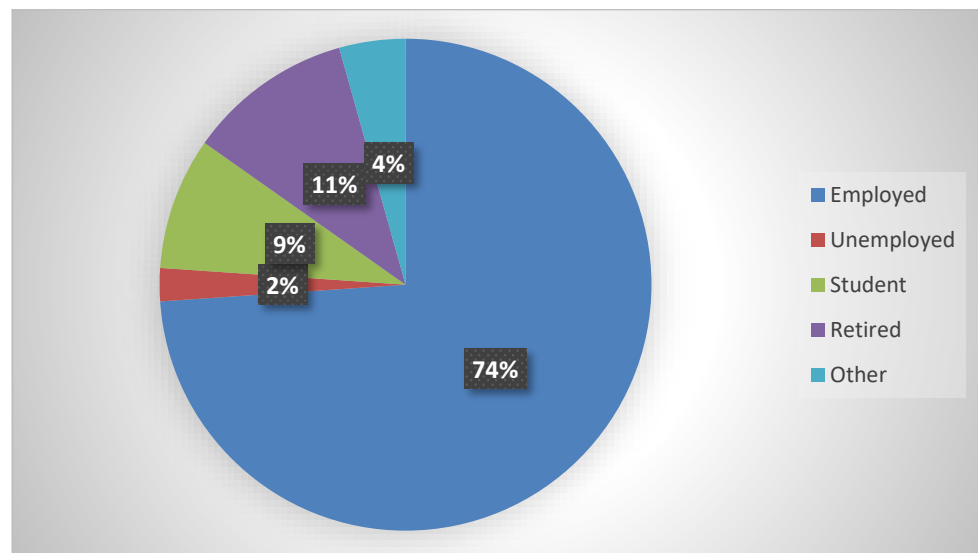


Figure 6. Occupation (n=92)

According to Figure 6, employees take the majority of visiting the restaurant (n=68). There are only 2 persons who are unemployed, 8 students, and 10 retired persons. Besides, 4 persons comprise other occupation that the author did not list in the survey.

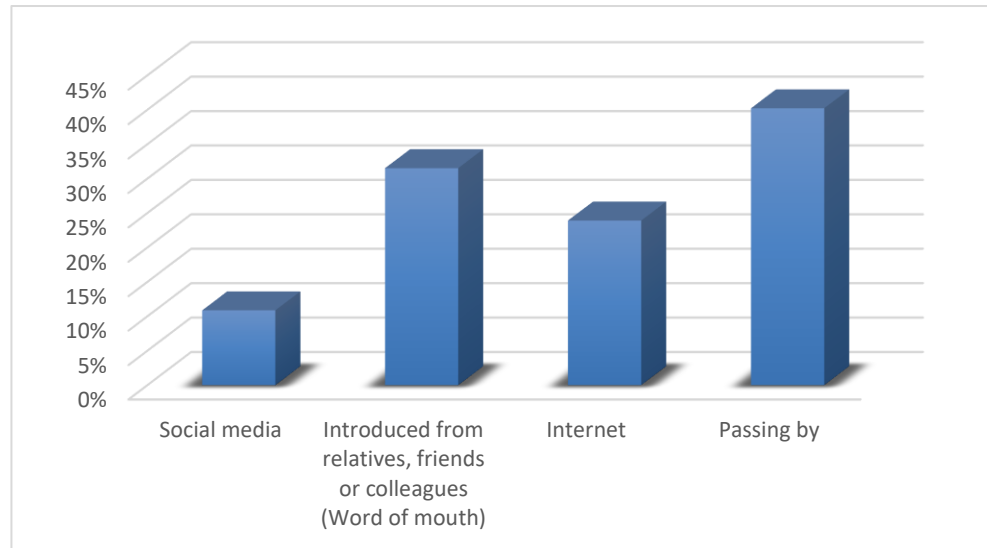


Figure 7. How do you know Ben Thanh restaurant (n=92)

As can be seen from Figure 7, it is understandable that most of the guests who pass by the restaurant are loyal customers (n=37). The percentage worth mentioning here is 40% of respondents whom the restaurant was introduced by their relatives, friends or colleagues (n=29). It is worth noting that customers contain an efficient affection to the restaurant by word-of-mouth marketing in bringing many customers to the restaurant. The rest of the respondents know the restaurant through Internet and social media is 37 and 22 people respectively.

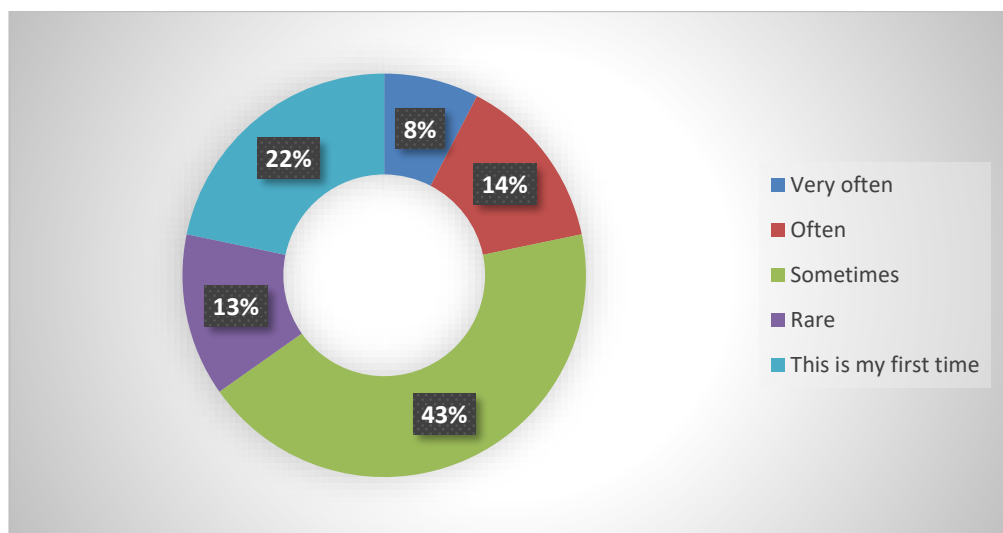


Figure 8. Have you ever been to Ben Thanh restaurant before? (n=92)

The purpose of the author to create in survey question 6 is to determine new customers and loyal customers return to the restaurant frequently or rarely. With

the responses analysed in Figure 8, 20 respondents who came to the restaurant for the first time, and the rest were loyal customers who came before. 'Sometimes' is the part that was mostly chosen by loyal customers (n=40). However, 7 customers answered that they came to the restaurant "very often", which means they created stable revenue for the restaurant.

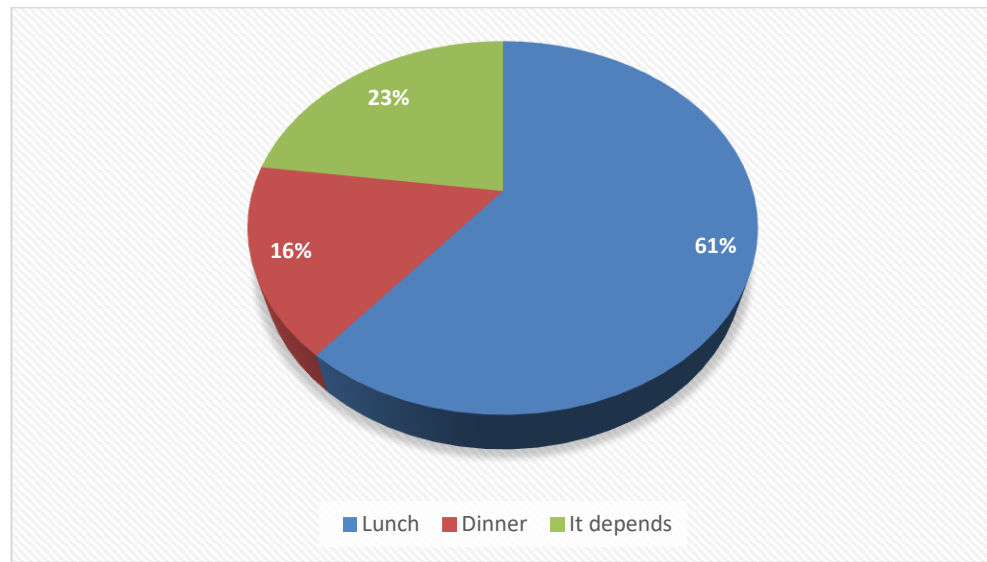


Figure 9. When do you usually go to the Ben Thanh restaurant? (n=92)

According to Figure 9, more customers come to the restaurant to eat lunch (n=56) than those who have dinners (n=15). This is understandable since customers who come to eat lunch are mostly employees. Besides, guests who come for dinner are usually couples or families. There are also some customers who occasionally come to eat lunch, and occasionally come to eat dinner. That is the reason why those guests chose 'it depends' (n=21).

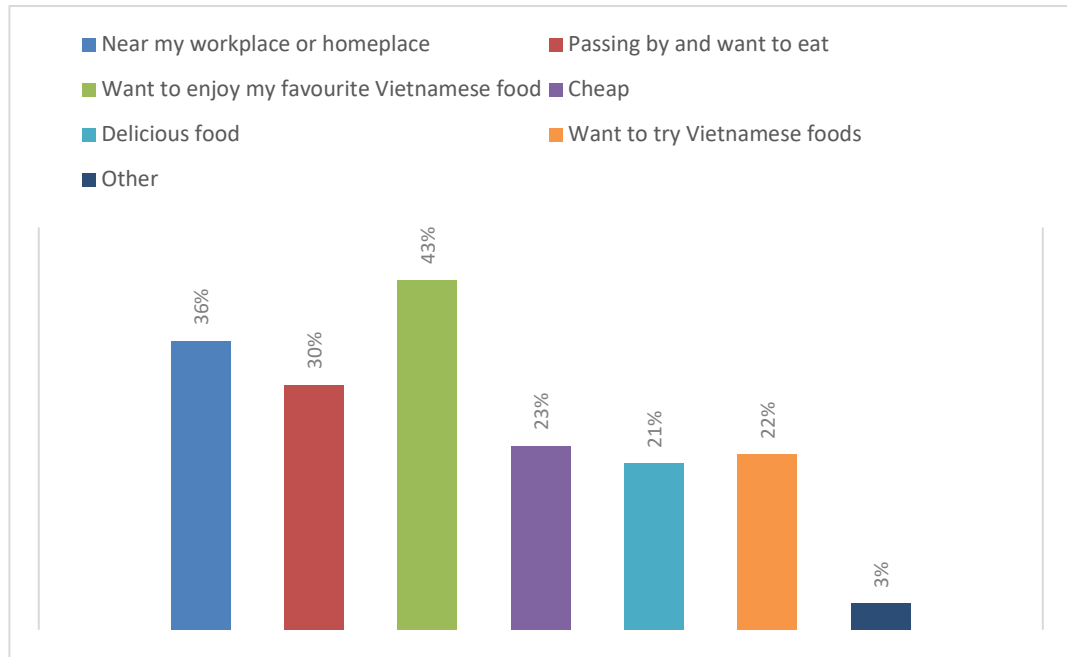


Figure 10. Why do you decide to choose Ben Thanh restaurant over other restaurants? (n=92)

The answer to this question is the multiple-choice option, which selects all the reasons why customers decided to choose the restaurant. As depicted in Figure 10, the highest percentage of answers by guests are 'want to enjoy my favourite Vietnamese food', which is 43% (n=40). This percentage shows how Polish people love Vietnamese food more than other reasons. Most of the customers who love the restaurant's food are also near their workplace or homeplace (n=27). As for the remaining reasons, the percentages are not too deviated, except there are 2 people who chose 'other' that is not addressed in the survey.

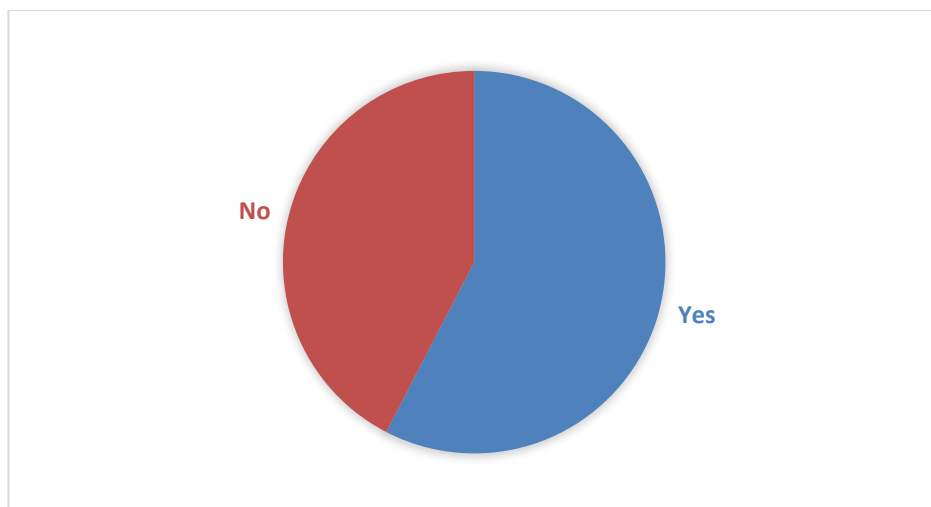


Figure 11. Is the restaurant easy to see or to find? (n=92)

Although there are more customers who are easy to see or find the restaurant as shown in Figure 11 (n=53), all of them are loyal customers. Besides, all new guests do not find or see the restaurant easily.

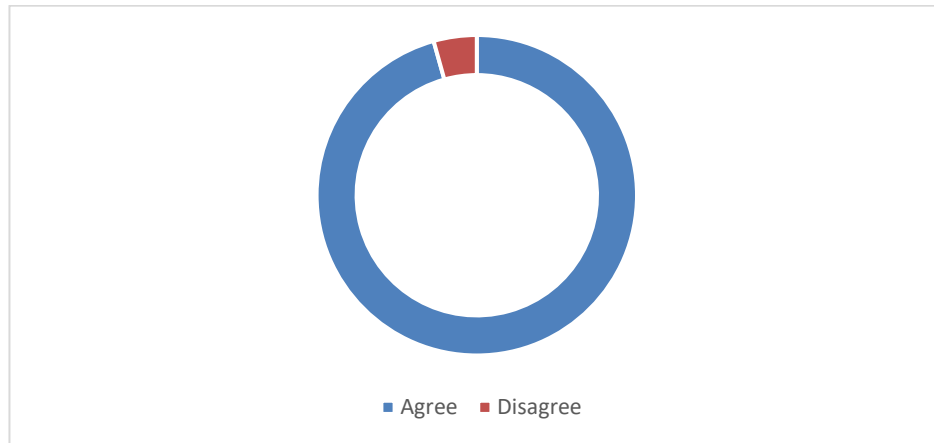


Figure 12. The menu offers a wide range of dishes (n=92)

According to Figure 12, the blue part of the circle takes the majority compared to the red part. It means that most customers assume the restaurant's menu includes a variety of foods with a percentage of 96% (n=88).

Question 11 is a large question that goes deeply into the opinions of customers regarding customer satisfaction with the restaurant. It is divided into 4 theme questions for audiences: quality of service, quality of food, price and ambiance.

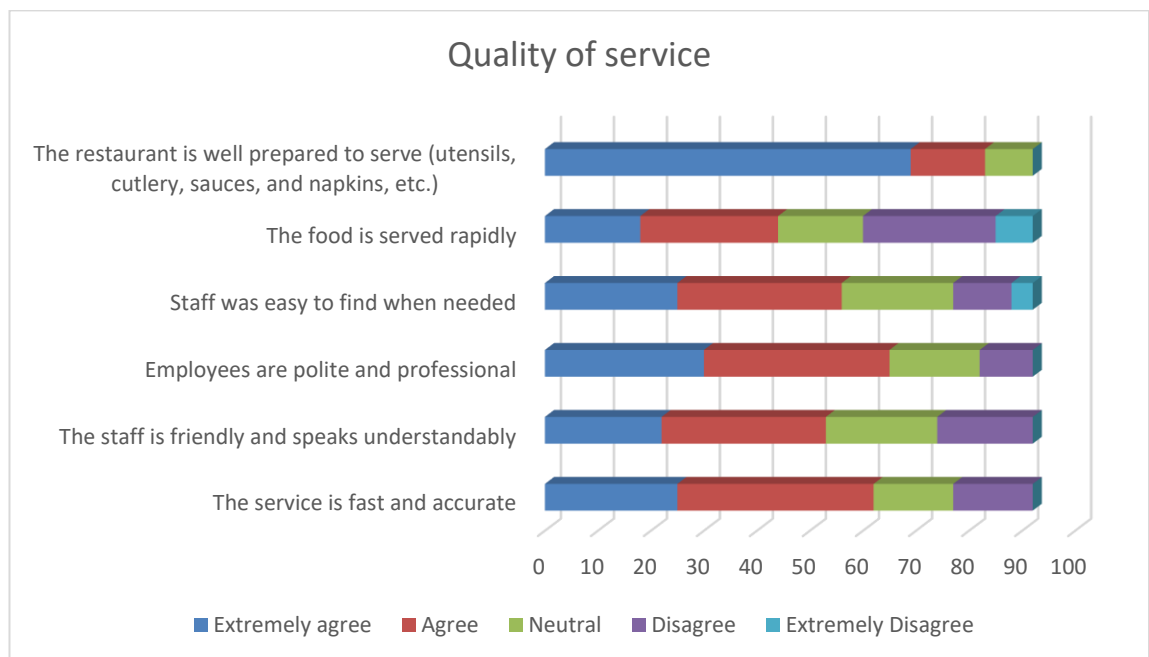


Figure 13. Quality of service (n=92)

According to Figure 13, most of the factors of service quality that the author listed are agreed upon and extremely agreed upon by customers more than disagreed. Most guests agreed with the efficient preparation for serving and no one disagreed ($n=83$). On the other hand, a large number of respondents dissatisfied with slow food served ($n=32$). Four customers were extremely unhappy because they could not see the staff members surrounded frequently. It is worth noting that there is a 'neutral' option in evaluating each factor. It offers respondents freely not to choose between 'agree' or 'disagree' so data could be gathered precisely based on customers' opinions.

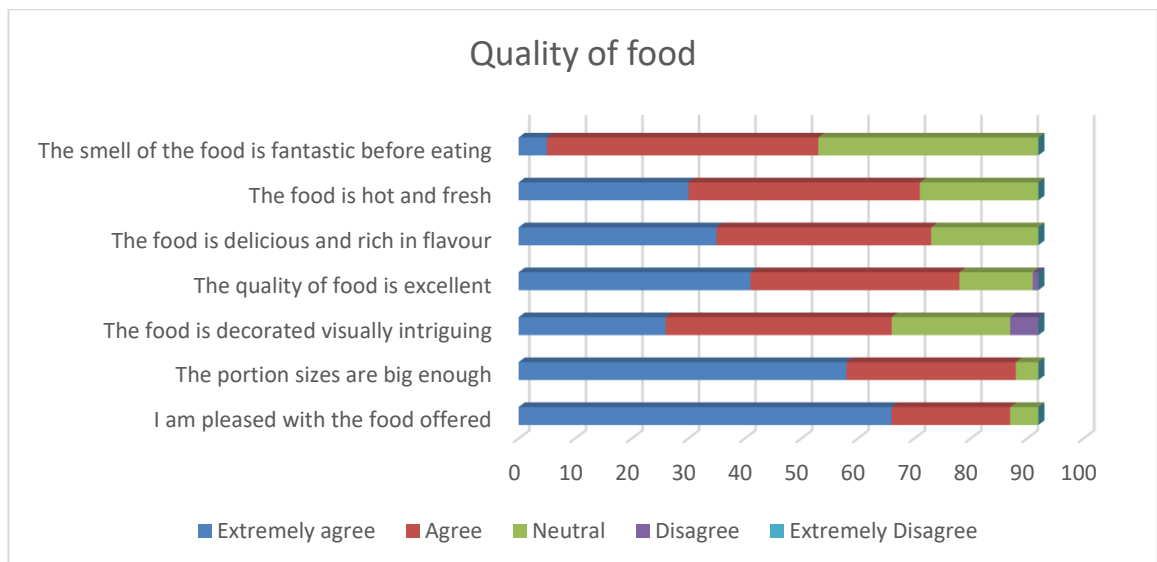


Figure 14. Quality of food ($n=92$)

According to the data collected in Figure 14, there is numerous blue and red colour in the chart, which means that most of the customers agreed with factors that the author listed in this 'quality of food' theme. Two factors in which customers mostly satisfied are most customers are happy with the food ordered ($n=87$) and the size of the dishes is not small ($n=87$). Conversely, five customers saw that the food was mixed and not well decorated and only one customer saw that the food quality was not efficient. It is understandable that the restaurant still focuses on the taste of the dishes and does not care about the decoration.

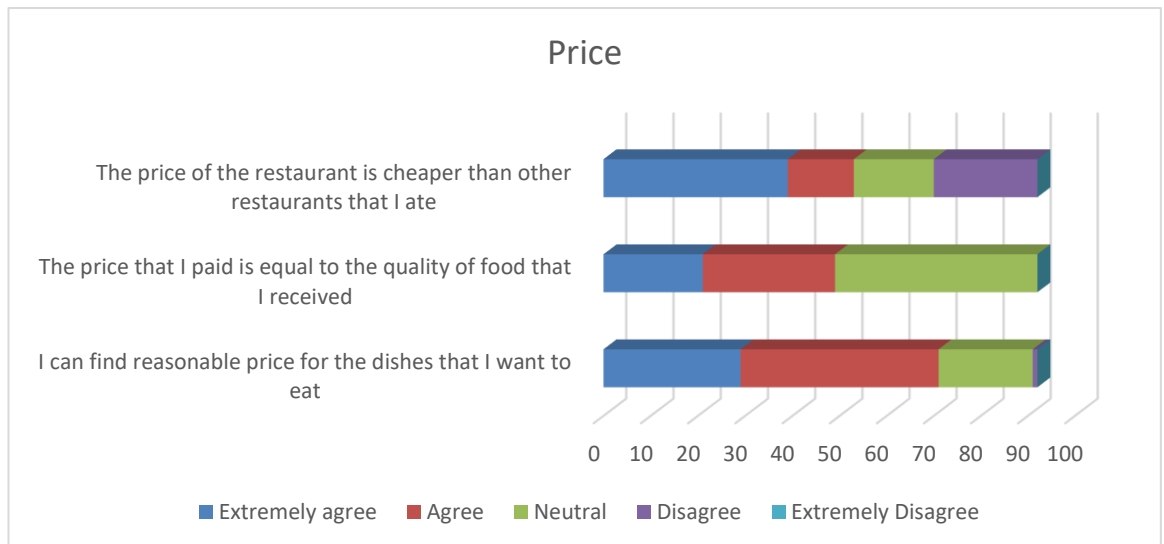


Figure 15. Price (n=92)

Although only one person saw that dishes did not contain suitable prices which is shown in Figure 15, other people provided mostly opposite opinions. However, there are 22 people assume that the price of this restaurant is still more expensive than other restaurants. It is understandable that other restaurants take the cheap price as their competitive advantage, but the quality of service and product cannot be guaranteed.

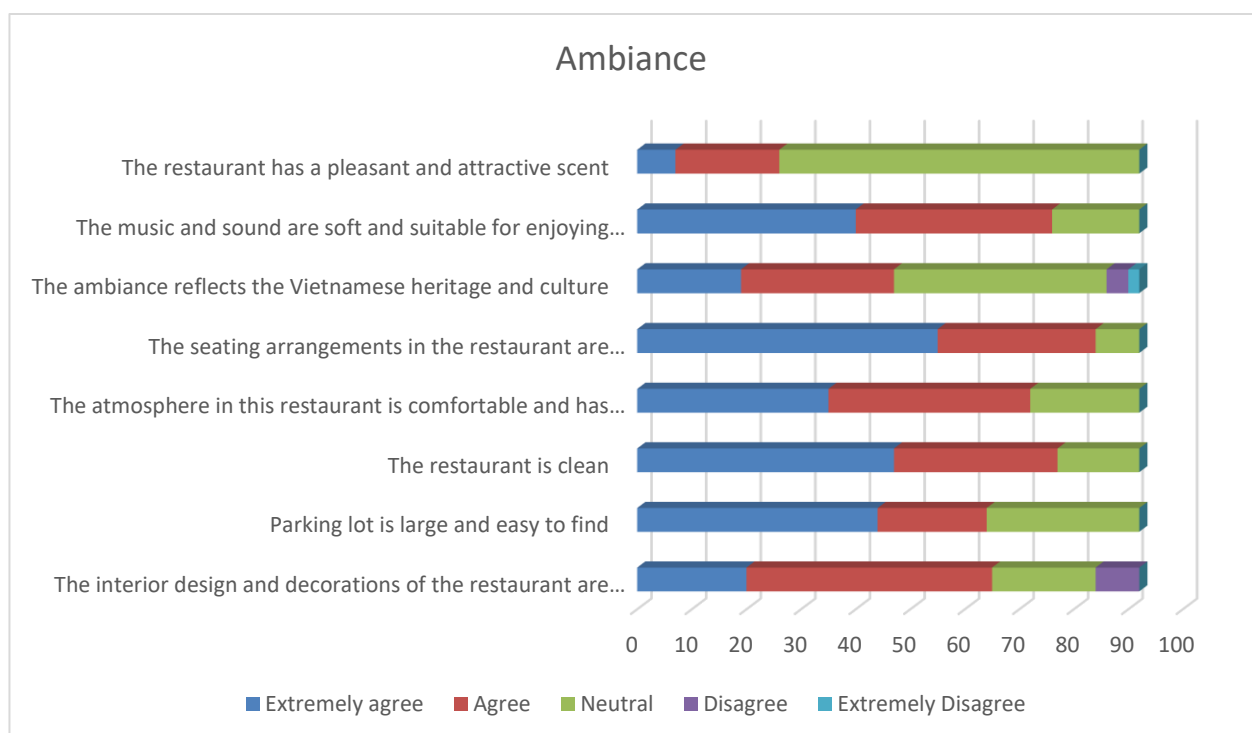


Figure 16. Ambiance (n=92)

As shown in Figure 16, numerous customers were comfortable with seating place and enjoyed a relaxing atmosphere (n=84). The second most agreed from the customers is the soft music in the restaurant (n=76). 77 customers supposed the restaurant is clean, which is one of the must-have elements. On the opposite, 8 people were not satisfied with the interior design and decoration of the restaurant. Besides, 6 people could not feel the atmosphere of the restaurant reflects Vietnamese tradition and culture. The dissatisfaction of the customers about the design of the restaurant shows that the restaurant did not concentrate on decoration which can increase customer satisfaction.

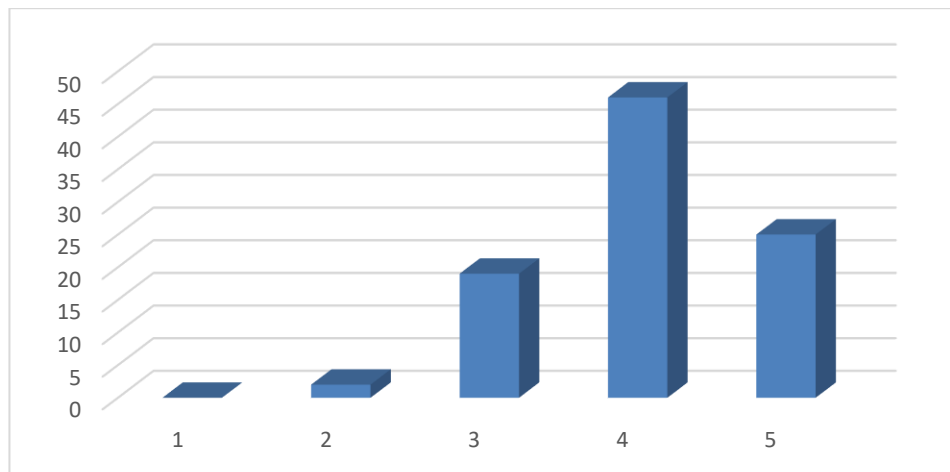


Figure 17. What is your level of satisfaction with Ben Thanh's services, on a scale of 1 to 5? (n=92)

According to Figure 17, most customers offered 4 points related to customer service, which shows the restaurant was not poor at satisfying customers through service (n=46). In addition, 25 persons evaluated the restaurant the maximum point concerning the service which showed effective performance in their eyes. However, the restaurant included 2 persons who were not satisfied with the service and provided low evaluation. The restaurant needs to observe those dissatisfied customers in service in order to determine the problems and solutions carefully in improving returned customers. In short, the average point for service quality is 4.0, which is an appropriate point for the restaurant when the majority of customers are satisfied. Moreover, it is also a motivation point for its continued development to achieve maximum points from all customers' opinions.

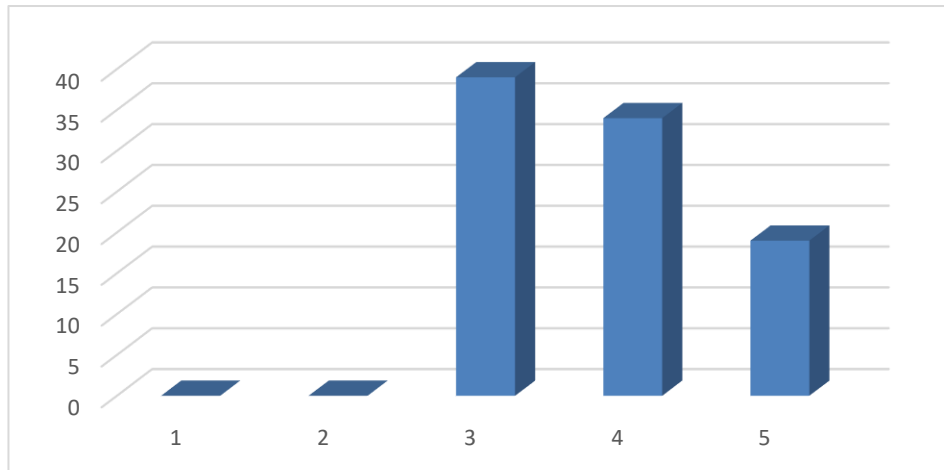


Figure 18. What is your level of satisfaction with the quality/price ratio at the restaurant? (n=92)

Figure 18 shows a positive sign since no respondents were strongly dissatisfied with the quality of the product and service compared to the price in marking low point. However, the majority of respondents were not also extremely satisfied with it by evaluating 3 points (n=39). The average point for the satisfaction of quality/price ratio is 3.8, which is not high but acceptable.

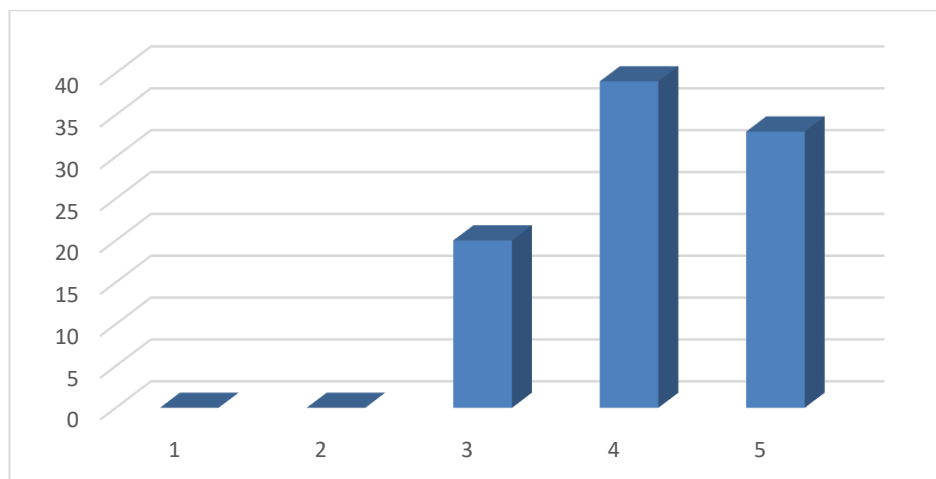


Figure 19. How comfortable do you think the restaurant is? (n=92)

In question 14, customers were asked about how comfortable they are when staying at the restaurant. As can be seen in Figure 19, points 4 and 5 were mainly received from the respondents' answers, including 39 and 33 customers respectively. In brief, the average point from the customers' responses is 4.1, which describes that numerous customers are highly comfortable in the restaurant.

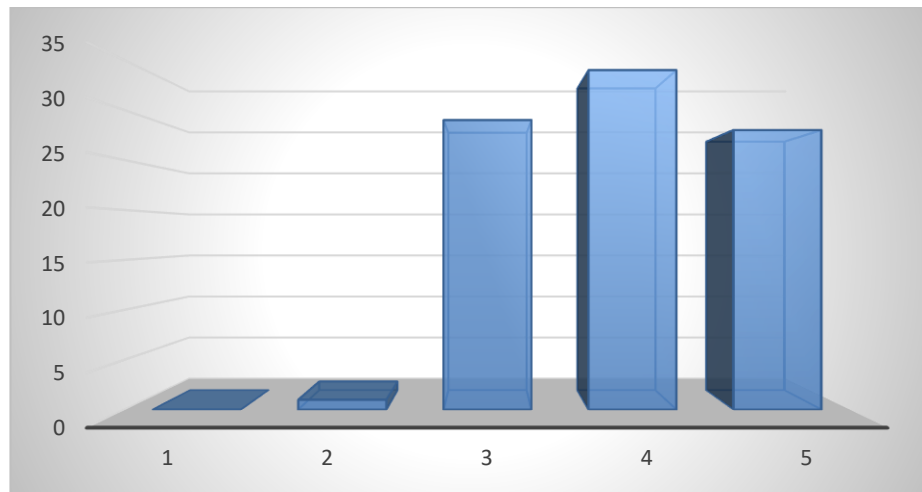


Figure 20. What grade from 1 to 5 would you give to the Ben Thanh restaurant? (n=92)

The overall result, which displayed in Figure 20, is crucial since it manages the overview of the restaurant. The majority of customers provided a rating from the middle to the maximum point in the overall rating of the restaurant, which is a positive overview. Particularly, 34 respondents are majority in choosing 4 points, 29 respondents evaluated 3 points and 28 customers offered a maximum point. However, one respondent who offered only 2 points for the overview of the restaurant. In summary, the average point is 4, which is understandable when some aspects of customer satisfaction are considered to be improved.

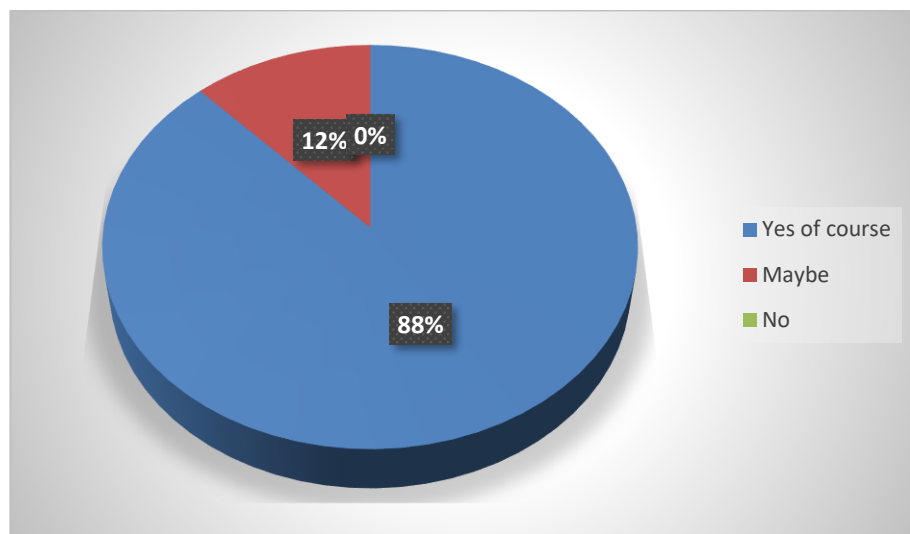


Figure 21. Would you visit the restaurant again? (n=92)

According to the collected data in Figure 21, 81 out of 92 respondents supposed to return to the restaurant and 11 respondents were not sure about revisiting. In overall, the restaurant achieves a high opportunity of serving respondents in the near future.

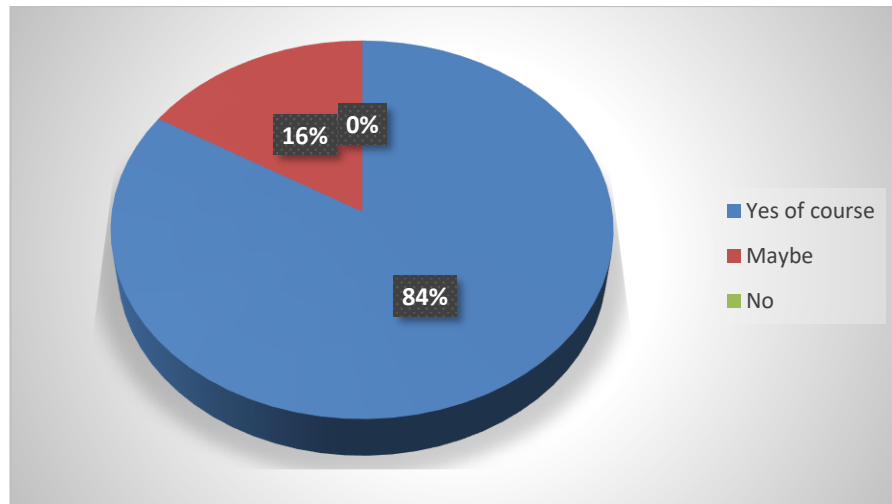


Figure 22. Would you tell your friends and family about the restaurant? (n=92)

Parallel to Figure 21, the data in Figure 22 illustrate that the majority of respondents are likely to recommend other people to the restaurant (n=77). Besides, 15 respondents who still considered of introducing the restaurant to others. This is advantageous since word-of-mouth marketing in the restaurant is supported strongly by most respondents who help the restaurant in enhancing customer satisfaction.

The hand out survey ends with an open-ended question that asks about a plan to enhance or problems to detect the solutions in the overall of the restaurant. The author collected 52 answers from a total of 92 respondents. However, there are 23 comments from customers who provided the restaurant motivational words such as “keep doing your best”, “you are in a right way”, “your restaurant will be more developed I believe” and so on.

On the one hand, 11 customers mentioned improving the menu which needs more pictures about the dishes so that they can imagine the dishes perfectly. The menu is simpler than expected though there are a variety of dishes. To achieve

first impression, it is necessary for the restaurant to create and redecorate an intriguing menu so it will show respect to customers basically.

On the other hand, some customers reminded the restaurant to be served dishes faster (n=8). Besides, some customers commented regarding improving the external side of the restaurant so it can be easily to be noticed (n=5). They specifically suggested that it needs more lights in the front yard and a sign for customers to easy to observe.

Three comments were expected to enjoy more traditional and cultural Vietnamese dishes like “banh mi”, which means special bread and mixed ingredients between meats, vegetables and special sauces inside of the bread (Welcome to Vietnam 2023). Besides, they also mentioned “com tam”, which is Saigon-style steamed broken rice, which is extremely popular and traditional in Vietnam, especially in Southern (Vicky 2022).

One comment emphasized the interior design of the restaurant should be decorated in Vietnamese style to characterize the culture not only by food. One last comment was recommending desserts after enjoying the main dishes.

6 SOLUTIONS TO IMPROVE CUSTOMER SATISFACTION

6.1 Solutions to factors affected the customer satisfaction

Comparing other customer satisfaction factors, it can be concluded that the service quality part is the most considerable factor in improving customer satisfaction. Consistency in high-quality service is an approach to increase customer satisfaction. Although the service satisfied customers enough, the stabilization of the service is crucial. It builds trust in customers who are potentially long-term loyal to the restaurant.

The skills and knowledge of the staff are indispensable in operating high-quality service. Staff is one of the largest impacts related to service, it can affect the whole reputation and the brand of the restaurant. In general, the quality of staff did not receive beneficial evaluation. However, it points out the weakness of the restaurant and is likely to improve. The staff training should be more careful and detailed. Choosing staff is also considerable for the restaurant to choose employees who attain professional attitudes with a concept in mind of promoting. Employees are suggested to be more flexible in communicating with guests. For instance, when the restaurant serves elderly guests, they need to behave more politely and softly. On the other hand, they should be more friendly to younger people but still be respectful.

The reason that some customers were dissatisfied with finding staff is that the restaurant does not include so many employees. Therefore, recruiting more waiters and/or waitresses is necessary in order to meet the expectations of customers. Besides, adding communication tools such as a “call” button on each table to call service in need will be more convenient for customers. Besides, employees are expected to be trained to concentrate on the guests whom they serve because it is a plus for the restaurant to pay attention to customers carefully. Customer satisfaction comes from employees who approach and listen to their needs, which creates customers feelings of comfortable and satisfied.

If the service is not rapid and accurate enough, employees should be more professional in solving all problems related to guests or finding those who have enough authority to detect solutions as fast as possible, including requirements,

complaints, and so on. Responses to any requests immediately from customers will be a plus in customer service. For instance, no matter how busy the employees are with the restaurant, one of them should pick up the phone calls from customers to listen to any requirements. Besides, the service of the food served must be improved instantly. It needs to serve more rapidly due to the large dissatisfaction of customers. By preparing all ingredients and precooking certain ingredients, such as chicken, the cooking time will be decreased to meet customer needs.

Regarding the result of the quality of the food, nearly all guests were satisfied and this is the factor that the restaurant is proud of the most because the people in Poland enjoyed a suitable taste with the food cooked by Vietnamese people, who possessed a long period in the cooking industry in their home country and they came abroad to spread tasty Vietnamese flavours to Polish people. From the delicious to the temperature and also the smell of the food, all of it brings mainly customers to a certain satisfaction level. There are only a few people who need food to be more decorated so that when they see a dish is well-decorated, they might save this experience by taking pictures of the dishes and sharing it with other people.

It can be concluded that the price of the restaurant is not poor. It shows the people agreed with the price they paid and that what they received was deserved, which means that the restaurant is selling the product at a reasonable price. However, compared to other restaurants, the restaurant is still more expensive according to some customers. But this is not the reason the restaurant should care because the price goes with the quality of the restaurant and a cheaper price cannot produce the quality better. The restaurant needs to be concerned about the balance between the cost and the price so that the restaurant can obtain reasonable revenue and profit, likewise, customers feel happier to pay because of what they received.

Mentioning ambience is the factor that can create difference and competitive advantage. The restaurant determined that customers not only come to eat the food to meet their needs but also enjoy the food in a comfortable and relaxing atmosphere. Almost all customers are satisfied with the primary basis of the

atmosphere is that the restaurant is clean because surely no one wants to return to a dirty restaurant. When it comes to decoration, it is necessary to consider that customers would like to see the restaurant designed in a more Vietnamese style so they know more about Vietnam not only traditional food. With that small detail, it can build guests thinking about choosing another restaurant to see it clearly and that is when the restaurant loses loyal customers into competitors.

Considering customer loyalty, though some customers might not receive a enjoyable experience in the restaurant, they were willing to offer the restaurant a chance, whether it improved when they returned again or not. That is the large motivation for the restaurant to be better every day and every moment. Besides returning customers, new customers intend to come through recommendations from loyal customers who supported and introduced the restaurant to others voluntarily through word-of-mouth marketing.

6.2 Solutions to prioritizing and crucial problems

According to the results, each perspective on service quality, quality of food, price and ambiance divided into one of four categories based on the Kano model related to customer satisfaction level. At first, one-dimensional and attractive categories are crucial and primary because they include a strong impact on customer happiness. Since the overall satisfaction is directly affected by some aspects related to the responses to the survey, certain factors influence satisfaction that can evaluate the performance positively or negatively. Those include service, staff, taste of the food, portion sizes, price/quality ratio, comfortable seating and atmosphere. For instance, the quality of food contains a positive influence on customer satisfaction. Conversely, the speed of the food service received a negative impact on customer satisfaction and a slight impact on the overall satisfaction. On the one hand, some elements related to the attractive category extremely increase satisfaction. Besides, even if they affect the customer negatively, they maintain beneficial overall satisfaction. Those elements include food presentation, decoration, the ambiance reflecting Vietnamese tradition and culture, aroma and soft music. For instance, the food decoration was not suitable for some people but the impact on overall satisfaction

was zero. However, it is beneficial for the restaurant since customers who liked the decoration were more satisfied.

On the other hand, the must-be category is opposite the attractive category. It requires the company to meet the basic needs of customers that the company must obtain. No matter how satisfied customers are with factors related to the must-be category, their overall satisfaction cannot increase. However, when one of those factors does not meet customer requirements, the dissatisfaction of customers will be significantly larger. Those components include suitable prices, cleanliness and parking lot. For instance, one person disagreed with the suitable price of the restaurant, while other factors were all satisfied, and the overall value of the restaurant was significantly reduced. Besides, many respondents saw the parking lot as large and easy to find but it did not affect the overall customer satisfaction at all. In contrast, if clients are difficult in finding a parking lot, they will consider other restaurants to visit. Last but not least, the only factor related to the indifference category that will not impact the overall satisfaction, no matter if it is extremely satisfied or vice versa, is the comparison of prices between the restaurant and others. For instance, customers who returned to the restaurant disagreed with the cheap price of the menu. Nevertheless, some respondents, who strongly agreed with the cheap price, offered only average points for overall satisfaction. In summary, it cannot change the impact of satisfaction and dissatisfaction.

7 DISCUSSION

The aim of the research is to explore customer satisfaction with the case company, Ben Thanh restaurant in Krakow, Poland. With the qualitative methodology, a hand out survey was conducted to get more views from customers for improving customer satisfaction at the restaurant in the future, with 17 closed-ended questions and 1 open-ended question. The voluntary participants are 92, compared to the expectation of 100 from the author.

Although the customer satisfaction level is appropriate based on the results of the customer research, it is necessary to improve most aspects of customer satisfaction to attract more customers and maintain guest's returns. The restaurant determined customer segments and it is crucial to concentrate on those customers' behaviour in order to improve based on their requirements.

Regarding the survey's demographic section, the majority of participants are local, employed adults between the ages of 18 and 60. As a result, the restaurant identified the most interested customer base and thoroughly defined the customer segment to focus on its growth.

In general, the overall customer satisfaction of Ben Thanh restaurant is high. Thanks to the Kano model, all aspects of all determinants that affect customer satisfaction were distinguished into categories that prioritized and levelled the impact of customer satisfaction. Therefore, the author recognized that the reason for the high overall satisfaction of the restaurant is because it depends on main factors such as quality of food, price/quality ratio and comfortable atmosphere. Besides, additional factors that increase strongly the overall customer satisfaction is music and decoration of the restaurant, both of which include high satisfaction. However, service and staff are considered in prioritizing to improve to enhance customer satisfaction. Employees are suggested to provide appropriate training, more employees need to be recruited in accordance with the lack of human resources in managing customers individually. Besides, service must be rapid enough, especially the preparation of food, as customers do not like to wait long for their food. In addition, components of improving customer satisfaction that were not mentioned in the close-ended questions but in the open-ended

questions should be noticed because those are views from customers that help to improve the standard of the restaurant. In brief, more pictures from the menu, internal and external decoration and more traditional foods are worth noting for enhancing the overall customer satisfaction of the restaurant.

Thanks to the thesis process, the author acquired the opportunity to work with the restaurant as an expert and applied what he has learned over 4 years to conduct this thesis by researching the topic that can help the restaurant develop customer satisfaction.

REFERENCES

- Agbenyegah, A. T., Zogli, L. -K. J., Dlamini, B., Mofokeng, N. E. M. & Kabange, M. M. 2022. Ambient Situation and Customer Satisfaction in Restaurant Businesses: A Management Perspective. *African Journal of Hospitality, Tourism and Leisure*, Vol. 11 No. 2, 394-408. Accessed on 21 November 2023 <https://doi.org/10.46222/ajhtl.19770720.232>.
- Altheide, D. L., & Johnson, J. M. 1994. Criteria for Assessing Interpretive Validity in Qualitative Research. In N. K. Denzin & Y. S. Lincoln (Eds.), *Handbook of Qualitative Research*. Thousand Oaks, CA: SAGE, 485-499.
- Al-Tit, A. 2015. The Effect of Service and Food Quality on Customer Satisfaction and Hence Customer Retention. *Asian Social Science*, Vol. 11 No. 23, 129-139. Accessed on 23 October 2023 <http://dx.doi.org/10.5539/ass.v11n23p129>.
- Angelova, B. and Zekiri, J. 2011. Measuring Customer Satisfaction with Service Quality Using American Customer Satisfaction Model (ACSI Model). *International Journal of Academic Research in Business and Social Sciences*, Vol. 1 No. 3, 233-234. Accessed on 25 October 2023 <https://doi.org/10.6007/ijarbss.v1i2.35>.
- Antun, J. & Gustafson, C. M. 2005. Menu Analysis. *Journal of Nutrition in Recipe & Menu Development*, Vol. 3 No. 3/4, 81–102. Accessed on 2 November 2023 http://dx.doi.org/10.1300/J071v03n03_07.
- Ariffin, H. F., Bibon, M. F. & Abdullah, R. P. S. R. 2012. Restaurant's Atmospheric Elements: What the Customer Wants. *Procedia - Social and Behavioral Sciences*, Vol. 38, 380–387. Accessed on 29 October 2023 <http://dx.doi.org/10.1016/j.sbspro.2012.03.360>.
- Barber, N. & Scarcelli, J. M. 2009. Clean Restrooms: How Important Are They to Restaurant Consumers? *Journal of Foodservice*, Vol. 20 No. 6, 309–320. Accessed on 28 October 2023 <http://dx.doi.org/10.1111/j.1748-0159.2009.00155.x>.
- Barsky J. & Nash L. 2003. Customer Satisfaction: Applying Concepts to Industry-wide Measures. *The Cornell Hotel and Restaurant Administration Quarterly*, Vol. 44 No. 5-6, 173- 183. Accessed on 19 March 2023 [https://doi.org/10.1016/S0010-8804\(03\)90122-4](https://doi.org/10.1016/S0010-8804(03)90122-4).
- BenThanh.restauracja 2023. Accessed on 22 June 2023 <https://www.facebook.com/BenThanhBar/about>.
- Berger, C., Blauth, R., Boger, D., Bolster, C., Burchill, G., DuMouchel, W., Pouliot, F., Richter, R., Rubinoff, A., Shen, D., Timko, M. & Walden, D. 1993. Kano's Methods for Understanding Customer-defined Quality. *Center for Quality Management Journal*, Vol. 2 No. 4, 3-36. Accessed on 8 April 2023 <https://walden-family.com/public/cqm-journal/2-4-Whole-Issue.pdf>.

Bergman, B. & Klefsjö, B. 2010. Quality from Customer Needs to Customer Satisfaction. Lund: Studentlitteratur.

Bryson, J. R., Sundbo, J., Fuglsang, L. & Daniels, P. 2020. Service Management: Theory and Practice. Accessed on 20 October 2023 <https://doi.org/10.1007/978-3-030-52060-1>.

Budhathoki, N. 2018. Customer Satisfaction in Restaurant Services (Case: Friend and Burgers). Bachelor's thesis, Haaga-Helia University of Applied Sciences. Accessed on 21 November 2023 <https://urn.fi/URN:NBN:fi:amk-201803263803>.

BusinessDictionary 2017. Service Quality Definition. Accessed on 16 March 2023 <http://www.businessdictionary.com/definition/servicequality.html>.

Chen, F. Y. & Chen, S. H. 2014. Application of Importance and Satisfaction Indicators for Service Quality Improvement of Customer Satisfaction. International Journal of Services Technology and Management, Vol. 20 No. 1/2/3, 108-122. Accessed on 21 October 2023 <http://dx.doi.org/10.1504/IJSTM.2014.063567>.

Creswell, J. W. & Creswell, J. D. 2017. Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. Sage publications.

Creswell, J. W. & Poth, C. N. 2018. Qualitative Inquiry & Research Design: Choosing among Five Approaches. 4th edition. Los Angeles: SAGE.

DeFranzo, S. 2011. What's the Difference Between Qualitative and Quantitative Research? Accessed on 19 November 2023 <https://www.snapsurveys.com/blog/qualitative-vs-quantitative-research/>.

Denzin, N. K. & Lincoln, Y. S. 2018. The Sage Handbook of Qualitative Research. 5th edition. Los Angeles: Sage.

Edwards, J. S. A. 2013. The Foodservice Industry: Eating Out is More Than just A Meal. Food Quality and Preference, Vol. 27 No. 2, 223–229. Accessed on 23 October 2023 <http://dx.doi.org/10.1016/j.foodqual.2012.02.003>.

Etikan, I., Musa, S. A. & Alkassim, R. S. 2016. Comparison of Convenience Sampling and Purposive Sampling. American Journal of Theoretical and Applied Statistics, Vol. 5 No. 1, 1-4. Accessed on 18 November 2023 <http://dx.doi.org/10.11648/j.ajtas.20160501.11>.

Folding Burritos 2022. The Complete Guide to the Kano Model: A Step-by-step, In-depth Guide to Using the Kano Model to Prioritize Your Backlog for Customer Satisfaction and Delight. Accessed on 22 November 2023 <https://foldingburritos.com/blog/kano-model/>.

Grigoroudis, E. & Siskos, Y. 2010. Customer Satisfaction Evaluation Methods for Measuring and Implementing Service Quality. New York: Springer New York.

Grönroos, C. 2000. *Service Management and Marketing: A Customer Relationship Management Approach*. 2nd edition. John Wiley and Sons Ltd.

Grönroos, C. 2015. *Service Management and Marketing: Managing the service profit logic*. 4th edition. Chichester: John Wiley & Sons Ltd. Padstow, 74-99.

Ha, J. & Jang, S. S. 2012. The Effects of Dining Atmospherics on Behavioral Intentions through Quality Perception. *Journal of Services Marketing*, Vol. 26 No. 3, 204–215. Accessed on 22 October 2023
<http://dx.doi.org/10.1108/08876041211224004>.

Hague, N. & Hague, P. 2023. *Customer Satisfaction Surveys & Research: How to Measure CSAT*. Accessed on 21 October 2023
<https://www.b2binternational.com/publications/customer-satisfaction-survey/>.

Hayes, B. E. 1992. *Measuring Customer Satisfaction: development and use of questionnaires*. Milwaukee: ASQC Quality Press.

Heung, V. C. S., Wong, M. Y., & Hailin, Q. 2000. Airport-restaurant Service Quality in Hong Kong: An Application of SERVQUAL. *Cornell Hotel and Restaurant Administration Quarterly*, Vol. 41 No. 3, 86-96. Accessed on 20 November 2023 <https://doi.org/10.1177/001088040004100320>.

Ho, H. -H., & Tzeng, S. -Y. 2021. Using the Kano Model to Analyze the User Interface Needs of Middle-aged and Older Adults in Mobile Reading. *Computers in Human Behavior Reports*, Vol. 3. Accessed on 20 November 2023
<https://doi.org/10.1016/j.chbr.2021.100074>.

Horovitz, J. 2000. *Seven Secrets of Service Strategy*. 2nd edition. Prentice Hall.

Horng, J.-S., Chou, S.-F., Liu, C.-H. & Tsai, C.-Y. 2013. Creativity, Aesthetics and Eco-friendliness: A Physical Dining Environment Design Synthetic Assessment Model of Innovative Restaurants. *Tourism Management*, Vol. 36, 15–25. Accessed on 28 October 2023
<http://dx.doi.org/10.1016/j.tourman.2012.11.002>.

Kessler, S. 1996. *Measuring and Managing Customer Satisfaction: Going for the gold*. Milwaukee: ASQ Quality Press.

Khan, N. A. 2011. A Study of Brands in the Food and Beverages Industry of Pakistan. *International Journal of Business and Social Science*, Vol. 2 No.13. Karachi, Pakistan: Institute of Business Administration. Accessed on 19 March 2023
https://ijbssnet.com/journals/Vol._2_No._13_Special_Issue_July_2011/31.pdf.

Kotler, P. 2000. *Marketing Management: The Millennium Edition*. 10th edition. Prentice-Hall.

Kotler, P. & Keller, K. L. 2012. *Marketing Management*. 14th edition. New Jersey: Pearson Education.

Kotler, P. & Armstrong, G. 2017. *Principles of Marketing*. Harlow: Pearson Education Limited.

Kukanja, M. 2017. Quality Measurement in Restaurant Industry from the Marketing Perspective: A Comparison of Guests' and Managers' Quality Perceptions. *Ekonomika Misao*, Vol. 1, 41-46. Accessed on 21 October 2023 https://www.researchgate.net/publication/329672904_QUALITY_MEASUREMENT_IN_RESTAURANT_INDUSTRY_FROM_THE_MARKETING_PERSPECTIVE_A_COMPARISON_OF_GUESTS'_AND_MANAGERS'_QUALITY_PERCEPTIONS.

Liao, Y., Yang, C. & Li, W. 2015. Extension Innovation Design of Product Family Based on Kano Requirement Model. *Procedia Computer Science*, Vol. 55, 268–277. Accessed on 20 November 2023 <https://doi.org/10.1016/j.procs.2015.07.045>.

Lin, F. -H., Tsai, S. -B., Lee, Y. -C., Hsiao, C. -F., Zhou, J., Wang, J. & Shang, Z. 2017. Empirical Research on Kano's Model and Customer Satisfaction. *PLOS ONE*, Vol. 12 No. 9. Accessed on 20 November 2023 <https://doi.org/10.1371/journal.pone.0183888>.

Liu, Y. & Jang, S. S. 2009. Perceptions of Chinese Restaurants in the U.S.: What Affects Customer Satisfaction and Behavioral Intentions? *International Journal of Hospitality Management*, Vol. 28 No. 3, 338–348. Accessed on 1 November 2023 <http://dx.doi.org/10.1016/j.ijhm.2008.10.008>

Mattila, A. and O'Neill, J. 2003. Relationships between Hotel Room Pricing, Occupancy, and Guest Satisfaction: A Longitudinal Case of a Midscale Hotel in the United States. *Journal of Hospitality & Tourism Research*. Vol. 27 No.3, 328-341. Accessed on 19 March 2023 <http://www.personal.psu.edu/jwo3/Hotel%20Pricing%20and%20Occupancy%20Article.pdf>.

Merriam, S. B. 2009. *Qualitative Research: A Guide to Design and Implementation*. Jossey-Bass.

Merriam, S. B. & Tisdell, E. J. 2015. *Qualitative Research: A Guide to Design and Implementation*. 4th edition. Jossey-Bass.

Mey, L. P., Akbar, A. K., & Fie, D. Y. G. 2006. Measuring Service Quality and Customer Satisfaction of the Hotels in Malaysia: Malaysian, Asian and Non-Asian Hotel Guests. *Journal of Hospitality and Tourism Management*, Vol. 13 No. 2, 144–160. <https://doi.org/10.1375/jhtm.13.2.144>.

Miles, M. B., Huberman, A. M. & Saldana, J. 2020. *Qualitative Data Analysis: A Methods Sourcebook*. 4th edition. Los Angeles: SAGE.

Momani, A., Al-Hawari, T., Al-Shebami, H. & Al-Araidah, O. 2014. Classifying and Ranking Healthcare Quality Attributes Using Integrated Kano- Fuzzy Analytical Hierarchy Process Model. *Engineering Management Research*, Vol. 3, No. 1. Canadian Center of Science and Education, 68-88. Accessed on 8 April 2023 <https://doi.org/10.5539/emr.v3n1p68>.

Nainedova, N. 2018. Customer Satisfaction in A Small Restaurant. Bachelor's thesis, South-Eastern Finland University of Applied Sciences. Accessed on 28 October 2023 <https://urn.fi/URN:NBN:fi:amk-201805015991>.

Namkung, Y. & Jang, S. 2007. Does Food Quality Really Matter in Restaurants? Its Impact on Customer Satisfaction and Behavioral Intentions. *Journal of Hospitality & Tourism Research*, Vol. 31 No. 3, 387–409. Accessed on 24 October 2023 <https://doi.org/10.1177/1096348007299924>.

Oliver, R. L. 2010. Satisfaction: A Behavioral Perspective on the Consumer: A Behavioral Perspective on the Consumer. 2nd edition. New York: Routledge. Accessed on 20 November 2023 <https://doi.org/10.4324/9781315700892>.

Omar, M. S., Ariffin, H. F. & Ahmad, R. 2015. The Relationship between Restaurant Ambience and Customers' Satisfaction in Shah Alam Arabic Restaurants, Selangor. Accessed on 21 November 2023 https://www.researchgate.net/publication/288579626_The_Relationship_between_Restaurant_Ambience_and_Customers'_Satisfaction_in_Shah_Alam_Arabic_Restaurants_Selangor.

Park, H. & Jeon, H. 2022. The Dynamics of Customer Satisfaction Dimension based on BERT, SHAP, and Kano Model. *IFAC PapersOnline*, Vol. 55 No. 10, 2384-2389. Accessed on 20 November 2023 <https://doi.org/10.1016/j.ifacol.2022.10.065>.

Paul, R. 2013. The Definition of Value: It's Complicated. Accessed on 25 October 2023 <http://blogs.technomic.com/the-definition-of-value-its-complicated>.

Qin, H. & Prybutok, V. 2009. Service Quality, Customer Satisfaction, and Behavioral Intentions in Fast-food Restaurants. *International Journal of Quality and Service Sciences*, Vol. 1 No. 1, 78-95. Accessed on 18 March 2023 <https://doi.org/10.1108/17566690910945886>.

Quotefancy 2023. Accessed on 19 March 2023 <https://quotefancy.com/quote/911620/Steve-Jobs-Get-closer-than-ever-to-your-customers-So-close-that-you-tell-them-what-they>.

Raajpoot, N. A. 2002. TANGSERV. *Journal of Foodservice Business Research*, Vol. 5 No. 2, 109–127. Accessed on 29 October 2023 http://dx.doi.org/10.1300/J369v05n02_08.

Rai, A. K. 2008. Customer Relationship Management: Concepts and Cases. Faculty of Management Studies, Banaras Hindu University. Accessed on 18 March 2023 https://www.academia.edu/4048032/Customer_Relationship_Management_Concepts_and_Cases.

Ryu, K. & Jang, S. S. 2007. The Effect of Environmental Perceptions on Behavioral Intentions Through Emotions: The Case of Upscale Restaurants. *Journal of Hospitality & Tourism Research*, Vol. 31 No. 1, 56–72. Accessed on 24 October 2023 <http://dx.doi.org/10.1177/1096348006295506>.

Sauerwein, E., Bailom, F., Matzler, K., & Hinterhuber, H. H. 1996. THE KANO MODEL: HOW TO DELIGHT YOUR CUSTOMERS. International Working Seminar on Production Economics, Vol. 1 No. 9. Igls, Austria: University of Innsbruck, 313-327. Accessed on 10 April 2023
https://www.researchgate.net/publication/240462191_The_Kano_Model_How_to_Delight_Your_Customers.

Shaharudin, M. R., Mansor, S. W. & Elias, S. J. 2011. Food Quality Attributes among Malaysia's Fast Food Customer. International Business and Management, Vol. 2 No. 1, 198-208. Accessed on 22 October 2023
<http://dx.doi.org/10.3968/j.ibm.1923842820110201.015>.

Sharma, A., Gupta, J., Gera, L., Sati, M., & Sharma, S. 2020. Relationship between Customer Satisfaction and Loyalty. Social Science Research Network. Accessed on 21 November 2023 <http://dx.doi.org/10.2139/ssrn.3913161>.

Shen, Y., Kokkranikal, J., Christensen, C. P. & Morrison, A. M. 2021. Perceived Importance of and Satisfaction with Marina Attributes in Sailing Tourism Experiences: A Kano Model Approach. Journal of Outdoor Recreation and Tourism, Vol. 35. Accessed on 20 November 2023
<https://doi.org/10.1016/j.jort.2021.100402>.

Streefkerk, R. 2023. Qualitative vs. Quantitative Research: Differences, Examples & Methods. Accessed on 18 November 2023
https://www.scribbr.com/methodology/qualitative-quantitative-research/?fbclid=IwAR1t6uMgW0VCdgnc23XL0VU9Q5uX4h-0mheHOJR32k0_WOPLxWSK5ejxY9l.

Suharyono, S. & Widiyanto, H. 2021. Analysis Product, Price, Service, and Digital Marketing on Customer Satisfaction and Its Impact on Customer Loyalty PT Control Systems – Emerson Micromotion Flowmeter. FOCUS, Vol. 2 No. 1, 27–37. Accessed on 20 October 2023 <https://doi.org/10.37010/fcs.v2i1.292>.

Taylor-Powell, E. & Hermann, C. 2000. Collecting Evaluation Data: Surveys. Accessed on 18 November 2023
<https://www.betterevaluation.org/sites/default/files/G3658-10.pdf>.

Tcvetkova, D. 2017. Customer Satisfaction and Service Quality at Fafa's Restaurant. Bachelor's thesis, Häme University of Applied Sciences. Accessed on 22 June 2023 <https://urn.fi/URN:NBN:fi:amk-2017060812987>.

Tenny, S., Brannan, J. M. & Brannan, G. D. 2022. Qualitative Study. StatPearls. Accessed on 19 November 2023
<https://www.ncbi.nlm.nih.gov/books/NBK470395/#:~:text=Qualitative%20research%20uses%20several%20techniques,that%20every%20participant%20is%20asked>.

Thomas, B. and Tobe, J. 2012. Anticipate: Knowing What Customers Need Before They Do. Wiley.

Tripadvisor 2023. Ben Thanh Market. Access on 15 March 2023
https://www.tripadvisor.com/Attraction_Review-g293925-d311087-Reviews-Ben_Thanh_Market-Ho_Chi_Minh_City.html.

Tse, D. K., & Wilton, P. C. 1988. Models of Consumer Satisfaction Formation: An Extension. *Journal of Marketing Research*, Vol. 25 No. 2, 204–212. Accessed on 18 March 2023 <https://doi.org/10.2307/3172652>.

Turay, T., Shahzad, A., Mohsin, Dr., Hussain, H. & Habiba, U. 2017. The Impact of Perceived Service Quality of "CIAC" Visa Service Process Technology on Students Satisfaction. Accessed on 21 November 2023
https://www.researchgate.net/publication/320245717_The_impact_of_Perceived_Service_Quality_of_CIAC_Visa_Service_Process_Technology_on_Students_Satisfaction.

Vicky, P. 2022. Authentic Cơm Tấm: A Delicious and Traditional Vietnamese Broken Rice Dish. Accessed on 22 November 2023
<https://www.vickypham.com/blog/com-tam>.

Visit Krakow 2023. Visit Krakow – Your Krakow Travel Guide. Accessed on 15 March 2023 <https://visitkrakow.com/>.

Wardana, A. B. & Sumarmi, W. 2019. Measurement of Consumer Satisfaction of Product Quality Using the Customer Satisfaction Index Method and Importance Performance Analysis. *Indonesian Journal of Innovation Studies*, Vol. 6. Accessed on 21 October 2023 <http://dx.doi.org/10.21070/ijins2019132>.

Welcome to Vietnam 2023. Banh Mi. Accessed on 22 November 2023
<https://vietnamnomad.com/eat-drink/banh-mi/>.

Xu, Y. 2007. Impact of Store Environment on Adult Generation Y Consumers' Impulse Buying. *Journal of Shopping Center Research*, Vol. 14 No. 1, 39-56. Accessed on 28 October 2023
http://jrdelisle.com/JSCR/2006_07_Articles/Xu%203.pdf.

Zeithaml, V. A., Bitner, M. J. & Gremler, D. D. 2006. *Services Marketing: Integrating Customer Focus across the Firm*. 4th edition. Boston, MA: McGraw-Hill/Irwin.

Zygiaris, S., Hameed, Z., Alsubaie, M. A. & Rehman, S. U. 2022. Service Quality and Customer Satisfaction in the Post Pandemic World: A Study of Saudi Auto Care Industry. *Frontiers in Psychology*, Vol. 13. <https://doi.org/10.3389/fpsyg.2022.842141>.

APPENDICES

Appendix 1.	Ben Thanh restaurant menu in English and Polish
Appendix 2.	Survey questionnaires in English
Appendix 3.	Survey questionnaires in Polish

Appendix 1 1(4). Ben Thanh restaurant menu in English and Polish

Menu „BEN THANH” Bar Orientalny – Kuchnia Wietnamska TEL: 733-653-929			
1 Zupa			
1.1 Zupa „Mien” z kurczakiem (makaronem sojowym)	Mała/Duża		
1.2 Zupa „Pho” z kurczakiem (makaronem ryżowym)	11zł/16zł		
1.3 Zupa „Pho” z wołowiną (makaronem ryżowym)	11zł/16zł		
1.4 Zupa „Won-Ton”	13zł/17zł		
1.5 Zupa ostro-kwaśna z mięsem (bez makaronu)	13zł/17zł		
1.6 Zupa kurczaka (bez makaronu)	11zł/16zł		
1.7 Zupa ostro-kwaśna z owocami morza	11zł/16zł		
1.8 Zupa krabowa	14zł/18zł		
(* Plus 1zł za opakowanie)	11zł/16zł		
2 Przekąski			
2.1 Sajgonki z mięsem (4szt)		12zł	
2.2 Sajgonki z krewetkami (4szt)		13zł	
2.3 Pierogi Wietnamskie (3szt)		12zł	
(* Plus 1zł za opakowanie)			
4 Dania z kurczaka (z ryżem i surówką)			Mała/Duża
4.1 Kurczak z warzywami (ostra lub łagodna)		18zł/23zł	
4.2 Kurczak z pieczarkami		18zł/23zł	
4.3 Kurczak z ananasem i cebulą		23zł	
4.4 Kurczak z brokułami i czosnkiem		24zł	
4.5 Kurczak z pędami bambusa		18zł/23zł	
4.6 Kurczak „Gong Bao”		23zł	
4.7 Kurczak słodko-kwaśny		19zł/24zł	
4.8 Kurczak po Wietnamsku		19zł/24zł	
4.9 Kurczak chrupiący		19zł/24zł	
4.10 Filet kurczaka		25zł	
4.11 Kurczak trawą cytrynową i papryką			24zł
4.12 Kurczak pięciu smaków			18zł/23zł
4.13 Kurczak w sosie curry			18zł/23zł
4.14 Kurczak po seczuańsku			23zł
4.15 Kurczak podwójnie smażony			23zł
4.16 Kurczak w cieście kokosowym			24zł
(* Plus 1zł za opakowanie)			
5 Dania z wieprzowiną (z ryżem i surówką)			Mała/Duża
5.1 Wieprzowina z warzywami			19zł/24zł
5.2 Wieprzowina z pieczarkami			19zł/24zł
5.3 Wieprzowina z ananasem i cebulą			24zł
5.4 Wieprzowina z brokułami i czosnkiem			25zł
5.5 Wieprzowina z pędami bambusa			19zł/24zł
5.6 Wieprzowina „Gong Bao”(z orzechami ziemne)			24zł
5.7 Wieprzowina słodko-kwaśna			20zł/25zł
5.8 Schabowy po Wietnamsku			26zł
5.9 Wieprzowina trawą cytrynową i papryką			25zł
5.10 Wieprzowina pięciu smaków			19zł/24zł
5.11 Wieprzowina w sosie curry			19zł/24zł
5.12 Wieprzowina podwójnie smażona			25zł
(* Plus 1zł za opakowanie)			
Dania z żeberka (z ryżem i surówką)			
5.12 Żeberka z warzywami			26zł
5.13 Żeberka sosie curry			26zł
5.14 Żeberka z pędami bambusa			26zł
5.15 Żeberka słodko-kwaśne			26zł
5.16 Żeberka na gorącym półmisku			26zł
5.17 Żeberka po seczuańsku			27zł
(* Plus 1zł za opakowanie)			26zł

Appendix 1 2(4). Ben Thanh restaurant menu in English and Polish

6 Dania z wołowina (z ryżem i surówką)			9 Makarony (z surówką)		
6.1 Wołowina z warzywami	28zł		9.1 Makaron z kurczakiem	25zł	
6.2 Wołowina z pieczarkami	28zł		9.2 Makaron z wieprzowiną	26zł	
6.3 Wołowina z ananasem i cebulą	28zł		9.3 Makaron z wołowiną	28zł	
6.4 Wołowina z brokułami i czosnkiem	29zł		9.4 Makaron z krewetkami	29zł	
6.5 Wołowina z pędami bambusa	28zł		9.5 Makaron sojowy z kurczakiem	25zł	
6.6 Wołowina „Luc-lac” (z frytkami)	35zł		9.6 Makaron sojowy z wieprzowiną	26zł	
(* Plus 1zł za opakowanie)			9.7 Makaron sojowy z wołowiną	28zł	
7 Dania z wegetariańskie (z surówką)			9.8 Makaron sojowy z krewetkami	29zł	
7.1 Tofu z warzywami	22zł		9.9 Pad Thai z kurczakiem	26zł	
7.2 Tofu chrupiący	22zł		9.10 Pad Thai z krewetkami i tofu	29zł	
7.3 Tofu słodko-kwaśne	22zł		(* Plus 1zł za opakowanie)		
7.4 Makaron chiński z warzywami	22zł		10 Ryż z surówką		
7.5 Makaron chiński z tofu	23zł		10.1 Ryż smażony z kurczakiem	25zł	
7.6 Makaron sojowy z warzywami	22zł		10.2 Ryż smażony z wieprzowiną	26zł	
7.7 Makaron ryżowy z warzywami	22zł		10.3 Ryż smażony z wołowiną	28zł	
7.8 Ryż smażony z warzywami	22zł		10.6 Ryż smażony z krewetkami	29zł	
7.9 Pad Thai z warzywami i tofu	24zł		10.7 Ryż po kantonsku (z kurczakiem i wieprzowiną)	27zł	
(* Plus 1zł za opakowanie)			(* Plus 1zł za opakowanie)		
8 Owoce morza			11 Dodatki		
8.1 Ryba z selera i czosnkiem (morszczuk)	26zł		11.1 Surówka Wietnamska		
8.2 Ryba po Wietnamsku	26zł		11.2 Ryż biały	4zł	
8.3 Kalmary z warzywami	26zł		11.3 Frytki	4zł	
8.4 Kalmary słodko-kwaśna	28zł		11.4 Makaron chiński/ryżowy/sojowy	8zł	
8.5 Kalmary chrupiące	29zł		11.5 Sos chilli 200ml	40zł	
8.6 Krewetki chrupiące – 8szt	32zł		11.6 Sos słodko-kwaśny 200ml	4zł	
(* Plus 1zł za opakowanie)			11.7 Paleczki	2zł	
			11.8 Frytki zamiast ryżu	1zł	
				2zł	

Appendix 1 3(4). Ben Thanh restaurant menu in English and Polish

Menu „BEN THANH”			
Bar Orientalny – Kuchnia Wietnamska			
TEL: 733-653-929			
1 Soup	Small/Big		
1.1 Soup „Mien” with chicken (soy noodles)	11zł/16zł		
1.2 Soup „Pho” with chicken (rice noodles)	11zł/16zł		
1.3 Soup „Pho” with beef (rice noodles)	13zł/17zł		
1.4 Soup „Won-Ton”	13zł/17zł		
1.5 Spicy and sour soup with meat	11zł/16zł		
1.6 Chicken soup	11zł/16zł		
1.7 Spicy and sour soup with seafood	14zł/18zł		
1.8 Crab soup	11zł/16zł		
(* Plus 1 zł for the packaging)			
2 Snacks			
2.1 Spring rolls with meat (4szt)	12zł		
2.2 Spring rolls with prawns (4szt)	13zł		
2.3 Vietnamese dumplings (3szt)	12zł		
(* Plus 1 zł for the packaging)			
4 Chicken (with rice&salad)	Mała/Duża		
4.1 Chicken with vegetables (spicy or mild)	18zł/23zł		
4.2 Chicken with mushrooms	18zł/23zł		
4.3 Chicken with pineapple and onion	23zł		
4.4 Chicken with broccoli and garlic	24zł		
4.5 Chicken with bamboo shoots	18zł/23zł		
4.6 Chicken „Gong Bao”	23zł		
4.7 Chicken Sweet and sour	19zł/24zł		
4.8 Chicken Vietnamese style	19zł/24zł		
4.9 Crunchy chicken	25zł		
4.10 Fillet chicken			
			24zł
			18zł/23zł
			18zł/23zł
			23zł
			23zł
			24zł
			(* Plus 1 zł for the packaging)
			5 Pork (with rice&salad)
			Mała/Duża
			19zł/24zł
			19zł/24zł
			24zł
			25zł
			19zł/24zł
			24zł
			20zł/25zł
			26zł
			25zł
			19zł/24zł
			19zł/24zł
			25zł
			(* Plus 1 zł for the packaging)
			Ribs dishes (with rice&salad)
			26zł
			26zł
			26zł
			26zł
			27zł
			26zł
			(* Plus 1 zł for the packaging)

Appendix 1 4(4). Ben Thanh restaurant menu in English and Polish

6 Beef dishes (with rice&salad)		9 Makarons (with salad)	
6.1 Beef with vegetables	28zł	9.1 Makaron with chicken	25zł
6.2 Beef with mushrooms	28zł	9.2 Makaron with pork	26zł
6.3 Beef with pineapple and onion	28zł	9.3 Makaron with beef	28zł
6.4 Beef with broccoli, and garlic	29zł	9.4 Makaron with prawn	29zł
6.5 Beef with bamboo shoots	28zł	9.5 Soy noodles with chicken	25zł
6.6 Beef „Luc-lac” (z frytkami)	35zł	9.6 Soy noodles with pork	26zł
(* Plus 1 zł for the packaging)		9.7 Soy noodles with beef	28zł
		9.8 Soy noodles with prawn	29zł
		9.9 Pad Thai with chicken	26zł
		9.10 Pad Thai with prawns and tofu	29zł
		(* Plus 1 zł for the packaging)	
7 Vegetables dishes (with rice&salad)		10 Rice dishes and salad	
7.1 Tofu with vegetables	22zł	10.1 Fried rice with chicken	25zł
7.2 Crunchy tofu	22zł	10.2 Fried rice with pork	26zł
7.3 Sweet and sour tofu	22zł	10.3 Fried rice with beef	28zł
7.4 Chinese noodles with vegetables	22zł	10.6 Fried rice with shrimp	29zł
7.5 Chinese noodles with tofu	23zł	10.7 Cantonese rice fried style (with chicken and pork)	27zł
7.6 Soy noodles with vegetables	22zł	(* Plus 1zł za opakowanie)	
7.7 Rice noodles with vegetables	22zł		
7.8 Fried Rice With Vegetables	22zł		
7.9 Pad Thai with vegetables and tofu	24zł		
(* Plus 1 zł for the packaging)			
8 Seafoods (with rice&salad)		11 Accessories	
8.1 Fish with celery and garlic (morszczuk)	26zł	11.1 Vietnamese salad	4zł
8.2 Fish Vietnames style	26zł	11.2 White rice	4zł
8.3 Squid and vegetables	26zł	11.3 French fries	8zł
8.4 Sweet and sour squid	28zł	11.4 Chinese / rice / soy noodles	4zł
8.5 Crunchy squid	29zł	11.5 Chilli sauce 200ml	4zł
8.6 Crunchy prawn – 8szt	32zł	11.6 Sweet and sour sauce 200ml	2zł
(* Plus 1 zł for the packaging)		11.7 Chopsticks	1zł
		11.8 Chips instead of rice	2zł

Appendix 2 1(7). Survey questionnaires in English



Service quality and Customer satisfaction survey in Ben Thanh restaurant

Dear customer,

We are conducting a short survey to understand more about your experience toward our restaurant and what we should improve to meet your needs. Please kindly fill the survey below. We would highly appreciate your responses and thank you for your time. The survey will take approximately 5-10 minutes to complete. The responses will be handled anonymously and used only for research purposes.

The survey is also a part of bachelor's thesis of Hospitality Management of Lapland university of Applied Sciences. If you have any questions, don't hesitate to ask through my email: trta@edu.lapinamk.fi

Thank you in advance!

1. Your nationality:

- ☐ Polish
- ☐ Other

Appendix 2 2(7). Survey questionnaires in English

2. Your age:

- ☐ Less than 18
- ☐ 18-35
- ☐ 36-60
- ☐ More than 60

3. Gender:

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

4. Occupation:

- ☐ Employed
- ☐ Unemployed
- ☐ Student
- ☐ Retired
- ☐ Other:

5. How do you know Ben Thanh restaurant? (Choose one or more)

- ☐ Social media
- ☐ Introduced from relatives, friends or colleagues (Word of mouth)
- ☐ Internet
- ☐ Passing by

Appendix 2 3(7). Survey questionnaires in English

6. Have you ever been to Ben Thanh restaurant before?
- ☐ Very often
 - ☐ Often
 - ☐ Sometimes
 - ☐ Rare
 - ☐ This is my first time
7. When do you usually go to the Ben Thanh restaurant?
- ☐ Lunch
 - ☐ Dinner
 - ☐ It depends
8. Why do you decide to choose Ben Thanh restaurant over other restaurants? (Choose one or more)
- ☐ Near my workplace or homeplace
 - ☐ Passing by and want to eat
 - ☐ Want to enjoy my favourite Vietnamese food
 - ☐ Cheap
 - ☐ Delicious food
 - ☐ Want to try Vietnamese foods
 - ☐ Other:
9. Is the restaurant easy to see or to find?
- ☐ Yes
 - ☐ No
10. The menu offers a wide range of dishes
- ☐ Agree
 - ☐ Disagree

Appendix 2 4(7). Survey questionnaires in English

11. Please tick as appropriate:

	Extremely agree	Agree	Neutral	Disagree	Extremely Disagree
Quality of service:					
The service is fast and accurate					
The staff is friendly and speaks understandably					
Employees are polite and professional					
Staff was easy to find when needed					
The food is served rapidly					
The restaurant is well prepared to serve (utensils, cutlery, sauces, and napkins, etc.)					
Quality of food:					
I am pleased with the food offered					
The portion sizes are big enough					
The food is decorated visually intriguing					
The quality of food is excellent					
The food is delicious and rich in flavour					
The food is hot and fresh					
The smell of the food is fantastic before eating					
Price:					

Appendix 2 5(7). Survey questionnaires in English

I can find reasonable price for the dishes that I want to eat					
The price that I paid is equal to the quality of food that I received					
The price of the restaurant is cheaper than other restaurants that I ate					
Ambiance:					
The interior design and decorations of the restaurant are simple but intriguing					
Parking lot is large and easy to find					
The restaurant is clean					
The atmosphere in this restaurant is comfortable and has a reasonable temperature					
The seating arrangements in the restaurant are comfortable and enlarged					
The ambiance reflects the Vietnamese heritage and culture					
The music and sound are soft and suitable for enjoying dishes					
The restaurant has a pleasant and attractive scent					

Appendix 2 6(7). Survey questionnaires in English

12. What is your level of satisfaction with Ben Thanh's services, on a scale of 1 to 5?

	1	2	3	4	5	
Totally dissatisfied						Totally satisfied

13. What is your level of satisfaction with the quality/price ratio at the restaurant?

	1	2	3	4	5	
Totally dissatisfied						Totally satisfied

14. How comfortable do you think the restaurant is?

	1	2	3	4	5	
Totally discomfortable						Totally comfortable

15. In overall, what grade from 1 to 5 would you give to the Ben Thanh restaurant?

	1	2	3	4	5	
Poor						Excellent

16. Would you visit the restaurant again?

☐ Yes of course ☐ Maybe ☐ No

17. Would you tell your friends and family about the restaurant?

☐ Yes of course ☐ Maybe ☐ No

Appendix 2 7(7). Survey questionnaires in English

18. Is there something you would like to have/to improve at Ben Thanh restaurant?

.....

.....

Thank you for your participation!

Appendix 3 1(7). Survey questionnaires in Polish



Badanie jakości obsługi i satysfakcji Klienta w restauracji Ben Thanh

Szanowny Kliencie,

Przeprowadzamy krótką ankietę, aby dowiedzieć się więcej o Twoich doświadczeniach z naszą restauracją oraz o tym, co powinniśmy poprawić, aby spełnić Twoje potrzeby. Uprzejmie prosimy o wypełnienie poniższej ankiety. Będziemy bardzo wdzięczni za odpowiedzi i dziękujemy za poświęcony czas. Wypełnienie ankiety zajmie około 5-10 minut. Odpowiedzi będą przetwarzane anonimowo i wykorzystywane wyłącznie do celów badawczych.

Ankieta jest również częścią pracy licencjackiej z zarządzania hotelarstwem Lapońskiego uniwersytetu nauk stosowanych. Jeśli masz jakieś pytania, nie wahaj się zapytać przez mój e-mail: trta@edu.lapinamk.fi

Z góry dziękuję!

1. Twoja narodowość:

- ☐ Polski
- ☐ Other

2. Twój wiek:

- ☐ Mniej niż 18
- ☐ 18-35
- ☐ 36-60
- ☐ Ponad 60

Appendix 3 2(7). Survey questionnaires in Polish

3. Płeć:

- ☐ Mężczyzna
- ☐ Kobieta
- ☐ Wolę nie mówić

4. Zawód:

- ☐ Zatrudniony
- ☐ Bezrobotni
- ☐ Uczeń
- ☐ Emerytowany
- ☐ Inny:

5. Skąd znasz restaurację Ben Thanh? (Wybierz jeden lub więcej)

- ☐ Media społecznościowe
- ☐ Przedstawione przez krewnych, przyjaciół lub kolegów (poczta pantoflowa)
- ☐ Internet
- ☐ Przechodząc obok

6. Czy byłeś kiedyś w restauracji Ben Thanh?

- ☐ Bardzo często
- ☐ Często
- ☐ Czasami
- ☐ Rzadko
- ☐ To jest mój pierwszy raz

Appendix 3 3(7). Survey questionnaires in Polish

7. Kiedy najczęściej chodzisz do restauracji Ben Thanh?

- ☐ Obiad
- ☐ Kolacja
- ☐ To zależy

8. Dlaczego decydujesz się wybrać restaurację Ben Thanh zamiast innych restauracji, w których możesz jeść i cieszyć się jedzeniem? (Wybierz jeden lub więcej)

- ☐ W pobliżu mojego miejsca pracy lub miejsca zamieszkania
- ☐ Przejeżdżasz obok i chcesz coś zjeść
- ☐ Chcesz cieszyć się moim ulubionym wietnamskim jedzeniem
- ☐ Tanie
- ☐ Pyszne jedzenie
- ☐ Chcesz spróbować wietnamskich potraw
- ☐ Inny:

9. Czy restauracja jest łatwa do zobaczenia lub znalezienia?

- ☐ Tak
- ☐ Nie

10. Menu oferuje szeroką gamę dań

- ☐ Zgadzać się
- ☐ Nie zgadzam się

Appendix 3 4(7). Survey questionnaires in Polish

11. Proszę zaznaczyć odpowiednie:

	Wyjątkowo zgadzam się	Zgadza się	Neutralny	Nie zgadzam się	Zdecydowanie się nie zgadzam
Jakość usługi:					
Usługa jest szybka i dokładna					
Personel jest przyjazny i mówi zrozumiale					
Pracownicy są uprzejmi i profesjonalni					
Personel był łatwy do znalezienia w razie potrzeby					
Jedzenie jest podawane szybko					
Restauracja jest dobrze przygotowana do serwowania (naczynia, sztucce, sosy, serwetki itp.)					
Jakość jedzenia:					
Jestem zadowolony z oferowanego jedzenia					
Rozmiary porcji są wystarczająco duże					
Jedzenie jest udekorowane intrygująco wizualnie					
Jakość jedzenia jest doskonała					

Appendix 3 5(7). Survey questionnaires in Polish

Jedzenie jest pyszne i bogate w smaku					
Jedzenie jest gorące i świeże					
Zapach jedzenia jest fantastyczny przed jedzeniem					
Cena:					
Potrafię znaleźć rozsądną cenę za dania, które chcę zjeść					
Cena, którą zapłaciłem, jest równa jakości jedzenia, które otrzymałem					
Cena restauracji jest tańsza niż w innych restauracjach, w których jadłem					
Atmosfera:					
Wystrój i dekoracje restauracji są proste, ale intrygujące					
Parking jest duży i łatwy do znalezienia					
Restauracja jest czysta					
Atmosfera w tej restauracji jest wygodna i ma rozsądną temperaturę					

Appendix 3 6(7). Survey questionnaires in Polish

Układy siedzeń w restauracji są wygodne i powiększone					
Atmosfera odzwierciedla wietnamskie dziedzictwo i kulturę					
Muzyka i dźwięk są ciche i odpowiednie do delektowania się potrawami					
Restauracja ma przyjemny i atrakcyjny zapach					

12. Jaki jest Twój poziom zadowolenia z usług Ben Thanh w skali od 1 do 5?

	1	2	3	4	5	
Całkowicie niezadowolony						Całkowicie zadowolony

13. Jaki jest Twój poziom zadowolenia ze stosunku jakości do ceny w restauracji?

	1	2	3	4	5	
Całkowicie niezadowolony						Całkowicie zadowolony

14. Jak Twoim zdaniem wygodna jest ta restauracja?

	1	2	3	4	5	
Całkowicie niewygodne						Całkowicie wygodne

Appendix 3 7(7). Survey questionnaires in Polish

15. Ogólnie, jaką ocenę od 1 do 5 dałbyś restauracjom Ben Thanh?

	1	2	3	4	5	
Słaby						Doskonały

16. Czy odwiedziłbyś ponownie restaurację?

☐ Oczywiście, że tak

☐ Może

☐ Nie

17. Czy powiedziałbyś znajomym i rodzinie o restauracji?

☐ Oczywiście, że tak

☐ Może

☐ Nie

18. Czy jest coś, co chciałbyś mieć/ulepszyć w restauracji Ben Thanh?

.....

.....

Dziękuję za udział!