

Customer Satisfaction Level in Mount Sherpa Restaurant

Sameer Shrestha

Bachelor's Thesis

05. 05. 2015

Bachelor's degree (UAS)

Field of Study Social Sciences, Business and Administration			
Degree Programme Degree Programme in International Business			
Author(s) Sameer Shrestha			
Title of Thesis Customer satisfaction level in Mount Sherpa restaurant			
Date	20.04.2015	Pages/Appendices	48/6
Supervisor(s) Ms. Virpi Oksanen, Mr. Pentti Mäkelä			
Client Organisation/Partners Mount Sherpa Restaurant			
<p>Abstract</p> <p>Customer satisfaction is the key to every successful business in the sense of profit motive, as well as in the long run. It is the desire of every business to be able to understand their customers' need. Many businesses, especially related with the service industry, carry out different surveys and conduct research in order to know what their customers really want.</p> <p>This research was carried out to measure the customer satisfaction level in Mount Sherpa restaurant. The results and findings of this study will help the restaurant in improving their service quality and carry out the developments and changes required for the restaurant in the future.</p> <p>The theoretical approach of the research focuses on the introduction, concept and analysis of customer satisfaction as well as the factors influencing customer satisfaction. The customer satisfaction measurement models used in the theoretical study are customer expectation disconfirmation paradigm, servqual instrument and servicescape. This study was carried out using the quantitative research method. A questionnaire based survey was carried out among the customers of Mount Sherpa. The questionnaires were designed based on the theoretical study and need of the restaurant. The survey was successfully implemented and the collected results were further analysed using webropol. The outcomes of the survey are presented in the report using column charts with percentage. The results indicated that the majority of the customers were very satisfied with the present state of customer service as well as the food and service quality of the restaurant. However, most of the customers wished for changes in the menu, price range and new services like home delivery and relocation of the facilities. In addition, a few other improvement areas were also introduced.</p>			
<p>Keywords Customer satisfaction, service quality, restaurant, customer service, respondents.</p>			

CONTENTS

1 INTRODUCTION	3
2 CUSTOMER SATISFACTION	5
2.1 Customer satisfaction measurement	7
2.2 Factors Influencing Customer Satisfaction	10
2.3 Customer Expectations and perception	11
2.4 Customer experience and loyalty	12
2.5 Service quality	13
2.6 Customer satisfaction measurement	14
3 CUSTOMER SATISFACTION SURVEY; CASE MOUNT SHERPA	16
3.1 Methodology	17
3.2 Questionnaire design & data collection	17
3.3 Validity and reliability	18
3.4 Customer satisfaction of Mount Sherpa	19
4 CONCLUSIONS AND SUMMARY	33
REFERENCES	37
APPENDIX 1: QUESTIONNAIRE	43

LIST OF FIGURES AND TABLES

Figure 1: Traditional Customer-Oriented Organization Chart

Figure 2: Modern Customer-Oriented Organization Chart

Figure 3: Grönroos model of service quality

Figure 4: Mount Sherpa consumer review according to Eat.fi

Figure 5: Customer feature

Figure 6: Age-group of respondents

Figure 7: Profession of the respondents

Figure 8: Other restaurant visits compared to Mount Sherpa visit

Figure 9: Familiarity with Nepalese food and Mount Sherpa's food items

Figure 10: Occasion of this visit in Mount Sherpa

Figure 11: Perception on the current menus pricing

Figure 12: Taste of the dishes ordered

Figure 13: Staff professionalism and friendliness

Figure 14: Waiting time for ordered food

Figure 15: General experience with the restaurant

Figure 16: Source of information about Mount Sherpa Ravintola

Figure 17: Constancy/ Loyalty study

Figure 18: Recommendation to others

Figure 19: Desired future developments and changes

Table 1: The general customer experience on average (mean)

1 INTRODUCTION

In today's market, customers have become more demanding and sophisticated. Businesses spend a lot of money and time, trying to understand their customers' need and provide them with better services. The number of satisfied customers is a high priority in every business and represents the image or success of a business. It can be significantly applied in business like restaurant and dining services where the level of customer service and satisfaction is the most important priority. A restaurant with good customer service and quality always invites loyal and new customers whereas even a single poor customer experience can affect the image of the business as a whole. It is very important for a restaurant business to know and understand the concept of customer satisfaction in order to improve it and meet the requirement of the customers. (Angelova & Zekiri, 2011)

Many factors affect the customer satisfaction level of a business such as courteous and helpful employees, skilful and friendly staffs, competitive food price, good service quality and value, surrounding environment, location, etc. (Hokanson, 1995) Customers have more choices and flexibility these days. People are more aware of the value and the competition in the market. In a restaurant business, if a customer is dissatisfied due to the poor service quality and product, he/she is more likely not coming back to the same place again. A business should focus on achieving good customer value by providing better service quality, product quality and value-based prices. These activities can help a business benefit in the long run and achieve loyal and satisfied customers. Such business last longer in the competitive market and thus, maximize profit in the future. (Angelova & Zekiri, 2011)

There are several experimental research and evidence that shows the positive relation between customer satisfaction, service quality, loyalty and retention. Nowadays, companies are focusing their priorities towards customers and providing them with better service quality, which leads to customer satisfaction. The possibility of service quality to meet the customer's expectation or exceed the expectation also depends on the customer's previous expectations. (Angelova & Zekiri, 2011)

Every business is interested to know more about their business impression and their customer's perception which could help them bring positive changes and attract more customers. For example, the food quality, menu pricing and value, service promptness, friendliness of staffs, waiting time, decorations and the overall customer service. Different individuals have different taste in food. Likewise, ethnicity of an individual has a prime role in their food choice. However, a quality food with courteous behaviour and services are what all customers seek in a

restaurant. Many researchers have studied about the level of customer satisfaction and conducted several surveys and researches in different departments and businesses; (Ryu 2005) however no one has yet completed any research in Mount Sherpa. This is the one and only Nepalese restaurant in the centre of Kuopio. The research focuses on identifying the level of customer satisfaction in Mount Sherpa restaurant through customer based survey.

The **main purpose** of this thesis is to identify the customer's level of satisfaction at Mount Sherpa restaurant in Kuopio. It gives us the opportunity to identify the customer behaviour and possible ways to improve the customer service and relations. The research questions are targeted towards the perception of the customer on the food quality, menu pricing and value, service quality and experience of the restaurant.

The main **research problem** for the thesis study is as follow:

- (1) Level of customer satisfaction and opinions regarding the service quality and food
- (2) How to improve customer satisfaction at Mount Sherpa restaurant and bring possible changes the customers' want to see in the future

Research methodology is a research process which involves concepts such as paradigm, theoretical model, phases and quantitative or qualitative techniques. These methods assist us in collecting, distributing, analysing and applying necessary information and data for the purpose of our research study. (Irny and Rose, 2005)

The **thesis structure** covers four different parts related to the customer satisfaction research of Mount Sherpa. Chapter one gives introduction of the study which also includes the purpose of the thesis, research problem and methodology. Chapter two deliberates the concept and analysis of customer satisfaction which include theoretical parts of customer satisfaction, customer orientation and customer satisfaction measurements with sub division; expectation disconfirmation paradigm, servqual instrument and servicescape. The chapter further discusses about the main factors influencing customer satisfaction like customer expectations and perception, customer experience and loyalty, service quality and customer satisfaction measurement. Chapter three discusses about the customer satisfaction survey of case company; Mount Sherpa Restaurant. It includes methodology of the research, questionnaire design, data collection method, validity and reliability of the research and the customer satisfaction analysis of Mount Sherpa. In the final chapter 4, the conclusion and summary of the research is presented.

2 CUSTOMER SATISFACTION

Customer satisfaction has been a key concept and goal for every business. As indicated by Farris, Bendle, Pfeifer and Reibstein (2010), consumer satisfaction is characterized as the number of clients, or rate of aggregate clients, whose reported involvement with a firm, its items or its administrations surpasses determined satisfaction objectives. Business today is about making their client satisfied and keep up a decent customer relation for the future keeping in mind the end goal to achieve customer loyalty. A satisfied customer is less likely to switch their choice of products and services. Satisfaction can be related to a person's feelings that can be pleasure or disappointment resulting from comparing a service or product's perceived performance or outcome in relation to the buyer's expectations (Kotler and Keller, 2009, 789). A customer is the key factor in any business succession. A satisfied customer always demands for more which creates the opportunity to supply and gain profit in the competitive market. Hoyer and MacInnis (2001) stated that, satisfied customer is the key element to shape the establishment of any successful business since; customer satisfaction encourages customers to re-purchase the products and services, ensures brand loyalty and improves the business image by increasing positive word of mouth. The number of satisfied customers represents the image or success of a business.

In today's business world, there are several competitors for any kind of business in the market and the customers have high level of choices. If a business fails to understand its customers need than the sales starts declining which leads to failure in many business cases. In order to improve our customer satisfaction, we need to first identify the customers experience and their needs. It is very important for a business to know and understand the theory of customer satisfaction in order to improve it and meet the requirement of the customers. And for this purpose, it is important to do a customer research based on their interest, likes, desire and dissatisfaction point and provide them the value of what they pay for. (Kotler 2000, 88)

Customer orientation is a business action in which the companies focus its priorities towards the needs and satisfaction of the consumers. Customer oriented business such as a restaurant, can be based on both traditional and modern methods. In modern days, businesses face strong competition due to the change in marketing principles which is focused towards innovative marketing concept rather than traditional product and sales that can help the business to outshine the competition in a business market. (Kotler 2000, 274)

In traditional chart, the top management were given the highest priority that governs the decision-making of the business followed by the middle management in the second who forwards and controls the issued orders to the front liner employees who works with the customers. And finally, the customers were given the last priorities in the traditional chart. Such method is followed by managers who regards customer as the only way of profit for business. (Kotler and Keller, 2009, 124-125)

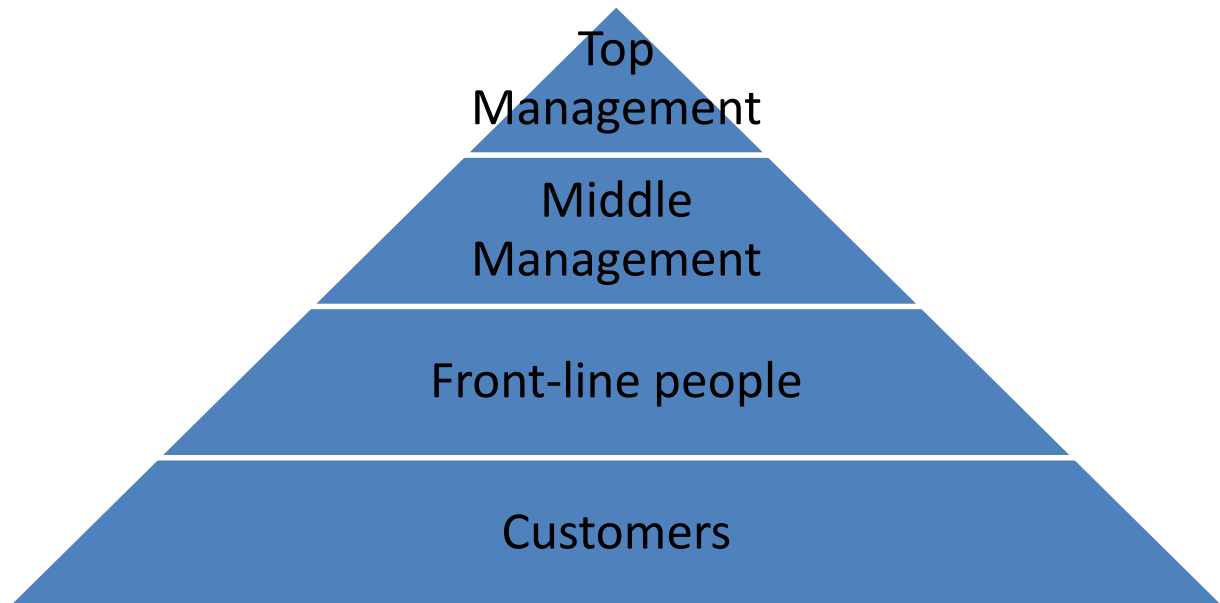


Figure 1: Traditional Customer-Oriented Organizational charts (Kotler and Keller, 2009)

The modern chart is the invert of the traditional chart where the customers are given the highest priority. Nowadays, successful businesses follow this chart. Many companies develop new products and services based on the needs and characteristics of the customers. The front-line people also receive the second most importance since they meet and interact with customers and receive feedbacks on a regular basis. The middle-management who supports the front-line people is at the third place followed by the top management at the last place of the chart who supports, hire and control the middle level managements. (Kotler and Keller, 2009, 124-125)

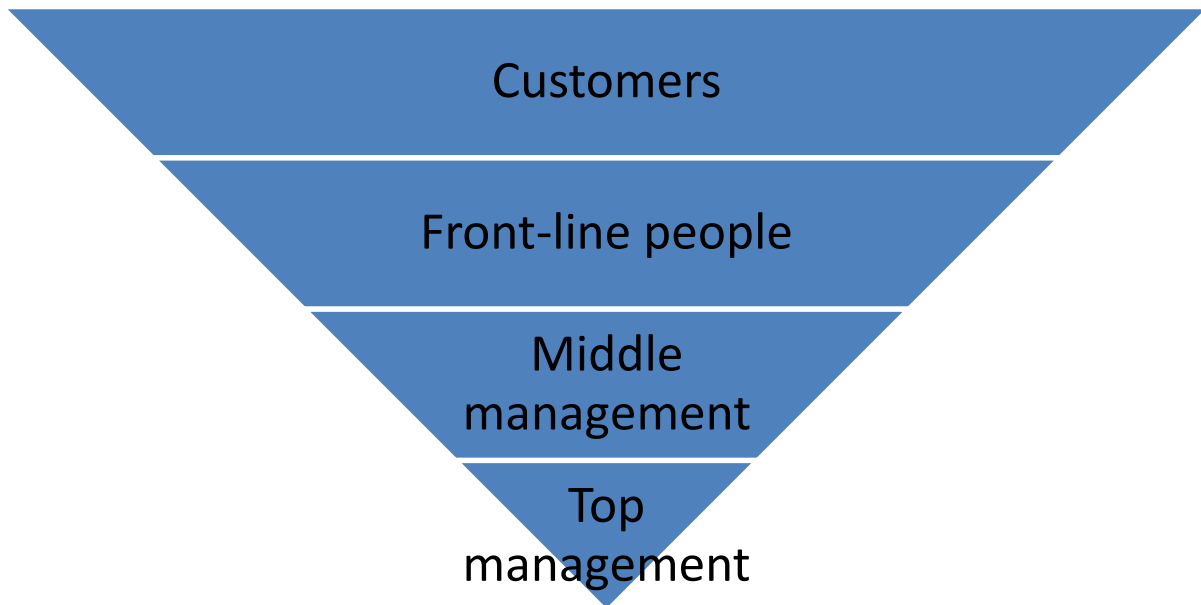


Figure 2: Modern Customer-Oriented Organization Chart (Kotler and Keller, 2009)

2.1 Customer satisfaction measurement

In recent years, customer satisfaction has gained a huge attention from different companies. Such companies use different customer research and analysis methods to measure the customers' satisfaction level. Numerous customer satisfaction models and theories about customer satisfaction have been developed in order to make such research and analysis process more focused and convenient. (Angelova & Zekiri, 2011)

While many business successes can be measured by amount of sales made or the current market share of the company, customer satisfaction level of a business gives us the indication about the future sales and constancy of the customers buying capacity and interest of the business. Its gives us information about customers such as the overall satisfaction level, customer loyalty, expectation, experience, perception and service quality of the business. Many national level customer satisfaction index (CSI) have also been developed, since the first customer satisfaction index developed by Swedish Customer Satisfaction Barometer (SCSB) in 1989. (Angelova & Zekiri, 2011)

The Expectations Disconfirmation Model has been the most dominating and promising theoretical framework for the research of customer satisfaction. This model shows a relation between the expectations and perceptions of the consumers. Expectations are created from

the beliefs and anticipation about the level of performance that a product or service will provide. It compares the pre-consumption expectation of a customer with the post-consumption experience while using a product or service. (Hoyer, Pieters & MacInnis 2013, 275)

The model describes us that when consumers buy goods and service from a business, they also make pre-purchase anticipation that the goods and services are going to perform as expected. Once the product or service is used, the pre-purchase expectation then becomes the standard to measure the satisfaction level of the product or service. If the outcome or experience reaches the pre-purchase expectation, positive expectation confirmation takes place. The negative, expectation disconfirmation takes place if the outcome or experience is lower or different than the pre-purchase expectation. The model explains that, when service execution is superior to the customer's initial expectation, there is a positive disconfirmation between the expectation and performance which results in satisfaction, while when service execution is as expected, there is a confirmation between desires and perceptions which brings satisfaction to the customers. If service performance is not as good as the customer expected there is a negative disconfirmation between expectations and perceptions which causes dissatisfaction. (Erevelles & Leavitt, 1992)

This expectation disconfirmation model has been commonly used to evaluate satisfaction with different products and services, for example with the restaurant services (Bearden & Teel, 1983) and with hotel and holiday destination services (Barsky, 1992; Barsky & Labagh, 1992).

The **servqual instrument** is a widely used approach for measuring service quality to compare customers' expectations before a service encounter and their perceptions of the actual service delivered by the organization. It was introduced in 1988 by Parasuraman, Valarie Zeithaml and Len Berry in order to measure the scale of quality in service sectors. If the expectation of the customer is higher than their perception of the product or service received, it indicates that the service quality is low (Parasuraman, Zeithaml and Berry 1985). Nyeck, Morales, Ladhari & Pons (2002) also indicated that the SERVQUAL instrument is one of the most complete attempts to hypothesize and measure the service quality of any business or service. Servqual was originally measured on 10 dimensions which were later reduced to the following five dimensions also known as RATER.

1. Reliability: It is the ability to perform the assured service dependably and accurately such as billing and records.
2. Assurance (including competence, courtesy, credibility and security): It is related to the information and good manners of employees and their personal ability and skills to ensure trust and provide confidence to the customers.
3. Tangibles: It refers to the appearance of physical facilities, equipment, employees and communication material of the organization.
4. Empathy (including access, communication, understanding the customer): It discusses the understanding, caring and individualized attention that the firm provides to its customers.
5. Responsiveness: It is the willingness to help customers and provide prompt and constant service. (Van Iwaarden, Van der Wiele, Ball and Millen, 2003).

Many businesses and services use servqual method in order to measure and maintain control of the service quality. Based on these five dimensions, different kind of surveys and questionnaires are prepared that measure the expectations of service quality as well as their perceptions of the service received. It is generally done by using 22 attributes which measure the performance across these five dimensions, using a seven point like scale measuring both customer expectations and perceptions. (Gabbie and O'Neill 1996) It is necessary for the researcher to keep in mind that the feedbacks collected from the surveys can be confusing and misleading if the surveys are conducted without sufficient information and knowledge on both the quality of services expected and perceptions of services.

From the results of the research done in various countries, the important factors to affect the consumer satisfaction were the service quality and perceived value of the business. The studies also indicated that, consumer satisfaction ultimately results in trust, price tolerance and customer loyalty. As a result, building strong association and relationship with customers is the key backbone for all organizations in the long-term, and more precisely, companies in service businesses. Nowadays, service organizations focus more on the important factors like customer satisfaction, customer perception, customer loyalty and service quality which helps to improve the performance of the business and achieve more profits. (Angelova & Zekiri, 2011)

According to Booms and Bitner (1981), **servicescape** is a concept that emphasis the influence of physical environment in service places and hospitality business. Boom and Bitner categorized servicescape as the situation in which the service is shared between the two parties, the seller and customer where they communicate combined with the product or service that motivates the presentation or communication of the service. They argued that the physical

environment of restaurants could be effectively utilized to strengthen the brand image of the company, to reposition the customer's perception and to improve their customer satisfaction on the basis of the service provided. The servicescape includes the external environment such as exterior design, parking, surrounding environment, landscape and interior environment such as interior design and decoration, equipment and utensils, air quality, noise level, temperature and atmosphere (Rosenbaum and Wong, 2007). According to the research conducted by Brady and Cronin (2001) and Raajpoot (2002) in four different service industries, the customers listed the service environment as a consideration in their service quality evaluations. Their studies revealed three main factors that influence the perceived quality of the physical environment: ambient conditions, facility design and social factors. The two official organizations, National Restaurant Association (NRA) and Consumer Reports on Eating Share Trends (CREST) have both classified the types of independent restaurants into four different categories which is quick service, midscale, casual dining, and upscale (Ryu 2005).

2.2 Factors Influencing Customer Satisfaction

According to Hokanson 1995, there are many factors that influence customer satisfaction. Such factors include different customer related issues such as friendly and experienced workers, quality of service, marketing accuracy, competitive price, prompt service, price value, etc. (Hokanson 1995, 16). A customer's perception, belief, attitude and value also influence one's experience and involvement with the product and service.

Many researches have been conducted around the world by different organisations based on customer satisfaction. Nowadays, service companies focus more on issues related with customer satisfaction, service quality, perception and loyalty of the customer. A business which is able to focus and make progress in these factors, will certainly improve its performance and profits. In the long run, customer satisfaction is the key to success of every business as it helps to achieve customer's trust and price tolerance and thus lead to customer loyalty which is a key factor in the long-term of business. Thus, building strong relationship with the customers is the ultimate key for the success of any business organizations. (Angelova & Zekiri, 2011)

2.3 Customer Expectations and perception

Expectation in a simple language is a belief or faith that is possible to happen in the future but may or may not be real. Similarly, customer expectations are the beliefs, needs, wants and predetermined ideas of customers about certain product or service. It can be shaped by different past experiences such as advertising, rumours, word of mouth, awareness of competitors and brand image. Customers structure their expectation on the basis of their past experience, recommendation from friends and relatives, and marketers' and competitors' information and promises (Kotler 2000, 206). Customer expectations are principles and beliefs related with the distribution of the service that will function as standards or reference points compared to which the performance is decided (Pizam 2010, 136).

Customer satisfaction is related to the product's perceived performance. It is a challenge for many businesses to satisfy their customers by trying to fulfil their expectations. If the performance is lower than their expectation, the customer is likely to be disappointed; if it meets the customer's expectations, he or she is most likely to be satisfied and if it exceeds the expectations, the customer will be very satisfied and could turn out to be a loyal customer in the future. For a business to succeed, it should be able to consistently deliver higher quality service compared to its competitors and exceeds the customers' expectations. (Kotler and Keller 2009, 156-168)

Perception is the organization, identification, and interpretation of sensual information in order to represent and understand the environment (Schacter, Gilbert and Wegner 2010). It is simply an opinion about something observed. A customer's perception is a concept that gives us an idea about the customer's opinion, awareness, and impression, responsiveness about the business, and its product and service. It gives us idea in determining the customer satisfaction and the business success. It is mostly affected by advertisings, social media, personal experience, reviews, public relations, etc. Customers who receive the perceived service are most likely to be satisfied, and satisfied customers can be expected to continue loyalty for the business and also provide recommendations which can be helpful for the business in the future prospect. (Reichheld and Teal 1996)

2.4 Customer experience and loyalty

Customer experience can be explained as the entire awareness and concept a customer has achieved when dealing with a business or a supplier with their products and/or services. It can include many issues such as attractions, attitudes, use, re-purchase, and support. Customers' experiences have become the important characteristic for the success of any business (Peppers & Rogers 2005).

According to J. Sebor (2008), if a company is able to deliver a quality customer experience that exceeds its customer's expectation, it will help to increase the amount of consumer spending with the company and eventually motivate loyalty to its brand. Loyalty mainly depends on how well the company communicate with its customers and fulfil their wants and needs. For example, Starbucks spent about \$10M on publicizing from 1987 to 1998 yet added in excess of 2,000 new stores to suit the growing demand and sales. Starbucks' popularity is focused around the experience that drove its customer to exceptionally prescribe their store to friends, family and relatives. (Smith & Wheeler 2002)

Customer loyalty plays a vital role in any business. It is the result of a satisfied customer service and a good service quality which attracts the customer to buy or use the service from the same business for a longer term. Every business should aim for loyal customers rather than a new or frequent customer. A frequent customer may change the choice of the product or service in respect to the change in market price but a loyal customer tends to pay even higher price in order to continue their product or service need. Loyalty helps to gain trust of the customers and build a longer relation which helps the business in the future competitive market. Customers can be loyal to a brand, a product or even an employee of a business. (Kotler & Keller 2009, 163-164)

Oliver (1997, 392) recommends that customer loyalty is a deeply held responsibility or belief to re-purchase or re-utilize a preferred product or service regularly in future, even though certain situational effects and marketing efforts may bring the feeling of substituting or changing behaviour. A satisfied and loyal customer often refers the product or service to other individuals.

2.5 Service quality

In simple words, quality explains us about the feature and superior value of a product. A quality of a product describes the worth of a product to the consumers. In the current markets, products are not only purchased due to their brand name, features or price but also the quality of the product. Similarly, service may be defined as an act of helping others or providing facilities to help others. Zeithaml & Bitner (2003, 85) expresses that service quality is a centered assessment that reflects the customer's perception of particular measurements of service based on the factors: reliability, responsiveness, assurance, empathy and tangibles. The service quality of a business reflects its image of the business towards the customers. It is the service quality of any business that makes it distinctive compared to their competitors in the market. Service quality is also defined as the difference between technical quality, what is delivered and functional quality, how it is delivered and as process quality which is judged during the service and output quality which is judged after the service. (Lehtinen, 1983; Grönroos, 1983)

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

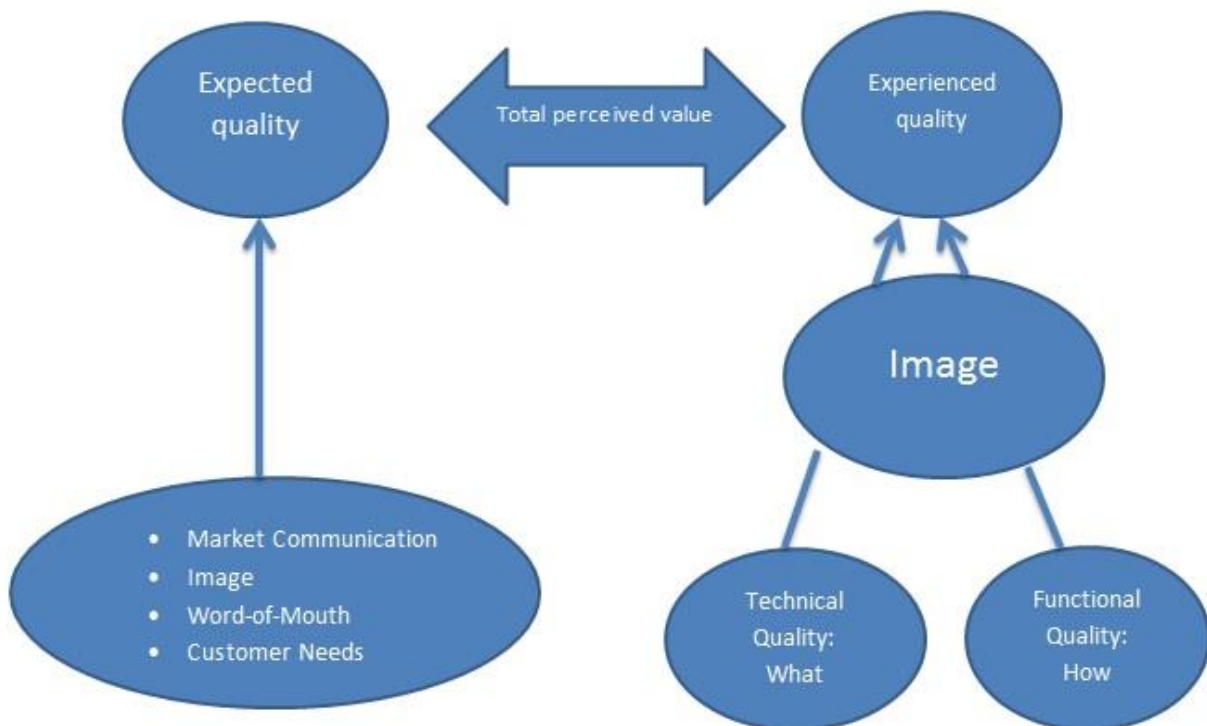


Figure 3: Grönroos (1990) model of service quality

Theories about the customer describe that the buying behaviour has a strong influence on the service quality model. This model describes us about the customer's perception when buying products and services. It gives us the idea about what customer really wants and seeks when using a service or product based on the two quality dimensions; technical quality which refers to the outcome delivered by the service and Functional quality which refers to the method in which the service is delivered or how it is delivered (Grönroos.1984, 36-44). These dimensions affect the image and the perception of quality in various ways. According to the perceived quality model, the quality of a service is as perceived by the customer; it is the result of a comparison between expectations of the customer and his/her experiences. The total perceived quality can be said to be optimistic in a situation where experienced quality exceeds the expected quality of the customers. If the expectations of the customers are not met, the total perceived quality is considered to be very low and the customer satisfaction is then negative. (McNeil, Crotts. 2006, 39-40)

2.6 Customer satisfaction measurement

Customer relationship management basically explains us about building and overseeing profitable relation with its customer, whether its service related or sales oriented. Beside the business customers, it is likewise used to deal with the association with business customers, suppliers, workers, distributors and additionally competitors. CRM helps a business in numerous areas. It helps a business in understanding its clients' need and value, aids in holding clients by giving them better customer experience, draw interest from new customers, clients and win deals and subsequently expand sales. In most small businesses, it is always important to focus on existing customers rather than achieving new customers. In most cases, the cost of acquiring new customers is always more expensive and time consuming than maintaining current customer relation. Better customer service helps to achieve customer satisfaction and increases customer loyalty. Loyal and satisfied customers are an asset to any businesses since they are willing to pay even higher prices in order to continue the services for long terms. (Kostojohn, Johnson & Paulen. 2011)

Nowadays, companies focus more on accurate and focused marketing rather than wasteful mass marketing to build strong relationship with customers. CRM helps to carefully manage the comprehensive information and data of each individual customer using touch points to increase the customer loyalty. A customer touch point is any event where the customer comes across the brand or product of a business, based on actual experience to personal or mass communications to casual observation. For example, the touch points for a restaurant may consist of factors like reservations, restaurant services, menu choices, serving, environment

and facilities, etc. CRM helps companies to provide excellent real-time customer service by using individual account information. On the basis of the type of customers, companies can customize their product, services, advertisements and programs. (Lanning, 2000)

3 CUSTOMER SATISFACTION SURVEY; CASE MOUNT SHERPA

Mount Sherpa is a Nepalese restaurant with fine-dining service opened in May, 2013 as the first Nepalese cuisine restaurant in Kuopio region. It is situated in the heart of Kuopio city and is a successful restaurant business. Although it is a quite new restaurant in town, Mount Sherpa have already earned its name as one of the best restaurant in Kuopio in first year of its establishment. Mount Sherpa restaurant achieved the top ranking of number 1 best restaurant in Kuopio according to Eat.fi website which is a customer based rating and feedback website for restaurants in Finland. The restaurant still dominates the list as the best restaurant with fine dining service in Kuopio with the rating of 4.7. (Mount Sherpa consumer review, eat.fi)

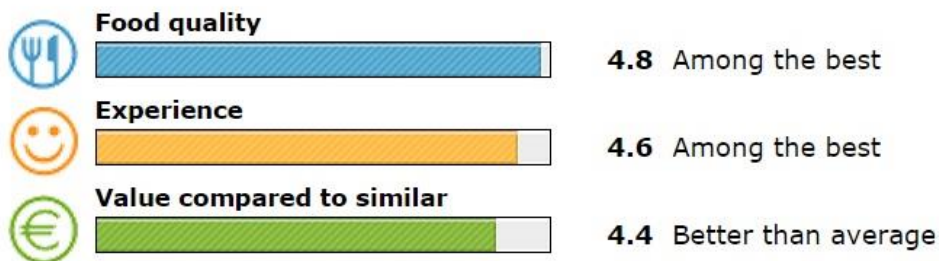


Figure 4: Mount Sherpa consumer review according to Eat.fi as of 26.01.2015 (Eat.fi, 2015)

The restaurant serves the flavour of south-east Asian food and excellent atmosphere for lunch as well as dinner service along with the taste of Nepalese food and culture in its ambience. The restaurant recently moved to a new and better location in January 2015 which is only a 2 minute walk from the old location. The restaurant has 50-60 seats inside for customers during the winter and about 80 possible seats during the summer including the outside terrace in its new location. The restaurant opens from 10:30 am- 21:00 pm during weekdays and 10:30 am- 23:00 pm during Fridays and weekends. Likewise, 10:30 am-15:00 pm is allocated for lunch and dinner is served after 15:00 pm respectively. The restaurant also provides 10% takeaway discount on main course of the dinner items as well as 15% discount for students in main course. The restaurant serves various dishes and cuisine which are made from chicken, lamb, pork and vegetarian items that is especially served with rice and Naan bread. The restaurant offers A La Carte lunch menus also with children menus. (Mount Sherpa Ravintola, 2015)

The restaurant is also famous for its food quality and taste, service promptness, friendliness of staffs and the customer service provided by the business. The main costumers of the restaurant are working people around the center of Kuopio who visit the restaurant mostly for workday lunch. The restaurant organization structure includes the restaurant manager, a head chef, 2 chefs and 2 waiters. The manager is the sole owner of the restaurant and can operate the business efficiently according to the situation and maintain profitability and reputation of the business at the same time. (Mount Sherpa Ravintola, 2015)

3.1 Methodology

Methodology can be described as the systematic and hypothetical examination of the strategies connected to a field of study. Typically, it incorporates the ideas, for example, standard, hypothetical model, stages and quantitative or qualitative procedures (Irny et al., 2005). The main aim of this thesis is to measure the overall satisfaction level of the restaurant and how to improve the customer satisfaction in Mount Sherpa.

Quantitative research method has been chosen by considering the nature and objective of this study. Quantitative research can be described as a systematic empirical investigation of social individualities through statistical, mathematical or numerical data or computational techniques (Given, L. 2008). According to Aliaga and Gunderson (2000), quantitative research can be defined as an observable occurrence of gathering different statistical data that are evaluated using mathematically based approaches which appears to be more appropriate based on the type of research. The quantitative approach is more suitable for this type research as it is more convenient method to obtain the desired responses using both figures and theoretical findings. This method provides the quantitative relationship between empirical observation and mathematical expression.

3.2 Questionnaire design & data collection

The questionnaire in Appendix 1 was used to gather the required data from the research. The questions are designed according to the need of the research. A total of 18 questions are asked out of which 17 are given alternative choices and 1 with open ending. All the 17 questions are to be marked by respondent's choices. 3 of the 17 questions with alternatives also have an open space for the respondent to write their own comments and choice beside the alternatives provided. 5 scales of measurement: strongly agree, agree, neutral, disagree and strongly disagree options are used in measuring the satisfaction level. Required number of smiley and unhappy icons are used in such questions in order to make the answering

options easier and convenient for the respondents since the language used in the questionnaire is English which may be hard for some respondents to understand.

Also, a 1€ discount was given in any food ordered to the respondents who fill up the questionnaire and submit in the cash counter. This was done in order to attract more respondents and collect the full responses more swiftly.

The printed versions of questionnaire were distributed to the customers between 28.11.2014 to 18.12.2014. Out of the total questionnaires submitted, 38 responses were collected. Due to the less number of customer attendance in the holiday time, lower amount of responds were collected. As the questionnaires were in English language, much responds were not collected. The lack of understanding and language skill could have been a barrier in data collection. The collected responds were later imported to Webropol software for further analysing the result of the questionnaire. The headwaiter and staff of the restaurant played an important role while submitting, collecting and handling the questionnaires from the customers.

3.3 Validity and reliability

Validity and reliability are the two major concepts to measure the legitimation and trustworthiness of a research. Validity is a measurement instrument that is reliable and is one that is stable or consistent across time (Kerlinger, 1986). Validity helps to identify if the research used correct measures that it was proposed to measure or how honest the study results are (Joppe 2000). According to Joppe (2000), reliability can be defined as the research point to which the results are anticipated over the long term and an accurate illustration of the overall population used under study. The research instrument used during the study of any particular subject is assumed to be reliable if the outcome of the study can be systematically replicated using a suitable or related method.

The research questionnaires and data were selected in order to be able to get more reliable information for the restaurant rather than valid. The questionnaires were planned and designed with the support of the thesis supervisor and in cooperation with the restaurant manager. The survey data were collected in general from random customers. Personal question or interviews were not done. To sum up, the findings of the research are reliable since the collected data are from the actual customers of Mount Sherpa who attained the restaurant for different purposes during different time. Almost, all the questions were answered in the survey by all respondents. However, the lower amount of responses may affect the

reliability of the research. Also, the survey and study was conducted based on Mount Sherpa restaurant only. So the results may not be valid or applicable to other restaurants.

3.4 Customer satisfaction of Mount Sherpa

Customer features

Variables	Category	No. of respondents	Percent of respondents
Gender	Male	15	40%
	Female	23	60%
Age-group	Under 18 years old	0	0
	18-30 years old	15	39%
	31-40 years old	12	32%
	41-60 years old	11	29%
	Above 60 years old	0	0
Nationality	Finnish	34	89%
	Others	4	11%
Profession	Student	4	11%
	Working	31	82%
	Unemployed	1	3%
	Entrepreneur	2	5%
	Retired	0	0

Figure 5: Customer feature (n=38)

Age & Gender Distribution of respondents

From the participated candidates in the survey, 15 people were male and 23 were female. In proportion, 39.5% of the respondents were male and 60.50% were female. The number of female participation is slightly more than the males.

According to figure 6, the largest age group of respondents were 18-30 years old where 26.7% were male and females with 47.8%, much higher than males. The age group of 31-40 years old were in the second biggest age group with 26.7% male and slightly higher female group

with 34.8%. The age group of 41-60 years old were the smallest with a very high number of males which is 46.6% compared to the female age group of 17.4%. From the figure, we can also understand that neither of the respondents were under 18 years old and above 60 years old which gives light to the fact that the target customer for Mount Sherpa are ranged from 18-60 years old.

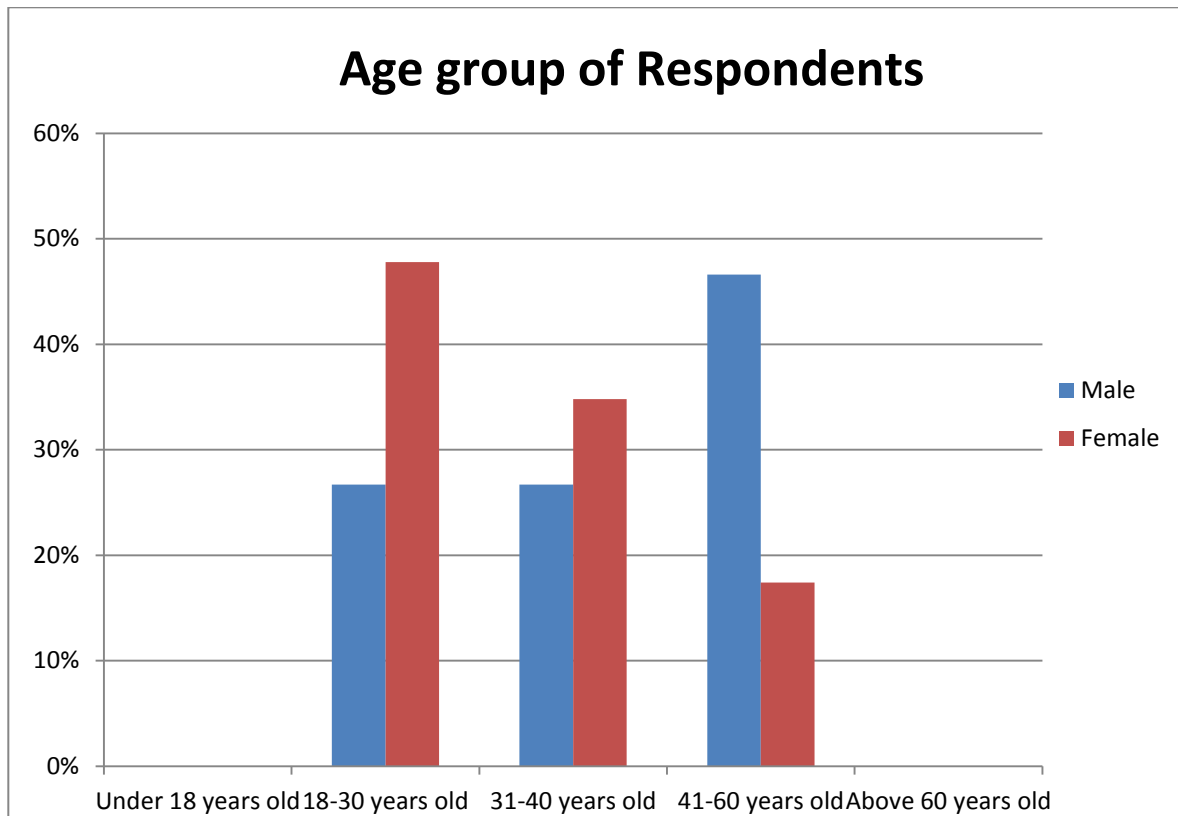


Figure 6: Age-group of respondents (n=38)

Nationality of the respondents

Most of the respondents were Finnish nationality (89.5%) whereas only few people were from foreign backgrounds (10.5%). This states that most of the customers, who attend Mount Sherpa, have Finnish backgrounds or are local people of Kuopio. The restaurant might seem to be less attractive or popular to people from foreign backgrounds or cannot be found by occasional foreign tourists.

Profession of the respondents

Out of the total respondents, 10.50% of the respondents were students, 81.60% were working people, 5.30% of entrepreneur and only 2.60% were unemployed. The number of retired or pensioned off people visiting the restaurant was 0. Figure 7 show that the largest numbers of customers for Mount Sherpa are working people.

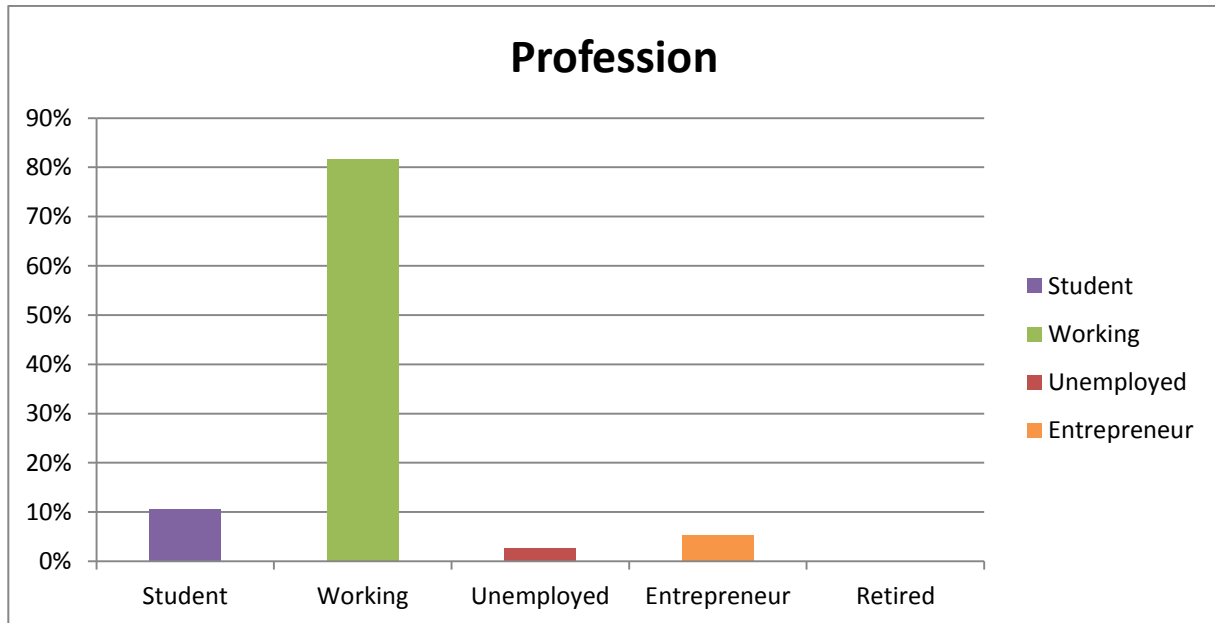


Figure 7: Profession of the respondents (n=38)

Rate of other restaurant visits compared to Mount Sherpa

According to figure 8, 10.5% of respondents visit restaurants on a daily basis whereas no one visits Mount Sherpa on a daily basis. 21.1% of respondents visit restaurants few times a week whereas only 2.6% visits Mount Sherpa few times a week. 23.7% of the respondents visit a restaurant once a week and only 2.6% visit Mount Sherpa once a week. Most of the respondents (36.8%) visit other restaurants few times a month. Likewise, most respondents (39.5%) also visit Mount Sherpa few times a month. Only 5.3% of the respondents visit other restaurants once a month while 26.3% of the respondents visit Mount Sherpa once a month. Similarly, only 2.6% of the respondents visit other restaurant few times a year while 21.1% of the respondents visit Mount Sherpa few times a year. None of the respondents visit other restaurant rarely however, 7.9% of the respondents visit Mount Sherpa on a rare basis.

On average, females visit other restaurant slightly higher than male which is 3.3 on averages whereas males visit is 2.87. Males visit Mount Sherpa restaurant on an average basis of 5.07 which is slightly higher than female visit which is 4.7. Age group of 41-60 years old visit other restaurants slightly higher than other age group which 3.18 on average followed by 31-40 years old which is 3.17 and 3.07 average by 18-30 years old. 41-60 years old also visit Mount Sherpa restaurant higher than other age group which is 5.09 followed by 18-30 years old and 31-40 years old which is 4.87 and 4.58 on average.

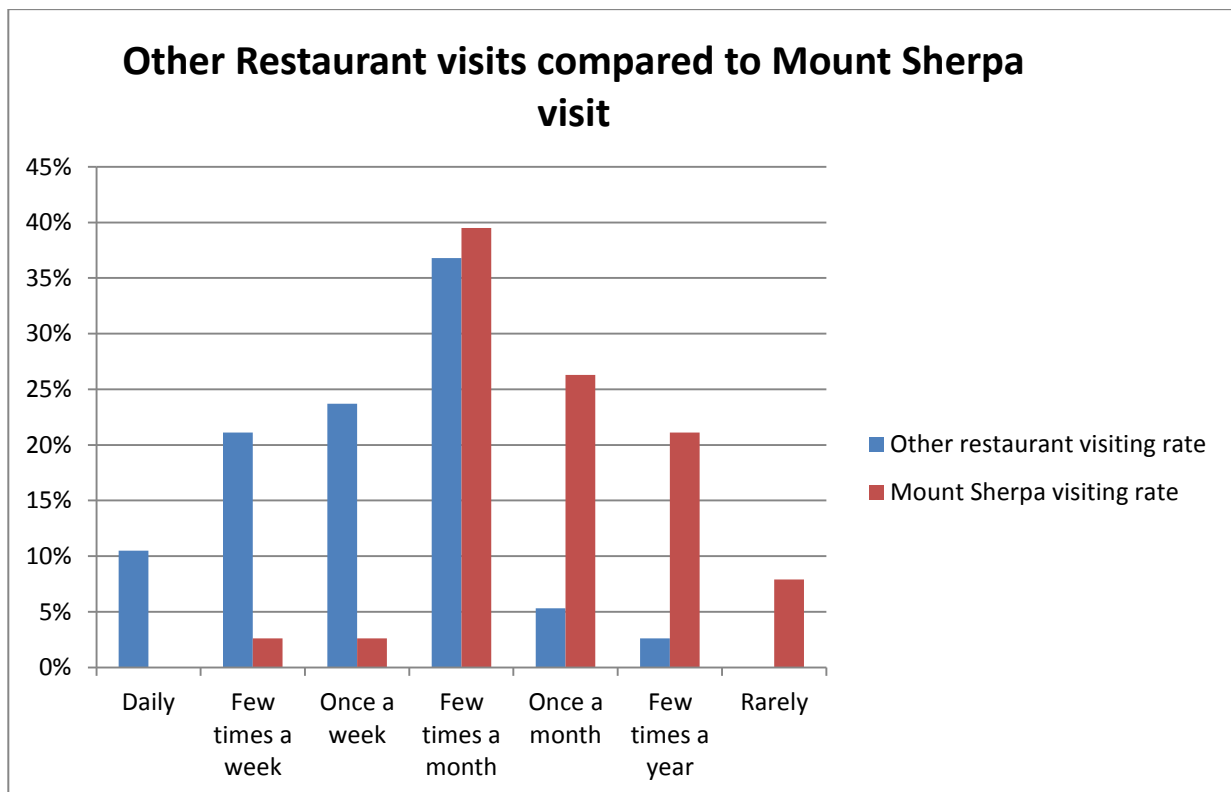


Figure 8: Other Restaurant visits compared to Mount Sherpa visit (n=38)

Familiarity with Nepalese food and Mount Sherpa's food items

Out of the total respondents, 18.4% were very familiar with Nepalese dishes and 26.3% were very familiar with Mount Sherpa's food items. 36.8% fairly knew about Nepalese food and a high number of respondents, 57.9% fairly knew about Mount Sherpa's food items. 42.2% knew a little about Nepalese food and only 15.8% knew a little about Mount Sherpa's food items. 2.6% didn't have any knowledge about Nepalese food however none of the respondents were unfamiliar to Mount Sherpa's food items. This information can be helpful for Mount Sherpa to form a product image. They could also focus more on providing information about Nepalese food and culture.

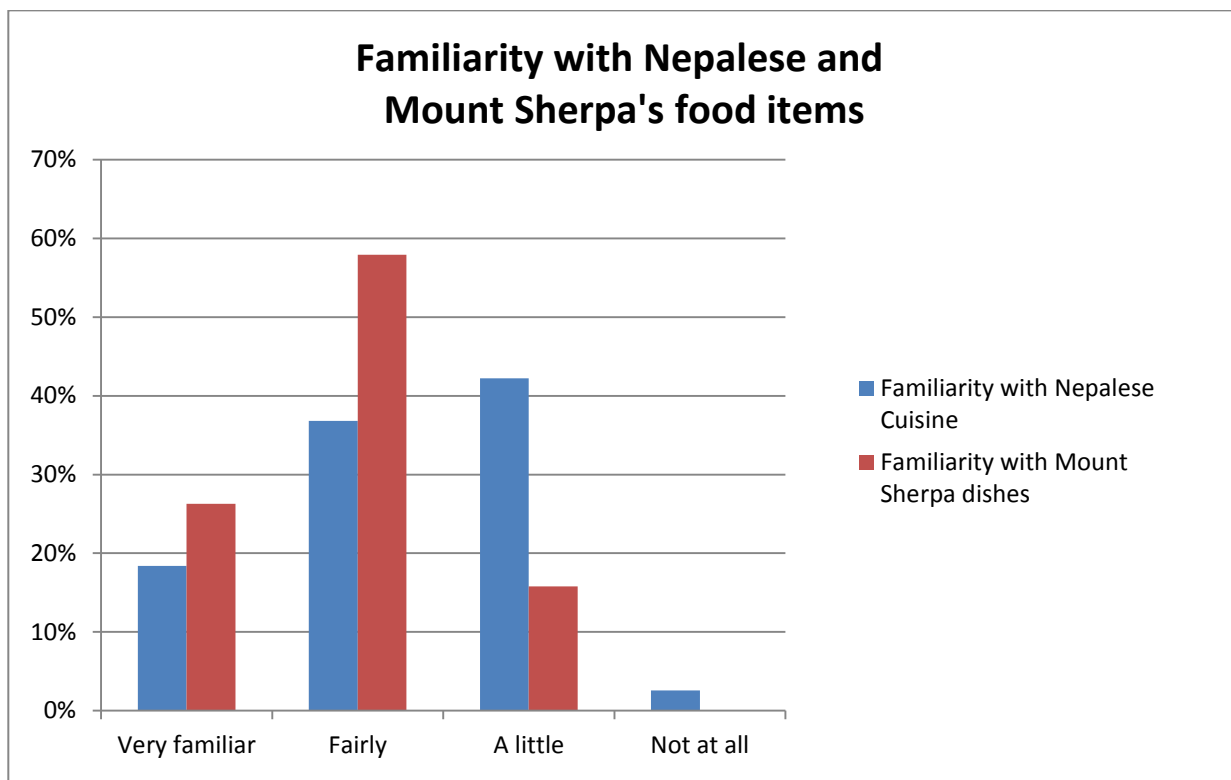


Figure 9: Familiarity with Nepalese food and Mount Sherpa's food items (n=38)

Occasion of this visit in Mount Sherpa

Figure 10 illustrates that the highest occasion of visit to Mount Sherpa is for workday lunch which is 64.1% of the total respondents followed by 20.1% as friends gathering. 7.9% visited the restaurant as unplanned as some customers accidentally came across to it since the restaurant is in the center of the city which makes it easy to find for any customers. Only 5.3% visited Mount Sherpa as family gathering and 2.6% as social or romantic appointment. However, no one visited the restaurant for business meeting or any other occasions.

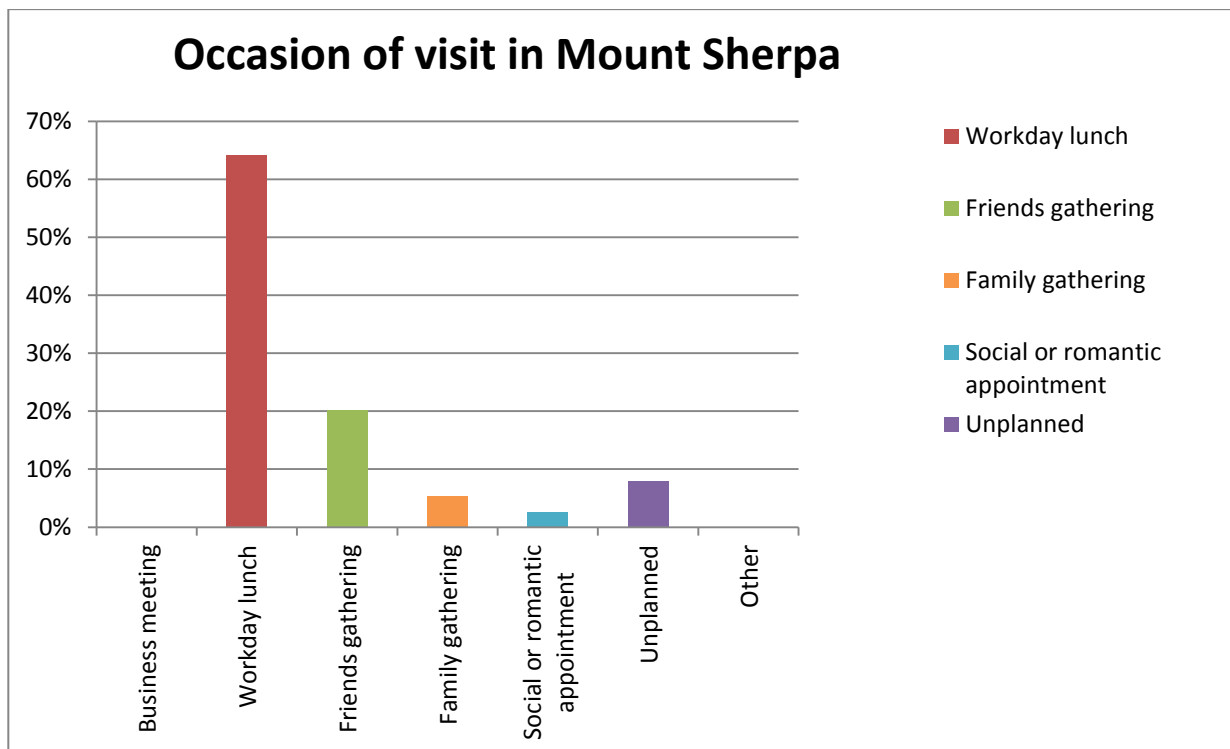


Figure 10: Occasion of this visit in Mount Sherpa (n=38)

Perception on the current menus pricing

According to figure 11, very high number of respondents thought the menu pricing was on average rate compared to other restaurants. 18.4% of the respondents assumed the menu price were cheap and only 5.3% of the respondents thought the menu pricing was expensive. However, none of the respondents assumed menu pricing as very cheap or very expensive. This data gives us an impression that the menu pricing can still be increased slightly.

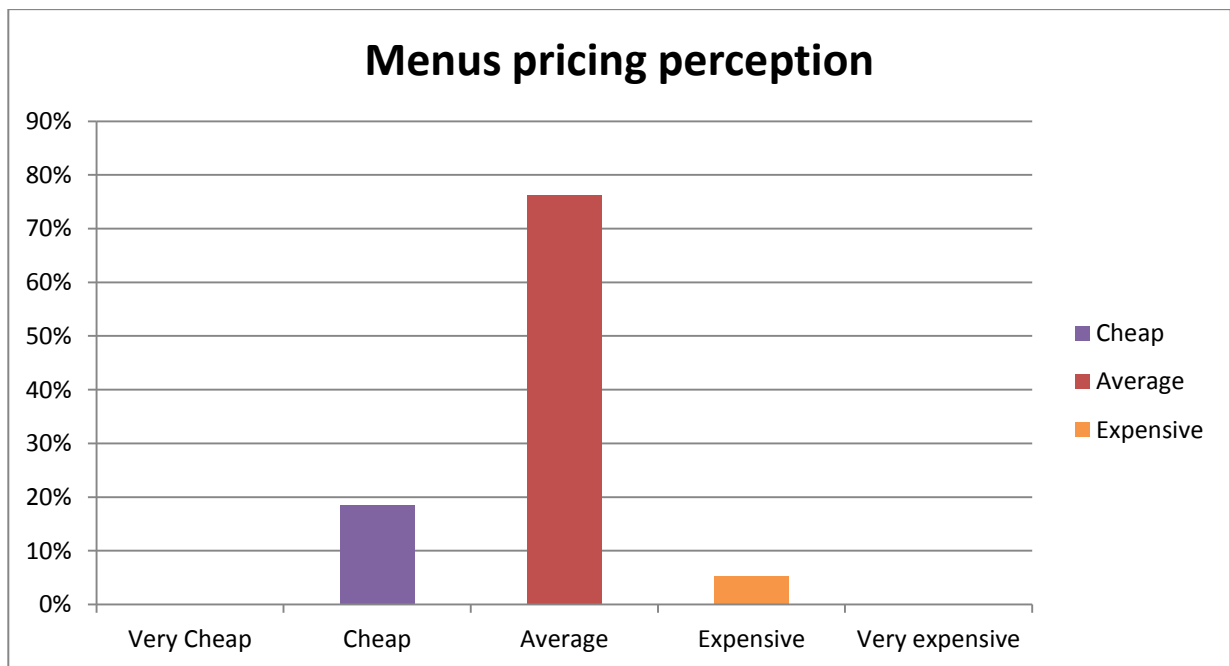


Figure 11: Perception on the current menus pricing (n=38)

Taste of the dishes ordered

From the figure 12, we can see that a very high number of customers are satisfied with the taste of the food they ordered. 76.3% of the respondents agreed that the taste of food was excellent and 21.10% agreed as good taste, and only 2.60% approved the taste to be average. None of the respondents said that the ordered food was bad or very bad. It shows that the customers are quite satisfied with the products offered by Mount Sherpa.



Figure 12: Taste of the dishes ordered (n=38)

Staff professionalism and friendliness

From the responses collected, a very high number of respondents (81.60%) rated the staff professionalism and friendliness as excellent and 18.40% rated it as good. No respondents rated the staff professionalism and friendliness as average, bad or very bad. It shows that the customers are quite satisfied with the services offered by Mount Sherpa.

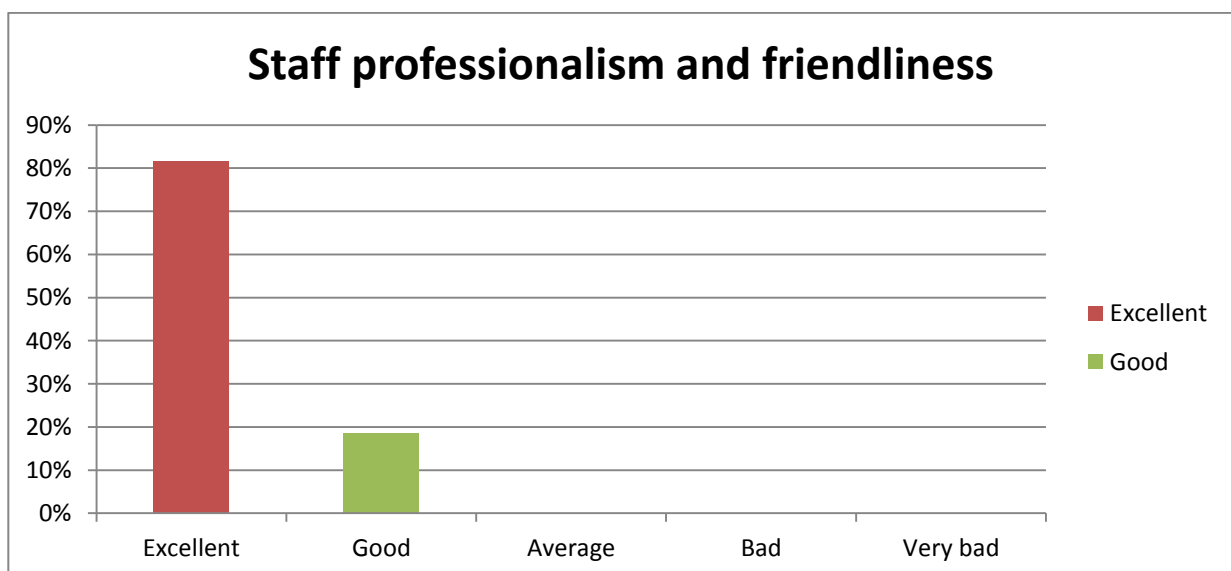


Figure 13: Staff professionalism and friendliness (n=38)

Waiting time for ordered food

Figure 14 gives us the information about how long the customers waited for the ordered foods. Customers who waited very long i.e. 20-40 minutes were only 2.6% where as customers who waited an average time 10-20 minutes were 26.3% and customers who waited for short period of time i.e. 5-10 minutes were 71.1%. None of the respondents waited more than 40 minutes. It is a positive data for the business since most people are satisfied with the waiting time. This kind of situation could be given more attention by the business as; many restaurant businesses lose its customers repeatedly as well as permanently due to the long waiting time of the restaurants.



Figure 14: Waiting time for ordered food (n=38)

General experience with the restaurant

The following Figure 15 shows the general experience of the respondents inside restaurant such as comfort and environment, hygiene and cleanliness, decoration and lighting, table and chair settings, smell/odour of the restaurant, utensils used in dining and the background music in Mount Sherpa restaurant. 36.8% of the respondents rated comfort and environment as very good and 63.2% responded it as good. Not a single respondent rated comfort and environment as average, bad or very bad. It would mean that the customers are satisfied with the comfort and environment of the restaurant.

60.5% of the respondents rated hygiene and cleanliness as very good and 39.5% rated it as good. None of the respondents rated hygiene and cleanliness as average, bad or very bad. It describes that the customers are very satisfied with the cleanliness and hygiene of the restaurant.

34.2% of respondents valued decoration and lighting of the restaurant as very good, 55.3% as good and 10.5% as average. No one regarded it as bad or very bad. The respondents seem to be satisfied with the lightning and decoration of the restaurant.

21.1% of the respondents regard table and chair settings as very good and a very high number of respondents, 71% regard it as good and only 7.9% regard it as average. None of the respondents rated it bad or very bad. Respondents appear to be satisfied with table and chair settings of the restaurant.

57.9% of the respondents think the smell/odour of the restaurant as very good, 39.5% as good and only 2.6% as average whereas none regarded it as bad or very bad. Respondents are also satisfied with the smell/odour of the restaurant.

31.6% rated the utensils used in dining as very good, 60.5% rated utensils as good and only 5.3% rated it as average. However, 2.6% of the respondents rated it as bad. Most respondents seem to be happy with the utensils used in the restaurant and a very small number of respondents seem to be dissatisfied with the utensils used in the restaurant.

18.9% regard the background music of the restaurant as very good, 59.5% as good and 21.6% as average. The average rating given by the respondents is a little bit higher in this experience. Respondents seem to be satisfied in an average level with the background music.

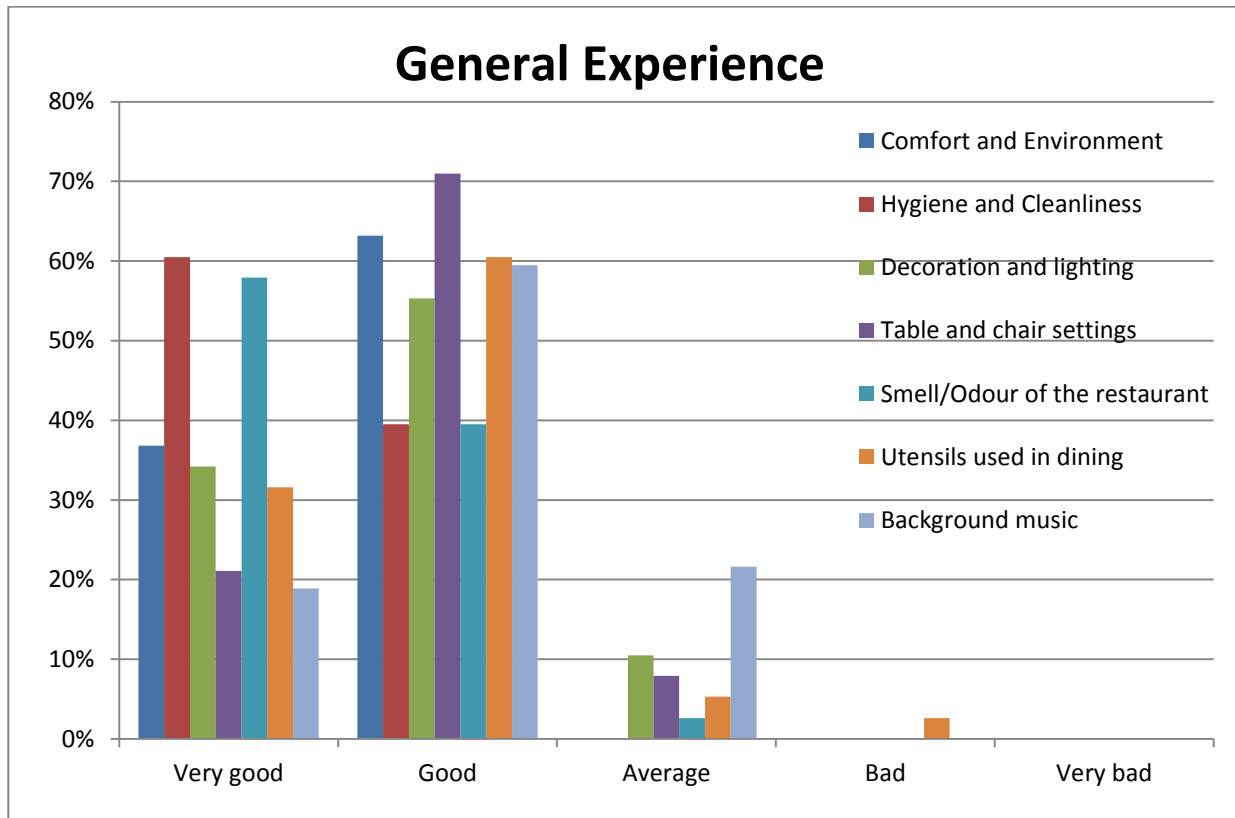


Figure 15: General experience with the restaurant (n=38)

Table 1 shows the satisfaction of the respondents with the general customer experience. The respondents were very satisfied with the hygiene and cleanliness of the restaurant which mean is 4.61, the highest among all and followed by smell/odour of the restaurant which is 4.55. Similarly, comfort and environment rated third in the general experience with 4.37 and decoration and lighting on fourth with 4.24 on average. Utensils used in dining are rated fifth with an average of 4.21 and table and chair settings were marked in sixth with 4.13 on average followed by background music at the last which was rated as good by the respondents with the rating of 3.97 on average. The overall experience with 4.3 on average represents that the customer are very satisfied with the general level of customer experience.

	Very bad	Bad	Average	Good	Very good	Total	Average (2)
Comfort and environment	0	0	0	24	14	38	4.37
Hygiene and Cleanliness	0	0	0	15	23	38	4.61
Decoration and lighting	0	0	4	21	13	38	4.24
Table and chair settings	0	0	3	27	8	38	4.13
Smell/Odour of the restaurant	0	0	1	15	22	38	4.55
Utensils used in dining	0	1	2	23	12	38	4.21
Background music	0	0	8	22	7	37	3.97
Total	0	1	18	147	99	265	4.3

Table 1: The general customer experience on average (mean) (n=38)

Source of information

Figure 16 describes that the largest source of information about Mount Sherpa is through friends, which is 52.60%. The internet and social media, 13.2% as well as the co-workers, 13.2% provided equal source of information about Mount Sherpa. 10.5% voted advertising stand outside tori as the source of information about Mount Sherpa where as 7.9% voted TV and newspapers as the source of information. Only 2.6% voted restaurant website as a source of information. Family and other sources were not mentioned by any respondents. The restaurant could give awareness to people about its website and provide offers and information and take suggestion through their website. It can help in increasing its sales and make the service more prompt.

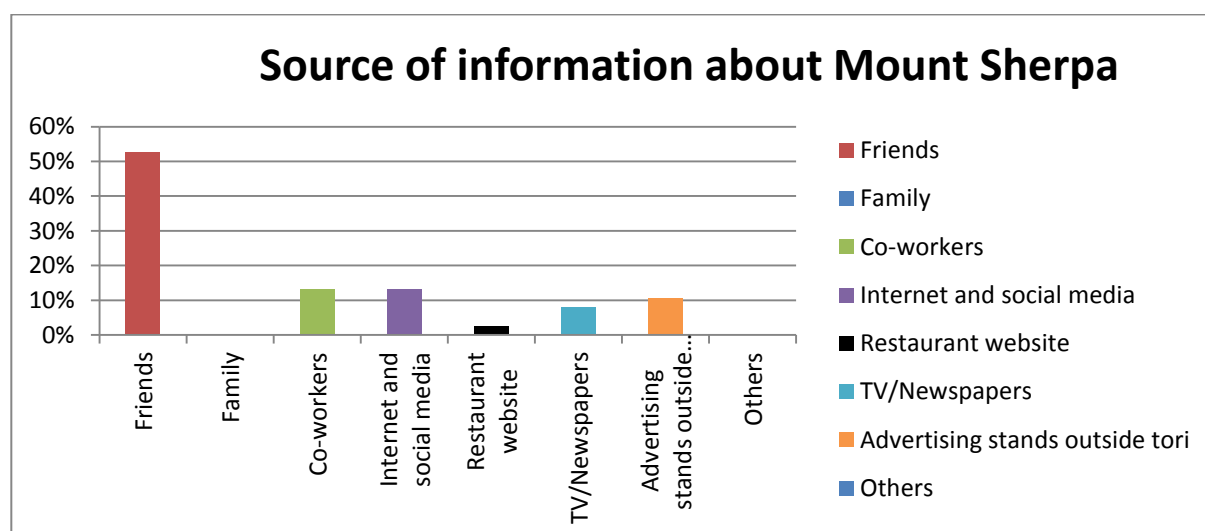


Figure 16: Source of information about Mount Sherpa Ravintola (n=38)

Constancy/ Loyalty study

Figure 17 shows that the majority of the respondents are willing to visit Mount Sherpa again. 94.70% agreed to absolutely visit Mount Sherpa restaurant in the near future and 5.3% also agreed to yes. On the positive side, none of the respondents agreed with the may be, may be not and never option. It shows the possible continuity of the customers in the future.



Figure 17: Constancy/ Loyalty study (n=38)

Recommendation to others

According to figure 18 data, a very high number of respondents, 92.10% of the respondents absolutely agreed on recommending the restaurant to other people who may include their friends, family, co-workers, business partners, etc. Also, 7.9% of the respondents agreed to yes option to recommend the restaurant to other people while no respondents agreed with the may be, may be not and never option. Such kind of evidence helps the business to increase word of mouth and popularity to other people.

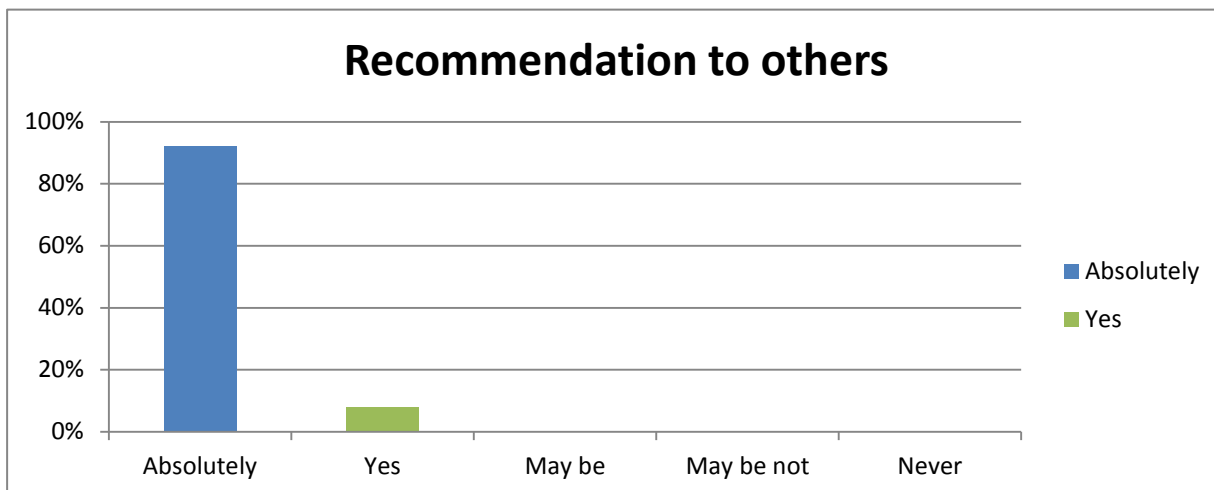


Figure 18: Recommendation to others (n=38)

Desired future developments and changes

In the list of desired future development and changes, most respondents agreed with the idea of new/changing menu which is 55.20% followed by home delivery option 31% at the second, 20.7% for change of venue at third place, 6.9% for wider price range in fourth place, 3.4 % for extensive food range at fifth place. 2.6% of the respondents were also unhappy with the customer service and desired for fluent speaking customer service and 2.6% of the respondents also focused on the use of organic products for the restaurant. As we can see from the results, the restaurant needs to develop new/changing menu along with the restaurant venue and also consider the idea about home delivery service.

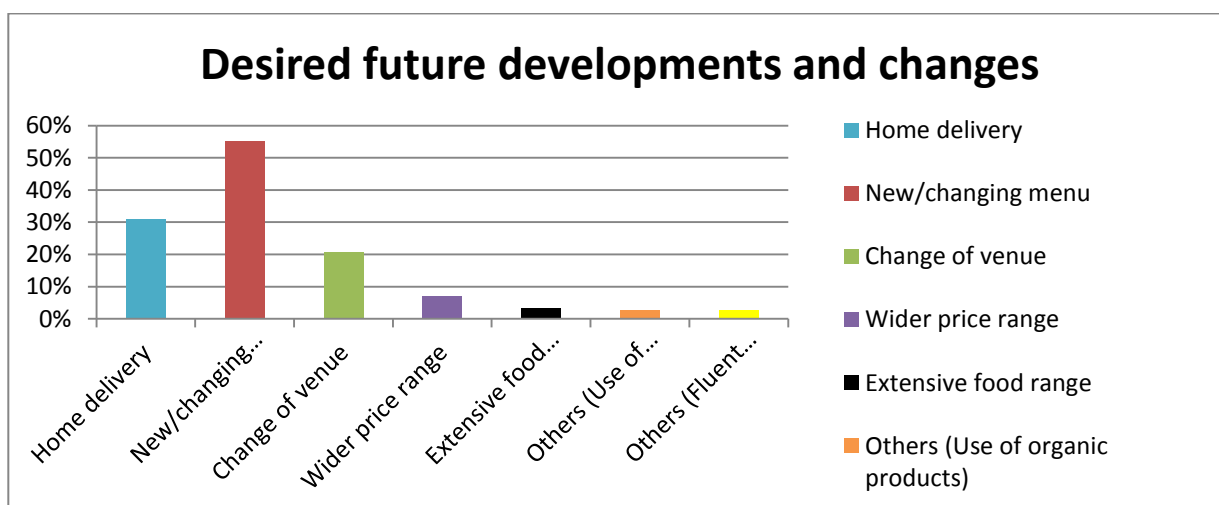


Figure 19: Desired future developments and changes (n=38)

4 CONCLUSIONS AND SUMMARY

Most of the participated candidates were female with 60.5% and 39.5% males. The highest number of the respondents belonged to the age group of 18-30 years old which has a higher number of female respondents than male and the number of male respondents are higher in 41-60 years old age group. The number of respondents who are under 18 years old and above 60 years old is zero or didn't take part in the survey. The majority of the participants belonged to the Finnish or the local background. The highest numbers of respondent were working people whereas the least number of respondents were unemployed.

Most of the respondents visited a restaurant few times a month and the lowest number of respondent visited a restaurant few times a year. Most participants also visited Mount Sherpa few times a month and the least number of participants visited Mount Sherpa few times a week or once a week. Most respondents were only a little familiar with Nepalese cuisines and only a few respondents didn't have any idea about Nepalese cuisines. Most respondents were fairly familiar with Mount Sherpa dishes and only few people knew a little about Mount Sherpa dishes on menu.

For most respondents, the occasion of visit in Mount Sherpa was workday lunch whereas the social or romantic appointment and family gathering were the least occasion of visit. Most participants assumed the menu pricing as an average rate whereas only few marked the menu pricing as expensive. Almost 76% of the respondents agreed the taste of dishes ordered as excellent and only one respondent marked it as an average taste. About 82% of the respondents marked the staffs' professionalism and friendliness as excellent and only 18% assumed it to be good. Most respondents (71%) only waited 5-10 minutes for their food ordered although a respondent marked the waiting for 20-40 minutes.

The overall general experience showed a very good result with 4.3 on average with hygiene and cleanliness at the top and background music at the last. Nevertheless, all other factors were above 4 on average rating of the respondents, which means the respondents are very satisfied with all the general experience of the restaurant.

The main source of information about Mount Sherpa for the respondents was friends and the least source was the restaurant's website. Almost 95% of the respondents marked as absolutely visiting the restaurant again and also 5% agreed to the yes option. Almost 92% of the respondents agreed to absolutely recommend the restaurant to other people and about 8% also agreed to yes. As a desire for future development and changes, respondents voted

new/changing menu as the highest with 55.2% followed by home delivery with 31% at the second and change of venue at the third with 20.7%.

From the results of the questionnaires and the research, it can be concluded that the overall customer satisfaction level and the service quality of the restaurant is excellent. The majority of the respondents were very satisfied with Mount Sherpa restaurant service and performance. Although the results are positive, the restaurant have some factors that it can improve and focus on to make the service more efficient and organized in order to provide more customer satisfaction and continue its success in the market.

From the acquired data, we can understand that most of their customers are 18-60 years old and are the local working people of the town. This data should filter the focus group for the restaurant. Although few of the respondents visited other restaurant daily, none of the respondents visited Mount Sherpa on a daily basis. Some also visited other restaurant few times a week whereas only few people visited Mount Sherpa few times a week. Also, not many of the respondents are very familiar with the Nepalese cuisines and Mount Sherpa's dishes on menu. The visiting customers of Mount Sherpa are usually attending the restaurant as a workday lunch and only few people attended the restaurant for other purposes.

Most respondents are very satisfied with the restaurant staff services and professionalism however, one of the respondent suggest on hiring more fluent Finnish speaking customer service. The taste of the food ordered and the waiting time for the food was also rated as excellent on average level. The overall satisfaction levels of the customer proved that customers were very satisfied for what they got for the price they were paying for. The customer seems to be very satisfied with the restaurant's comfort and environment, its decoration and lighting, table and chair settings, hygiene and cleanliness, smell/odour of the restaurant and utensils used in dining, however one respondent rated the utensils used as bad. Background music was regarded as good although 8 people out of 38 rated it on average level. Regarding the source of Mount Sherpa, mouth to mouth communication seems to be the most effective way to spread information as most respondents marked Friends as the source of information. Also co-workers, internet and social media, TV/newspapers and advertising stands outside the center seems to be working in some aspect. However, the restaurant website seems to be working a lot less as a source of information than other factors.

The loyalty of Mount Sherpa's customers seems to be very good as almost every respondent agreed to unconditionally return back to visit the restaurant again and also recommend the restaurant to other people to come and visit it. This is a kind of free source of advertising for

the restaurant as mouth to mouth communication works very fast in a business market and often considered very helpful to increase its sales. Although the respondents were happy with the services and food quality of the restaurant, most of respondents wanted changes and developments in the future. Most people wanted changes in menu or a new menu and home delivery service. Also people wanted the change of venue which could possibly attract more customers for the business. One of the respondents also suggested in using of organic products in the restaurant.

The business could focus on increasing marketing and advertising of the restaurant through radio and televisions, beside depending on mouth to mouth communication and few other sources of the restaurant. This way, the business can reach more possible customers and gain better reputation.

Most of the customer's perception on menu pricing for food is on average level which gives the possibility for the business to increase its menu price slightly in the future if needed.

Although most customers are very satisfied with the customer service and food quality of the restaurant, some respondents seems to be dissatisfied with the waiting time or lack of fluent Finnish speaking staffs. The business could give priority to fluent speaking waiters and cashiers and train the current staffs for better language skills. The front-line employees play an important role in such business by helping to gain customer loyalty and continuity. Long waiting customers could be given some reimbursement or discount in order to make them happy. One unhappy customer can affect such kind of business through false words of mouth to other people. The restaurant could also make slight changes in the background music as it the least satisfying experience for the respondents though it was rated as good on average.

According to the respondents' information, the restaurant could possibly change or create new menu soon. The restaurant could also give a second thought for establishing a home delivery service which might possibly increase its sales and gain new customers. The restaurant could focus on its loyal customer and continue to provide better customer satisfaction and service quality in the future. If possible, the restaurant could research on their customer every year by using similar kind of customer survey and questionnaires as it helps to know what customers really want and make changes according to their needs. In order to ensure the growth of the customers, the business should be able to maintain a good connection between the price and quality of the service.

The overall research process was satisfying. Required support and help were received from the business staffs and the research supervisor. The research also has some limitations. Although the data collection was done correctly, the time period for the collecting the data was not favourable as there were less number of customers' attendance due to which only 38 responses were collected. Though the questionnaires were planned and designed appropriately, the questionnaire language affected the data collection as; many people didn't prefer to fill up the questionnaires. The reason may be due to the lack of language skill and understanding. More amounts of data could have been collected if it was also provided in Finnish language for the customers to fill up and also during the other time of the year. The results of the study may not be generalized or valid to other restaurant and similar businesses as the data were collected from the customers of Mount Sherpa Restaurant only. Although the findings of the research are reliable since the collected data and research are based on the actual customers of Mount Sherpa restaurant, the data may not be much reliable in the near future since the number of responses collected were less and the customers for the business seems to be increasing. A questionnaire based research is suggested for the business every once in a year.

REFERENCES

Aliaga, M., & Gunderson, B. (2000). *Interactive Statistics*. Saddle River

Angelova, Biljana and Zekiri, Jusuf, 2011. Measuring Customer Satisfaction with Service Quality Using American Customer Satisfaction Model (ACSI Model). *IJARBSS* [online]. 2011. Vol. 1, no. 3. [Accessed 14 January 2015]. DOI 10.6007/ijarbss.v1i2.35. Available from: <http://www.hrmars.com/admin/pics/381.pdf> Human Resources Management Academic Research Society (HRMARS), p. 234-246

Armstrong, Gary and Kotler, Philip, 2000. *Marketing*. Upper Saddle River, NJ: Prentice Hall.

Barsky, J. D., 1992. Customer Satisfaction in Hotel Industry: Meaning and Measurement, *Hospitality Research Journal*, 16, 51-73.

Barsky, D. Jonathon and Labagh, Richard, 1992. A Strategy for Customer Satisfaction. *The Cornell Hotel and Restaurant Administration Quarterly*, vol. 33, no. 5, pp. 32-40. *Journal of Travel Research*. DOI 10.1177/004728759303100429. SAGE Publications

Bearden, William O. and Teel, Jesse E., 1983. Selected Determinants of Consumer Satisfaction and Complaint Reports. *Journal of Marketing Research*. 1983. Vol. 20, no. 1, p. 21-28. DOI 10.2307/3151408. JSTOR

Booms, B. H. and M. J. Bitner. *Marketing Strategies and Organisation Structures for Service Firms*. *Marketing of Services*, ed. J. Donnelly and W. R. George (Chicago: American Marketing Association, 1981).

Brady, Michael K. and Cronin, J. Joseph, 2001. Some New Thoughts on Conceptualizing Perceived Service Quality: A Hierarchical Approach. *Journal of Marketing*. 2001. Vol. 65, no. 3, p. 34-49. DOI 10.1509/jmkg.65.3.34.18334. American Marketing Association (AMA)

Erevelles, Sunil and Leavitt, Clark, 1992. A Comparison of Current Models of Consumer Satisfaction / Dissatisfaction. *Journal of Consumer Satisfaction /Dissatisfaction and Complaining Behavior* [online]. 1992. Vol. 5, p. 104-114. [Accessed 17 January 2015]. Available from: <http://lilt.ilstu.edu/staylor/csdcdb/articles/Volume5/Erevelles%20et%20al%201992.pdf>

Farris, Paul W, Bendle, Neil T, Pfeifer, Phillip E and Reibstein, David J, 2010. *Marketing metrics: The Definitive Guide to Measuring Marketing Performance*. Upper Saddle River, N.J.: Pearson Education.

Gabbie, Olive and O'Neill, Martin A., 1996. SERVQUAL and the Northern Ireland hotel sector: A comparative analysis - part 2. *Managing Service Quality: An International Journal*. 1996. Vol. 6, no. 6, p. 25-32. DOI 10.1108/09604529710158300. Emerald

Given, Lisa M, 2008. *The Sage encyclopaedia of qualitative research methods*. Los Angeles, California: Sage Publications.

Grönroos, Christian, 1983. *Strategic management and marketing in the service sector*. Cambridge, Mass.: Marketing Science Institute.

Grönroos, Christian, 1984. A Service Quality Model and its Marketing Implications. *European Journal of Marketing*. 1984. Vol. 18, no. 4, p. 36-44. DOI 10.1108/eum0000000004784. Emerald

Grönroos, Christian, 1990. Service management and marketing: managing the moments of truth in service competition. *Choice Reviews Online*. 1990. Vol. 27, no. 11, p. 16-64. DOI 10.5860/choice.27-6416. American Library Association

Grönroos, Christian, 2000. *Service management and marketing*. Chichester: Wiley.

Hokanson, S., 1995. The Deeper You Analyze, The More You Satisfy Customers, *Marketing News*, p. 16.

Hoyer, Wayne D and MacInnis, Deborah J., 2001. Consumer behavior. Boston: Houghton Mifflin.

Hoyer, Wayne D, Rik Pieters, and Deborah J MacInnis. *Consumer Behavior*. Mason, OH: South-Western Cengage Learning, 2013. Print.

Irny, S.S. and Rose, A.A. 2015. DESIGNING A STRATEGIC INFORMATION SYSTEMS PLANNING METHODOLOGY FOR MALAYSIAN INSTITUTES OF HIGHER LEARNING (ISP-IPTA). Issues in Information Systems [online]. 2005. Vol. 4, no. 1. [Accessed 20 January 2015]. Available from: http://iacis.org/iis/2005/Ishak_Alias.pdf

Joppe, Marion, 2000. The Research Process. The University of Guelph [online]. 2000. [Accessed 21 January 2015]. Available from: <http://www.htm.uoguelph.ca/MJResearch/ResearchProcess/>

Kerlinger, F. (1986). Foundations of Behavioral research (3rd Ed.). Orlando, FL: Harcourt Brace Jovanovich.

Kostojohn, Scott, Johnson, Mathew and Paulen, Brian 2011. CRM fundamentals. [New York, N.Y.] : Apress.

Kotler, Philip, 2000. Marketing management. Upper Saddle River, N.J.: Prentice Hall.

Kotler, Philip and Keller, Kevin Lane, 2009. Marketing management. Upper Saddle River, N.J.: Pearson Prentice Hall.

Lanning, J. Michael, 2000. Delivering Profitable Value.

Lehtinen, J., 1983. Customer Oriented Service System, Service Management Institute, Helsinki, Finland

McNeill, Richard G and Crotts, John C, 2006. Selling hospitality. Clifton Park, New York: Thomson/Delmar Learning.

Mount Sherpa consumer review. Accessed 26 January, 2015. Archived from:

<http://eat.fi/kuopio/mount-sherpa>

Mount Sherpa Ravintola. Accessed 15 January, 2015. Archived from:

<http://www.ravintolasherpa.fi/>

NYECK, S., MORALES, M., LADHARI, R. & PONS, F., 2002. 10 years of service quality measurement: Reviewing the use of the SERVQUAL instrument. Cuadernos de Diffusion, 7(13), 101-107.

Oliver, Richard L. (1977). Satisfaction: A Behavioral Perspective on the Consumer. Irwin/McGraw Hill.

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. Journal of Marketing, no. 4, p. 41-50. DOI 10.2307/1251430. JSTOR

Peppers, Don and Rogers, Martha, 2005. Return on customer. New York: Double-day/Currency.

Pizam, Abraham. 2010. International encyclopaedia of hospitality management. 2nd edition. UK: Elsevier

Raajpoot, Nusser A., 2002. TANGSERV: A multiple item scale for measuring tangible quality in foodservice industry. *Journal of Foodservice Business Research*. 2002. Vol. 5, no. 2, p. 109-127. DOI 10.1300/j369v05n02_08. Informa UK Limited

Reichheld, Frederick F and Teal, Thomas, 1996. *The loyalty effect: The Hidden Force behind Growth, Profits, and Lasting value*. Boston, Mass.: Harvard Business School Press.

Rosenbaum, Mark S. and Wong, Ipkin Anthony, 2007. The darker side of the servicescape: investigating the Bali Syndrome. *International Journal of Culture, Tourism and Hospitality Research*. 2007. Vol. 1, no. 2, p. 161-174. DOI 10.1108/17506180710751696. Emerald.

Ryu, Kisang, 2005. *DINESCAPE, Emotions, and Behavioral intentions in upscale restaurants*. Manhattan, Kansas: Kansas State University.

Schacter, Daniel L., Gilbert, Daniel T. and Wegner, Daniel M., 2010. *Psychology (Loose Leaf)*. 2nd edition. Worth Publishers.

Sebor, Jessica, 2008, CRM Gets Serious. *CRM Magazine* [online]. 2008. [Accessed 12 January 2015]. Available from: <http://www.destinationcrm.com/Articles/Editorial/Magazine-Features/CRM-Gets-Serious-46971.aspx>

Smith, Shaun and Wheeler, Joe, 2002. *Managing the Customer Experience: Turning customers into advocates*. London: Financial Times Prentice Hall.

Van Iwaarden, Jos, Van der Wiele, Ton, Ball, Leslie and Millen, Robert, 2003. Applying SERVQUAL to Web sites: an exploratory study. *International Journal of Quality & Reliability Management*. 2003. Vol. 20, no. 8, p. 919-935. DOI 10.1108/02656710310493634. Emerald.

Zeithaml, Valarie A and Bitner, Mary Jo, 2003. *Services marketing*. Boston: McGraw-Hill-Irwin.

Zeithaml, Valarie A & Bitner, Mary Jo & Gremler, Dwayne D (2009). Services marketing: integrating customer focus across the firm (International ed., 5th edition / Valarie A. Zeithaml, Mary Jo Bitner and Dwayne D. Gremler). McGraw-Hill Higher Education ; London: McGraw-Hill, New York

APPENDIX 1: QUESTIONNAIRE

Dear Respondent

I am a student studying in Savonia University of Applied Sciences. I am currently writing my thesis about customer satisfaction in Mount Sherpa Ravintola. This survey is a part of my thesis and in cooperation with Mount Sherpa Ravintola. It aims to review your opinions on customer satisfaction and improve the level of customer satisfaction of Mount Sherpa in the future. I hope you can give a few minutes of your time and contribute to this research. I would be very thankful for your time and effort while answering this questionnaire and assure you that your replies will be handled with absolute confidentiality.

(Please take a 1 euro discount in any food by submitting your complete response to the cashier)

Sameer Shrestha

Email: sameer.a.shrestha@edu.savonia.fi

Phone number: 0401759164

If you have any further questions about this thesis process, please contact my supervising teacher Virpi Oksanen, Email: Virpi.oksanen@savonia.fi Phone number: 044 785 5793.

[Note: 😞😞 = Very bad, 😞 = Bad, 😐 = Average, 😊 = Good, 😊😊 = Very good]

1. Your Age group

- Under 18 years old
- 18-30 years old
- 31-40 years old
- 41-60 years old
- Above 60 years old

2. Gender

- Male
- Female

3. Nationality

.....

4. Profession

- Student
- Working
- Unemployed
- Entrepreneur
- Retired

5. How often do you visit a restaurant?

- Daily
- Few times a week
- Once a week
- Few times a month
- Once a month
- Few times a year
- Rarely

6. How frequently do you visit Mount Sherpa Ravintola?

- Daily
- Few times a week
- Once a week
- Few times a month
- Once a month
- Few times a year
- Rarely

7. How familiar are you with Nepalese cuisine?

- Very familiar 😊😊
- Fairly 😊
- A little 😐
- Not at all 😞😞

8. How familiar are you with the dishes on menu in Mount Sherpa?

- Very familiar 😊😊
- Fairly 😊
- A little 😐
- Not at all 😞😞

9. What is your occasion of this visit in Mount Sherpa?

- Business meeting
- Workday lunch
- Friends gathering
- Family gathering
- Social or romantic appointment
- Unplanned
- Other

10. What is your perception on the current menus pricing?

- Very Cheap 😊😊
- Cheap 😊
- Average 😐
- Expensive 😞
- Very expensive 😞😞

11. How would you rate the taste of the dishes you ordered?

- Excellent 😊😊
- Good 😊
- Average 😐
- Bad 😞
- Very bad 😞😞

12. What do you think about the staff professionalism and friendliness?

- Excellent 😊😊
- Good 😊
- Average 😐
- Bad 😞
- Very bad 😞😞

13. How long did you wait for the food?

- 5-10 min
- 10-20min
- 20-40min
- More than 40min

14. How was your general experience with this restaurant?

Comfort and environment	<input type="checkbox"/> 😞😞	<input type="checkbox"/> 😞	<input type="checkbox"/> 😐	<input type="checkbox"/> 😊	<input type="checkbox"/> 😊😊
Hygiene and Cleanliness	<input type="checkbox"/> 😞😞	<input type="checkbox"/> 😞	<input type="checkbox"/> 😐	<input type="checkbox"/> 😊	<input type="checkbox"/> 😊😊
Decoration and lighting	<input type="checkbox"/> 😞😞	<input type="checkbox"/> 😞	<input type="checkbox"/> 😐	<input type="checkbox"/> 😊	<input type="checkbox"/> 😊😊
Table and chair settings	<input type="checkbox"/> 😞😞	<input type="checkbox"/> 😞	<input type="checkbox"/> 😐	<input type="checkbox"/> 😊	<input type="checkbox"/> 😊😊
Smell /Odour of the restaurant	<input type="checkbox"/> 😞😞	<input type="checkbox"/> 😞	<input type="checkbox"/> 😐	<input type="checkbox"/> 😊	<input type="checkbox"/> 😊😊
Utensils used in dining	<input type="checkbox"/> 😞😞	<input type="checkbox"/> 😞	<input type="checkbox"/> 😐	<input type="checkbox"/> 😊	<input type="checkbox"/> 😊😊
Background music	<input type="checkbox"/> 😞😞	<input type="checkbox"/> 😞	<input type="checkbox"/> 😐	<input type="checkbox"/> 😊	<input type="checkbox"/> 😊😊

15. Where did you get to know about Mount Sherpa Ravintola?

- Friends
- Family
- Co-workers
- Internet and social media
- Restaurant website
- TV/ Newspapers
- Advertising stands outside tori
- Others

16. Would you come again to visit this restaurant?

- Absolutely 😊😊
- Yes 😊
- May be 😐
- May be not 😞
- Never 😞😞

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

- Absolutely 😊😊
- Yes 😊
- May be 😐
- May be not 😞
- Never 😞😞

18. What kind of developments would you welcome in Mount Sherpa in the future?

- Home delivery
- New/changing menu
- Change of venue
- Wider price range
- Extensive food range
- Others.....

THANK YOU FOR YOUR TIME AND RESPONSE. PLEASE ENJOY YOUR MEAL.

