

**CUSTOMER SATISFACTION AND SERVICE QUALITY AT FAFÄ'S
RESTAURANT**



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ABSTRACT

The commissioning company of this thesis is Fafa's restaurant, which opened in Tampere in 2016. Fafa's restaurant is a chain of fast-food concept restaurants located in several cities in Finland. The purpose of the research is to analyse customer satisfaction and service quality at the commissioning company and find positive solutions for its improvement.

The theoretical framework of the study includes different theories on customer satisfaction and quality of the service, models and dimensions of customer satisfaction and service quality, tools for measuring customer satisfaction and service quality and importance of those measurements. The information has been derived from online and printed versions of journal articles and different marketing books.

The main method for collecting the information is quantitative research, which was carried out by a customer satisfaction and service quality survey. The results of the survey were analysed and all answers of the study were taken into consideration.

The main recommendations for improving customer satisfaction and quality of the service at Fafa's restaurant include the idea of expanding the space in the restaurant and opening the second location in the future, being more active on social media channels to maintain customer's awareness as well as being more conscious about serving different types of food.

Keywords customer satisfaction, service quality, restaurant business

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1 INTRODUCTION

The restaurant industry is the sphere of business which is rapidly growing nowadays. Entrepreneurs pay considerable attention to this field as it is becoming more widespread and in demand. There is a great competitiveness on the market in this area today; hence it is important to continually improve the service to satisfy customer's needs and desires. The better the service is provided, the more profitable the business is.

As life is getting more hectic, the fast-food concept restaurants are gaining more and more popularity among full-service restaurants due to its time-efficiency and cost saving. Fast food used to be associated with something unhealthy and caloric, however, for the past few years everything has considerably changed. More and more restaurants are offering healthy and delicious food which can also suit people with different diets and allergies. In Finland, there are many vegan and vegetarian people. Therefore, lots of the cafes and restaurants are trying to offer as many options as possible to suit the customer's specific needs.

Fafa's restaurant is one of the fast-food concept restaurants in Finland which offers healthy and delicious food. Due to the high level of competitiveness on the market, it is vital to keep up with the quality of service, to leave the customers satisfied and be able to build a robust and loyal customer base. Therefore, customer satisfaction and service quality research were conducted to improve the restaurant's efficiency, service and attract more customers.

The methodological approach includes primary research which consists of a structured survey to gather data for analysing the problem and finding solutions for the improvement of Fafa's restaurant.

The structure of the work consists of the company's introduction, a current situation analysis, research objectives, question, and methods. In addition, the theoretical framework is implemented, research is done, and data is analysed. In conclusion, recommendations are given, and results are summarised.

1.1 Company Background

Fafa's restaurant is a five-year-old restaurant with a fast-food concept famous for its healthy and delicious food. Fafa's has a large and loyal customer base, and it has been chosen as the best street food restaurant in Helsinki several times. The restaurant operates in five big cities around Finland such as Helsinki, Jyväskylä, Lahti, Tampere, and Turku. (Fafa's 2015)

The case company of this research is Fafa`s restaurant located in Tampere. It was opened in February 2016, and it is situated in the city centre on Aleksanterinkatu 29. The restaurant offers a variety of vegan and vegetarian options as well as meals containing meat. The main products are gluten-free falafels and fresh pita bread. Customers have the possibility to choose from various ingredients to serve pita with. It can vary from vegetables (cabbage and pickles, lettuce, tomatoes and cucumbers, cauliflower, eggplant), sauces (matbuha, tahini, kalamata olive paste, pesto, tzatziki), boiled egg, cheese (halloumi, feta, goat cheese), chicken or kebab. There are also regular fries and sweet fries. (Fafa`s 2015) Besides, Fafa`s offers catering for various occasions starting from a party of five, to a one hundred people` event. The orders can be made no later than two days before the event, and they are processed during the weekdays only. There is a page on Fafa`s official web page where customers can leave the order for the catering indicating the meal plan and number of people. (Fafa`s 2015) The menu is offered both in Finish and English languages, and it is shown below:



Figure 1. Fafa`s Menu (Fafa`s 2015).

Fafa`s is also famous because of its internationality. Most employees are foreigners from countries such as Portugal, Great Britain, Poland, Israel, Russia, Italy, Denmark, and Finland. English is the primary language used in the restaurant, and most of the customers are aware of this fact and are keen and happy to speak English. The restaurant is known for its friendly

service. Moreover, Fafa's has always been present during mass events such as various music festivals, for instance. During summer, there is a terrace opened so that customers can enjoy the warm and sunny weather outside while having their meals. The restaurant has the partnership with the most famous delivery companies in Finland such as Wolt and Foodora. This year, Wolt company made a rating of ten's top most ordered dishes in Tampere and Fafa's 'Halloumi Pita' got the fourth position. (Wolt Blog 2017.)

1.2 Research Objectives

In this research, there are two primary objectives identified:

- to measure customer satisfaction at Fafa's restaurant and come up with the ideas for its improvement
- to measure restaurant's service quality and find ways to improve it

1.3 Research Question

To complete this analysis, the following research question should be answered: "How can customer satisfaction and the quality of service be improved at Fafa's restaurant? "

1.4 The Framework of the Research

In this research, the following theory has been covered:

- Definition of Customer Satisfaction
- Factors Determining Customer Satisfaction
- Kano Model of Customer Satisfaction
- Advantages of Kano Model
- Definition of Service Quality
- Dimensions of Service Quality, SERVQUAL Model
- The Eight-Point Framework for Delivering the Service
- Quality Control
- The Importance of Measuring Customer Satisfaction and Service Quality
- The Benefits of Measuring Customer Satisfaction and Service Quality
- Tools for Measuring Customer Satisfaction and Service Quality

1.5 Research Methods

According to Kothari, research methods refer to the methods the researchers use in performing research operations (Kothari 2004, 7-8.) There are several types of the research. The most common types include quantitative and qualitative research methods.

1.5.1 Quantitative Research

Quantitative research focuses on the numerical data, amounts and statistical information. It can be done through various questionnaires, polls, and surveys. It is easier to analyse quantitative data than qualitative one due to easy access to the countable data. (Gerson 1993, 55.)

1.5.2 Qualitative Research

Qualitative research is all about content. It is used to understand thoughts, motivations, opinions of people and underlying reasons for it. It is more flexible and can be derived from the interviews and own observations. Qualitative data can be hard to analyse due to a significant and various scope of information. (Gerson 1993, 55.)

1.5.3 Data Collection

There is a primary and secondary data when it comes to collecting information. Primary data is new data which is gathered for the current research. It takes more time, efforts and resources to collect the primary data comparing to the secondary one. Secondary data is the information which already exists and which is easily accessible. The advantage of receiving the secondary data is that it saves time and costs. (Gerson 1993, 53-54.)

1.5.4 Target Group of the Research and Size of the Sample

The aim of this thesis is to research customer satisfaction and quality service level at Fafa's restaurant and find positive solutions for its improvement. In this study, a quantitative approach was used to gather a primary data. The survey consisted of 16 questions including three open-ended questions. The form of the survey can be found in Appendix 1. The answers to the open-ended questions can be found in Appendix 2. The study was conducted at Fafa's restaurant in Tampere. The printed versions of the survey were handed between 15th of April 2017 to 15th of May 2017. 75 respondents were participating in the study.

2 THEORY

2.1 Customer Satisfaction

2.1.1 Introduction

Customer satisfaction is a core of every business. Company's profitability, reputation, sales, service, image - all these factors depend on customers; therefore, they must always be treated at its best. In the modern economy, the equilibrium between customer satisfaction and company's profitability is a key to any business success. Many authors and scientists give various definitions on customer satisfaction. In the following paragraph, the most common definitions of customer satisfaction will be introduced.

2.1.2 Definition of Customer Satisfaction

Kotler and Keller gave the most comprehensive definition of customer satisfaction. They defined it as follows: "person's feeling of pleasure or disappointment which resulted from comparing a product's perceived performance or outcome against his/her expectations" (Kotler and Keller 2006, 144.)

According to Rai (Rai 2008, 7.), the formula for customer satisfaction is the following: customer satisfaction equals customer perception of the service received minus customer expectation of the customer service. Referring to this method, the conclusion is that if customer's perception of the service exceeds customer's expectation, then a client stays satisfied as well as the opposite; if customer's perception is less than customer's expectations, then a client gets dissatisfied.

Tse and Wilton identified customer satisfaction as "the consumer's response to the evaluation of the perceived discrepancy between prior expectations (or some norm of performance) and the actual performance of the product as perceived after its consumption". (Tse & Wilton 1988, 204.)

According to Gerson, customer satisfaction is a customer's perception of the expectations that have been or have been not met. The buyer obtains the product or service and expects it to work well. If it does, the customer is satisfied if it is not, the customer is dissatisfied. (Gerson 1993, 5.)

2.1.3 Factors Determining Customer Satisfaction

As it was mentioned before, customer satisfaction is a key to a company's success; therefore, the goal of every organisation is to keep track of customer satisfaction level on the continuous basis. There are few main

factors determining customer satisfaction. The scheme below explains those factors in details:

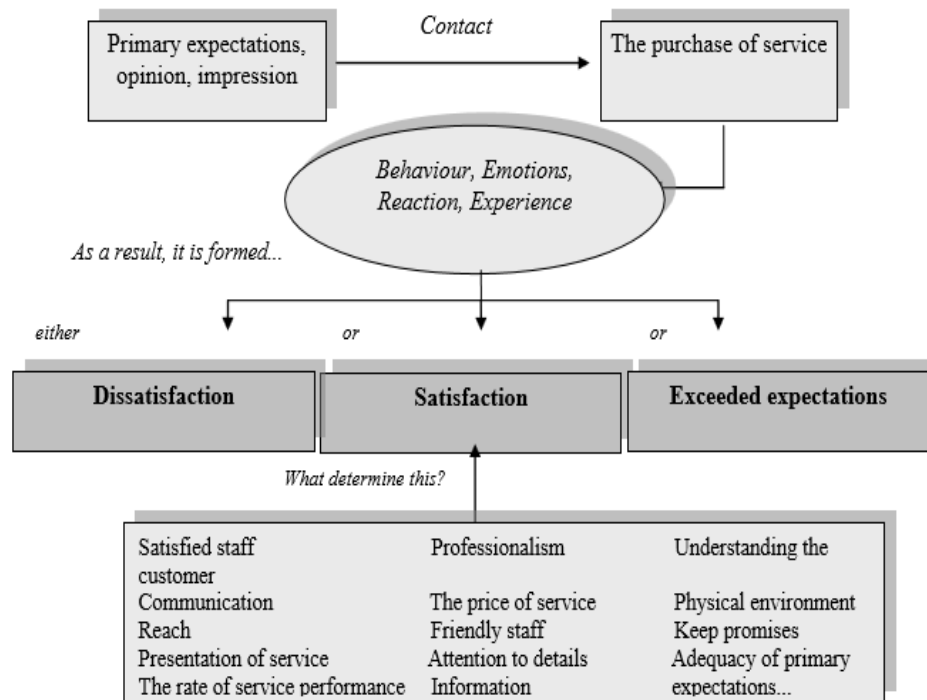


Figure 1. The scheme of customer satisfaction and its determinants

Figure 2. The Scheme of Customer Satisfaction and its Determinants (Gegeckaitė 2011).

First, the opinion about the product itself is formed long before obtaining the service (primary expectations, opinion, impression). Therefore, the very first impression of experiencing the service is crucial for the company's future success. When the customer finally gets to experience a service or product, there are two outcomes:

- If customer's expectations were met or exceeded, a customer stays satisfied
- If customer's expectations were higher than service provided, a customer gets dissatisfied

The factor which influences future satisfaction or dissatisfaction is customer's first impression (behaviour, emotions, reaction, experience). It depends on how the customer was welcomed (employee's competence, friendliness), on the quality of the service provided, on such factors as physical environment and price/quality ratio of the service. Businesses should consider each of those factors to keep customers happy and satisfied.

2.1.4 Kano Model of Customer Satisfaction

The Kano model of customer satisfaction was developed by Dr Noriaki Kano and his colleagues in 1984 to categorise the attributes of a product or service, based on how well they can satisfy customers' needs. (Kano et al., 1984.) The graph below pictures the process of the model:

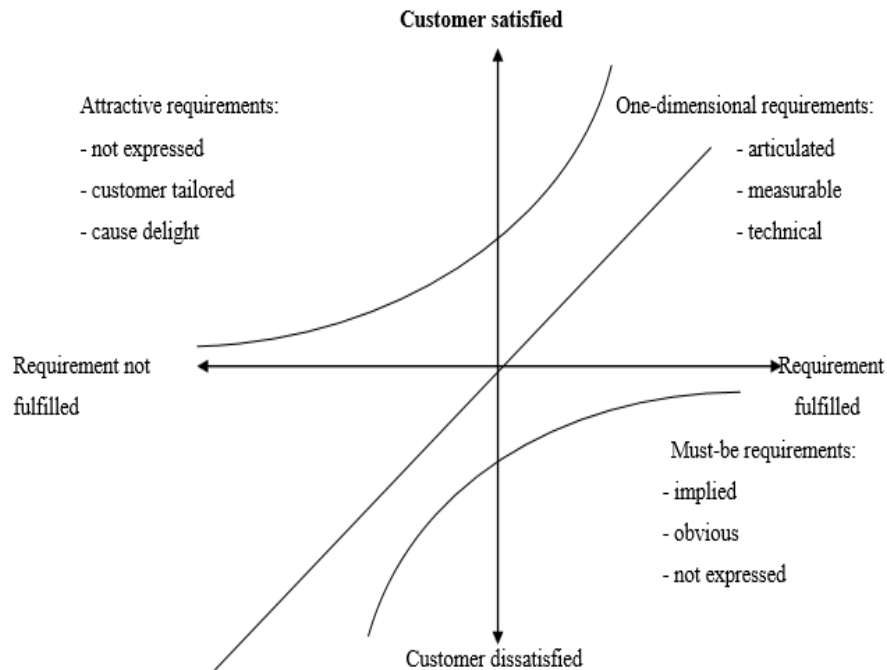


Figure 1. Kano model of customer satisfaction

Figure 3. Kano Model of Customer Satisfaction (Berger et al. 1993, 2).

The model shows a connection between a product/service performance and customer satisfaction. It reflects three types of product requirements which influence customer satisfaction in diverse ways.

The first requirement is so called "must-be" requirement. This is a very basic need of a product or service for every company since if "must-be" requirement is not fulfilled the customer will not be interested in a product at all. Very often customers take this attribute for granted therefore the satisfaction is not increased but stays stable instead.

The one-dimensional requirement is corresponding with the fulfilment level meaning that the better requirement is fulfilled, the more customer is satisfied and vice versa. One-dimensional requirements are usually technical and easily measurable.

Attractive requirements have the biggest influence on customer satisfaction level. It is not expected by the customer; hence there is no dissatisfaction if the requirements were not met. If this requirement is

entirely fulfilled, the client is more than satisfied. (Elmar Sauerwein, Bailom, Matzler, & Hinterhuber 1996, 1-2.)

2.1.5 Advantages of Kano model

There are a few benefits of using the Kano model:

- The criteria of the product or service with the biggest influence on customer satisfaction can be easily identified
- Must-be requirement is already on the satisfactory level; hence there is no use to improve it
- For the increase of customer satisfaction, it is better to develop one-dimensional or attractive requirement

2.2 Service Quality

2.2.1 Introduction

The service industry requires close employees and customers' interaction. The outcome of this interaction leads either to high or low service quality level. The high standard of service quality attracts more clients and allows to build a significant and loyal customer base. The quality of the service is determined by consumers' perception of the service meaning customers' satisfaction or dissatisfaction. The research shows that it is much harder to obtain new customers than keeping the existing ones. (Tricia Morris, 2016.) Nowadays companies invest a considerable amount of money into different management programs where they can learn how to obtain and keep new customers. It is worth investing in these programs because the loyal customer base is an index of an excellent quality service. As William Foster says, "Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skilful execution; it represents the wise choice of many alternatives." William A. Foster (Goldstein, 2009.)

2.2.2 Definition of Service Quality

There are many different definitions of service and service quality. Philip Kotler, for example, identified service as "an act or performance that one party can offer to another that is essentially intangible and does not result in transfer of ownership" (Kotler et al, 2012.)

Asubonteng gave the following definition of service quality: "service quality can be defined as the difference between customer expectation for service performance prior to the service encounter, and their perceptions of the service received". (Asubonteng et al, 1996.)

Service quality is an assessment of how well a delivered service meets customer's expectations. Businesses shall assess the service quality provided to their clients to improve the efficiency of the service, to quickly identify problems, and to better assess customer satisfaction. (BusinessDictionary 2017)

2.2.3 Dimensions of Service Quality. SERVQUAL model

The service quality measures how well service meets customer's expectations. Every customer has different expectations what makes service quality a major challenge to any business owner. Customers will take several dimensions into account when determining service quality of business. Zeithaml, Parasuraman, and Berry identified five dimensions to evaluate the quality of the service: reliability, tangibles, responsiveness, assurance and empathy. (Parasuraman et al. 1985,41-50.) They called it SERVQUAL model for the quality control. Business owners must always consider all dimensions to provide the highest quality service possible:

- Reliability is the most critical aspect in the service quality meaning to be able to provide the service in the way that it was promised to the customer. It is important that businesses can fulfil the service they advertise. For example, if the product was guaranteed to be delivered in thirty minutes then it must be offered within this time frame, and this is the factor called reliability
- Tangibles consist of the physical environment of the service. It can be design of the building or an office or appearance of employees
- Responsiveness means responding to a customer within a particular time frame. It is vital that businesses can react to a customer efficiently. For example, if the client calls with a complaint or request about a product or service received, the issue must be solved immediately and not postponed for the next time
- Assurance involves knowledge, competencies, and skills of employees and their ability to educate their customers
- Empathy shows individual approach to every customer

2.2.4 The Eight-Point Framework for Delivering the Service

Ability to manage customers' complaints is one of the key elements of every company's success. Nowadays many companies do not pay proper attention to this branch of the business due to the vast scope of work they have. Businesses do not analyse the content of the complaints what leads to the same mistakes and, hence, customers' dissatisfaction. To avoid it, companies shall learn more on how to manage customer's complaints in the most efficient way possible.

The eight-point framework for delivering the service was developed to manage and approach any customer service in a proper and efficient

manner. The framework consists of eight distinct functions of the organisation – four tactical service functions which handle customer contacts and four strategic service functions which are focused on HR (Human Resource) department and information flow. The original functions in the complaint-handling framework were derived from an analysis of more than five hundred corporations. The framework has been able to sustain customer service process by managing customer complaints and developing customer relationship management (CRM) strategies. (Goodman 2009, 113.) In the next paragraphs, both tactical and strategic service functions will be introduced.

The tactical service functions consist of the several activities: intake, response, output and control. Those are the tasks involving daily interaction with the customers. (Goodman 2009, 112.) The primary goals of the tactical functions are:

- to ensure that corporate social responsibility (CSR) considers each client`s problem or complaint
- to manage answers and complaints and solve it in the most efficient way
- to store given information and to be able to analyse the frequency of the problem and roots of it

The table below shows all tactical service functions and its activities:

Tactical Service Functions			
<i>Intake</i>	<i>Response</i>	<i>Output</i>	<i>Control</i>
Screening	Response Investigation	Coordination	Internal Follow-up
Logging Contact Data	Response Formulation	Storage, Retrieval, and Distribution	Referral Follow-up
Classifying Contacts	Response Delivery		

Table 1. Tactical Service Functions and its activities. Adapted from "A Framework for Organising Customer Service Activities by Function" (Goodman 2009, 114).

The tactical service functions include ten activities:

Intake:

- Screening divides contacts by distinct types and if needed forwards them to the appropriate channel
- Logging Contact Data records customer's complaints or other issues electronically or in a paper form
- Classifying Contacts codes each contact according to its type (Goodman 2009, 114.)

Response:

- Response Investigation takes individual customer's requests and investigates all factors needed for the answer
- Response Formulation uses response investigation material and replies to the client in the most appropriate way with an individual approach
- Response Delivery transmits responses to the customer via call, email, letter or voice message

Output:

- Coordination makes sure that all members of the group in the organisation are aware of customer's issues and can communicate the message in a right way
- Storage, Retrieval, and Distribution stores customer's requests and complaints data in the central location and makes sure that all users have access to it

Control:

- Internal Follow-up monitors disposition of data handled within the organisation and follows up the progress using various techniques
- Referral Follow-up tracks complaints processed by third parties or other organisations and headquarters (Goodman 2009, 115.)

The strategic service functions consist of the analysis, evaluation and incentives, staff management and awareness activities. The activities enable an organisation to improve the experience for most customers. It helps to analyse customer's information, identify a problem and develop the procedures. The strategic functions are focused on the experience of the client's value. (Goodman 2009, 113.)

The table below shows all strategic service functions and its activities:

Strategic Service Functions			
<i>Analysis</i>	<i>Evaluation and Incentives</i>	<i>Staff Management</i>	<i>Awareness</i>
Statistical Generation	Evaluation	Recruitment	Contact Solicitation
Opportunity Analysis	Incentives	Training	Proactive Communication
Input to the Organization	Accountability	Supervision and Scheduling	

Table 2. Strategic Service Functions and its activities. Adapted from "A Framework for Organising Customer Service Activities by Function" (Goodman 2009, 114).

The strategic service functions include eleven activities:

Analysis:

- Statistical Generation combines all data gathered from complaints and requests handled
- Opportunity Analysis identifies systematic problems that prevent customer's loyalty
- Input to the Organisation summarises the outcome of the process and gives individual recommendations to the head of the department

Evaluation and Incentives:

- Evaluation assesses the performance of complaint handlers and focuses on the improvement of the response process
- Incentives provide employees with the rewards to stimulate better work and effectiveness
- Accountability assigns certain responsibilities for handling complaints and preventing problems and evaluates the performance afterwards (Goodman 2009, 116.)

Staff management:

- Recruitment seeks for the competent employees in particular area being able to work either in the office or distantly
- Training provides staff with the educational training where everyone obtains specific skills via role playing or other methods

- Supervision and Scheduling makes sure that both parties are satisfied with their work and schedule and that the workload equals to the time given

Awareness:

- Contact Solicitation informs customers that organisation is keen to take every complaint and educates them about the availability of the service
- Proactive Communication educates consumers on how to avoid any issues purchasing the product or obtaining the service (Goodman 2009, 117.)

2.2.5 Quality Control

All companies should keep track of their businesses to succeed. Quality control is a process which helps businesses to check the quality of a service or product as well as to check employees' work. It reduces mistakes and lowers risks at the workplace. For example, to motivate employees and provide them with qualification opportunities the company can implement various qualification courses for the better effectiveness of the staff.

There are four main types of quality control:

- The process control means that process of producing a product or delivering any service is functioned properly with all set rules. The example in a restaurant industry can be food preparation. An organisation has to make sure that everything is prepared for the process so that it goes smoothly
- The acceptance sampling. This is a process of sampling a product or service. Sometimes it can be too costly for the company to make a sample of a product; however, it has to be done to meet the business's specific needs
- The control charts. It helps a company to analyse a variation in the process. It gives opportunity to double check the actual process
- The product quality control focuses on a product itself to make sure that it meets company's standards. During this stage, a company must make sure that nothing is missing and all stages of the process are completed (Study.com)

2.3 Importance of Customer Satisfaction and Service Quality Measurement

2.3.1 Introduction

Whenever something is being measured; as a result, it usually gets better, improved and completed. This is the reason why analysis techniques have become the essential part of quality improvement. That has also become

the reason why so many organisations nowadays are starting to measure their customers' satisfaction level. When the company has quantitative or qualitative figures, it is easier to analyse certain factors to improve company's efficiency. (Gerson 1993, 6.)

2.3.2 The Importance of Measuring Customer Satisfaction and Service Quality

To measure something, it is essential to understand the reasons underneath the process. According to Richard Gerson, measurement programs must answer the following questions: who, what, when, where, how and why something needs to be measured. (Gerson 1993, 23.). Below, there are six main measurement program questions which are essential to the company's success:

Who must measure the quality?	Everyone
What must be measured?	Everything that affects the customer
When to measure?	All the time
Where to measure?	Throughout the entire company and every process
How to measure?	The company establishes performance standards that are quantifiable to measure performance
Why is it important to measure?	To learn how to improve quality and increase customer satisfaction

Table 3. Measurement Program Questions (Gerson 1993, 23).

In this paragraph, there will be seven main reasons introduced on why it is important to conduct those measurements.

The first reason for measuring quality and customer satisfaction is to learn about customer's perceptions. It is worth trying to consider each client's needs because every customer has different perceptions within the same environment. Instead of taking average results, the company should try identifying different opinions to meet all client's needs. The company may try to find out what customers find attractive in business, what might make them change using a service, what are their criteria for acceptable service quality performance and what can be done for a better satisfaction. (Gerson 1993, 24.)

The second reason is to determine customer's needs, wants, requirements and expectations. Customer satisfaction measurement programs not only must identify customer's feelings about a product or service but also determine their needs and desires. It is also important to understand what

customers require from a product or service provided as well as what customers expect a company to provide while performing a service or during the overall sale. Current and future needs must be identified as well. Companies should analyse the behaviour of their customers as well as personal and psychological reasons behind every purchase of a product or using a service. (Gerson 1993, 26.)

The third reason is to close the gaps. There are many differences between customers and a company which are based on different perceptions of both parties: (Gerson 1993, 26.)

- The gap between what business thinks a client wants and what a customer wants. It is when a company produces a product or delivers a service and tells customers to obtain it while customers need a different product or service. The company here should first assume what customers want, let them know about it and only after that ask directly what customers want (Gerson 1993, 27.)
- The gap between what business thinks a customer has bought and what a client perceives has been received. The perception gap between what a company thinks was provided and what a customer received sometimes can be big enough. The gap exists because a client perceived an obtained product or service in a different way with what a company has thought (Gerson 1993, 27.)
- The gap between the service quality the business believes it is providing and what the customer perceives is being provided. This gap is very similar to the former issue. For instance, a company sets certain customer service policies and does not inform customers about it. The customer feels that service is lacking something and feels dissatisfied and businesses here cannot be aware of customer's dissatisfaction. Thus, there is a possibility of a misunderstanding between two parties, and that is the reason why the gap occurs (Gerson 1993, 27.)
- The gap between customers' expectations of the service quality and actual performance. If a company is not aware of client's needs, there is a significant possibility that a customer will get dissatisfied because his or her expectations were not met. Therefore, it is essential first to learn about customer's needs and expectations and only after that provide the service (Gerson 1993, 27.)
- The gap between marketing promises and actual delivery. Very often companies market their service or product in the best way possible exceeding customer expectations. If the promises were not delivered, a customer would get dissatisfied by getting lower quality service than was expected (Gerson 1993, 27.)

Closing those gaps is essential for companies' success as well as for obtaining new customers and retaining the old ones.

The fourth reason is to inspect what company does to improve the service and customer satisfaction. Clients and employees should be aware of certain standards set by a company to perform the service at its best. The measurement of the performance should be made compared to the standards that were set. Goals and objectives must be set based on the customer's requirements and expectations and afterwards measured. This will help to improve both customer satisfaction and quality of the service. Analysis of where the business is now and where it must be will contribute to improving the performance of the service. In the end, if customer's needs and perception were met and even exceeded, a customer will be satisfied. (Gerson 1993, 29.)

The fifth reason for measurement quality and satisfaction is that improved service leads to increased profits. If the service is improving, there will be more customers what automatically leads to the bigger profit. Besides, if the level of the service quality and customer satisfaction increases at the same time, the company can charge more for the service and goods provided, and that will lead to a greater profit. (Gerson 1993, 29.)

The sixth reason is to learn how the business is doing and whether it goes further or not. This reason might be the most crucial because it is imperative to understand the current stage of the firm. Also, a company should have clear goals and objectives for the future success. Customer satisfaction and quality performance measurements will help to understand whether the client is satisfied and whether the business is doing good or not. (Gerson 1993, 30.)

Finally, the last step is to apply the process of a continuous improvement. This is important to understand that improving service once in a while will not make a company successful in a long term because this is an ongoing process which requires significant efforts, however, pays off at the end with a big loyal customer base, satisfied employees, and a huge competitive advantage. (Gerson 1993, 30.) Continuous improvement is something organisations shall do every day, step by step, analysing their company's weaknesses and strengths, measuring service quality and customer satisfaction level. Following those steps, a company will stay successful and highly competitive.

2.3.3 The Benefits of Measuring Customer Satisfaction and Service Quality

Measuring customer satisfaction and service quality in the service business is a crucial factor in a company's success. Measurements are vital because it allows to see how business is going, compare results and come up with the certain improvement plans. It also gives the possibility to give the feedback to the staff members what makes them work more efficiently.

When the results are measured, it is easy to see whether the business is growing or goes down and see the roots of the problem. Besides, it gives people the sense of accomplishment what, hence, gives more motivation to the further work and development. With the measurement techniques, it is easier to reward people with their job because the results are visible and the company is aware of who did what, when and where. Measurements lead to the higher level of productivity and greater results. (Gerson 1993, 31.)

2.3.4 Tools for Measuring Customer Satisfaction and Service Quality

There are many techniques for measuring the quality of the service and customer satisfaction. In this chapter, several of them will be introduced.

Benchmarking is a process of measuring the performance of a company's product, service, or processes against those of another business considered to be the best in the industry. (business encyclopedia n.d.) This is a useful tool for improving company's performance by comparing it to another industry. It allows to identify weaknesses of the enterprise, adapt new knowledge from other businesses and effectively apply it. (Gerson 1993, 43.)

Force Field Analysis was developed by Kurt Lewin in the 1940s. This method is mostly about analysing the current stage of the business and finding ways for its improvement. It allows identifying driving and restraining forces of the company. Driving forces here are the ones which lead to the increased productivity of the company, and restraining forces are those which lower productivity. The decision can be taken when driving forces and restraining forces become equal. (Gerson 1993, 45.)

Check Sheet is a tool which allows seeing the frequency of poor-quality events or customer dissatisfaction. On the form, there are several columns where a company can mark the problem occurred and tick the time when something has happened. The last column is the column which summarises the results and allows to see the most significant problem. (Gerson 1993, 33-34.) The example of the check sheet is shown below:

Problem	January	February	March	Total
Goods broken	2	2	1	5
Wrong delivery	1	0	0	1
Stock is not full	3	2	1	6

Table 4. Check Sheet Example

This allows a company to see the bigger picture of the problem and then take following measures.

Pareto Chart is a tool for measuring problems in quality control and customer satisfaction. Problems are pictured on a vertical bar graph by the frequency of their occurrence. With this chart, it is easy to see the importance of each problem and take the right order of the problem solution. (Gerson 1993, 34-35.) The example of the Pareto chart is shown below:

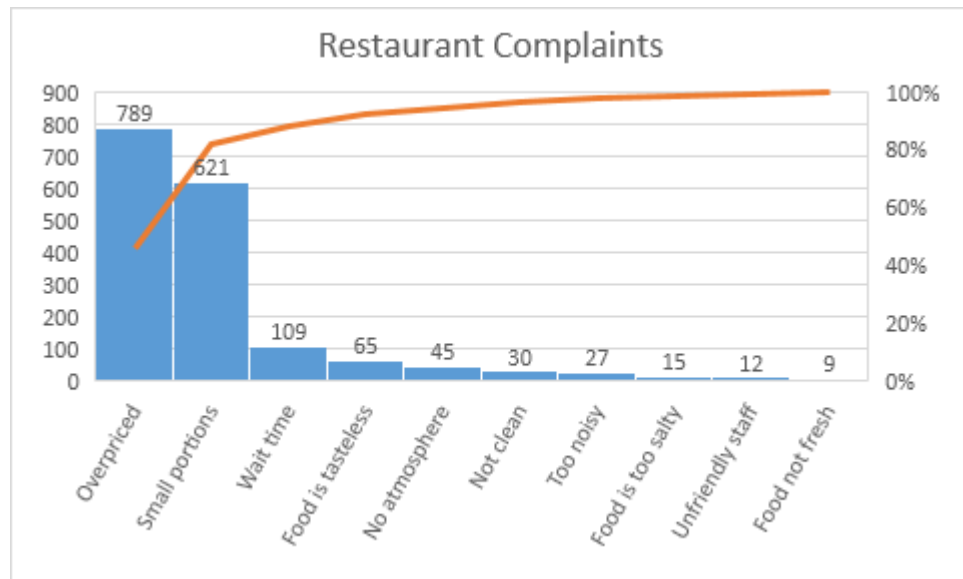


Figure 4. Pareto Chart (Excel Easy).

Histograms are the vertical graphs which illustrate numerical data about the frequency of the service and product distribution. It is very similar to the Pareto chart. The only difference is that histograms display quantitative data while the Pareto chart is all about qualitative information. (Gerson 1993, 36-37.) The example of the histogram graph is shown below:

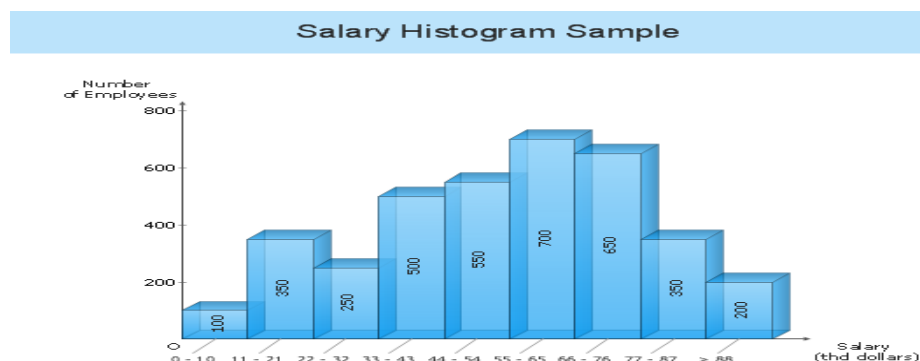


Figure 5. Salary Histogram Example (ConceptDraw).

Cause-and-Effect Diagram, also called fishbone diagram, was created by Professor Kaoru Ishikawa in the 1960s. This is a quality control tool which allows identifying the roots and causes of the problem. This technique is mostly used in group settings when there is almost no quantitative data for the analysis. With the help of this tool, it is easy to identify why the process is not working. (Gerson 1993, 39.) The example of the cause-and-effect diagram is pictured below:



Figure 6. Cause-and-Effect Diagram Example (Edraw).

3 THE ANALYSIS OF THE RESEARCH AND RECOMMENDATIONS

3.1 Nationality of the Customers

The results of this question showed that from 75 participants of the survey 65 respondents were Finnish people (87%) while ten people (13%) were foreigners. The reason for a small number of foreign nationals visiting the restaurant could be that the period when the survey was conducted was not a tourist period; therefore, the most customers were Finns. As for the foreign people living in Finland (not tourists), most of them are students who do not eat out as often as people who have a permanent job, and that could also be the reason for a small number of foreigners visiting the restaurant. From this result, the assumption can be that there is not much sense of having so many foreign employees as well as making English the primary language at the restaurant, however, giving a job opportunity for foreigners gives a positive image for the company as well as brings economic benefit for the country. Besides, since the majority of Finnish population speak fluent English, the use of English language at the

restaurant shall not be a problem. The graph below shows a visual division of the nationalities visiting the restaurant:

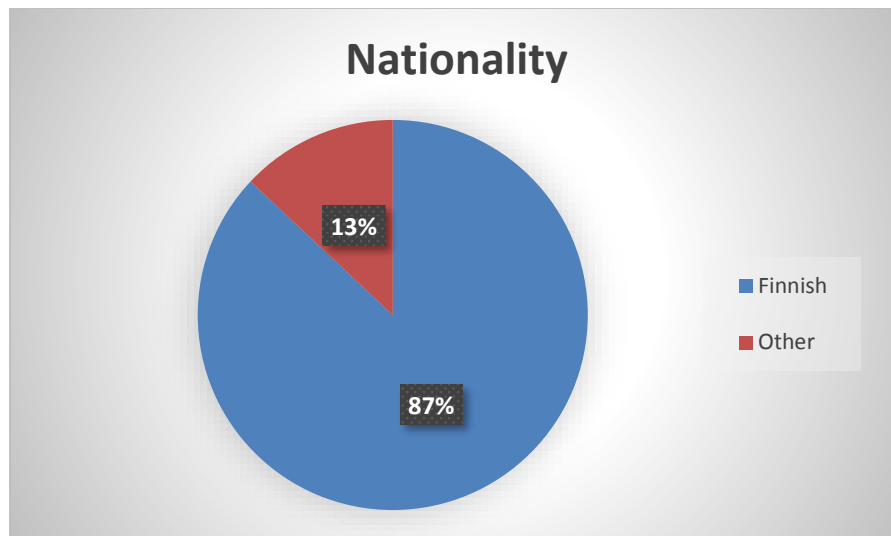


Figure 7. Nationality of the Customers

3.2 Age of the Customers

The results of this question showed that from 75 people 30 people were of the age from 26 to 35 years old (40% of the respondents). 13 people were from 21 to 25 years old (17%). 12 people were 20 years old or younger (16%). Nine people were from 36 to 45 years old (12%), eight people were from 46 to 55 years old (11%), and only three people were of the age of 56 and older (4%). The results of this question showed that most of, many of the customers are adults. There is a tiny amount of underage customers; therefore, Fafa's restaurant could think of selling more types of beer and other alcohol beverages because it attracts more customers as well as gives more profit for the company. One of the comments on the open-ended question proves the point mentioned above: "more beer options would be nice". (Appendix 2/1, Question 13) And this is a suggestion for the company to consider. The age division of the Fafa's customers can be visible on the chart below:

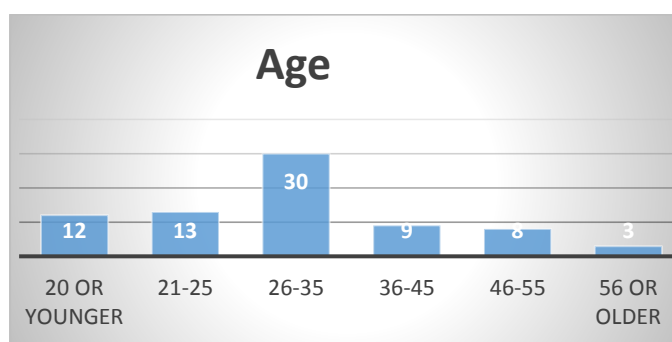


Figure 8. Age of the Customers

3.3 Gender of the Customers

69 people answered this question. 41 participants were females what is 59% of the respondents, and 27 were males what is 39% of the interviewees. 2% preferred not to indicate their gender. As most of the customers are females, it is important to consider different diet options. Nowadays women pay considerable attention to what they eat. Hence it is important for the employees to be aware of all ingredients included in the meals served. Also, the smart idea would be to have an amount of calories each food contains because many women on a diet used to count some calories they intake. Gender distribution can be visible on the graph below:

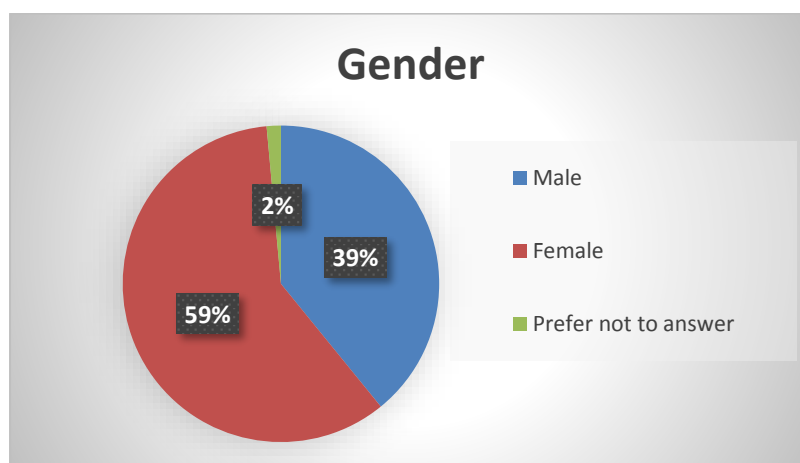


Figure 9. Gender of the Customers

3.4 Food Preferences of Fafa's Restaurant Customers

68 people answered this question. 53 people said that they do not have special food preferences or specific diets (78%), nine people were vegetarians (13%), and six individuals were vegans (9%). As the majority of people do not have specific preferences and can eat most of the food, there is no need for the restaurant to make the place specified only on vegetarian or vegan food. From the question 11 and 13 there were several answers concerning this topic:

Question number 11: "Is there anything you are not satisfied with? If so, why?" (Appendix 2/1)

- "It would be nice if the whole menu would be vegan."
- "I would rather see Fafa's without serving any meat."
- "I would like to have more vegan options (same recipes, but with vegan tzatziki, vegan feta, vegan pesto)."
- "I would like to have other vegan options for falafels."

Question number 13: “ *Is there something you would like to have/to improve at Fafa’s restaurant?* ” (Appendix 2/1, Appendix 2/2)

- “I would like to have more gluten free options.”
- “It would be nice to have a bigger variety of vegetarian dishes: something with fried tofu, soy sprouts, and nut paste or something with beans (bean cream soup to go, for example).”

It goes without doubts that the restaurant should consider the opinions mentioned above, however, if the majority of the customers are people without specific food preferences or diets, the place should still serve meat. The suggestion would be to add more vegan and vegetarian options, make the menu more diverse and make sure that those meals are never mixed because it can lead to the severe consequences and spoil the image of the restaurant. One of the comments which must also be considered is the following: “Before visiting the restaurant, I assumed it would be a more vegetarian place, and I do not feel that meat dishes fit with the concept and style of the restaurant (fresh, quite healthy) The restaurant should also use organic products. Instead of plastic takeaway boxes, for example, there should be more environmentally friendly options. More consciousness would be highly appreciated” (Appendix 2/1). Restaurant shall be more conscious serving diverse types of meals. For instance, different chopping boards and knives must be used when serving the vegan, vegetarian food or meat. Visual distribution of the customer’s food preferences is pictured on the graph below:

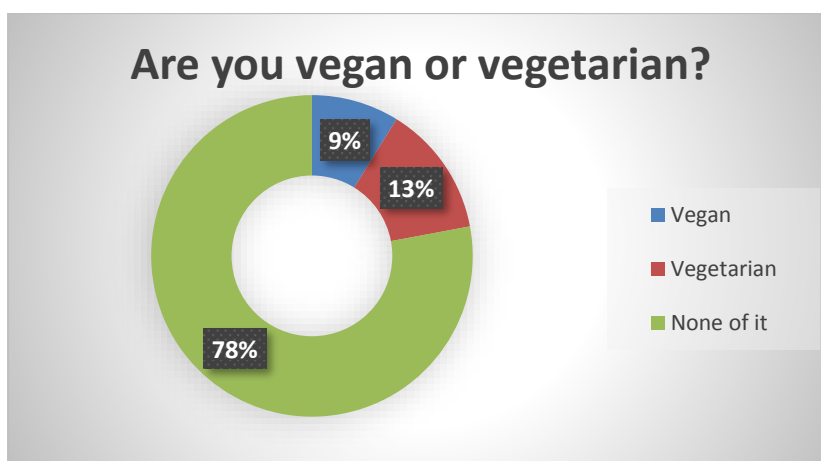


Figure 10. Food Preferences of Fafa’s Restaurant Customers

3.5 Frequency of the Restaurant Visits

68 people answered this issue. 27 people used to visit the restaurant once in a month (40%). The first time to visit Fafa’s restaurant was for 17 people (25%). 15 people visited Fafa’s only a few times a month (22%). Five people visited Fafa’s just once a week (7%), three individuals came by few times a

week (4%) and only one person from the respondents used to visit Fafa's restaurant every day (1%). By these answers, it is clear that the restaurant is quite popular and there are always new customers as well as the regular ones. The results of the question are shown below on the chart:

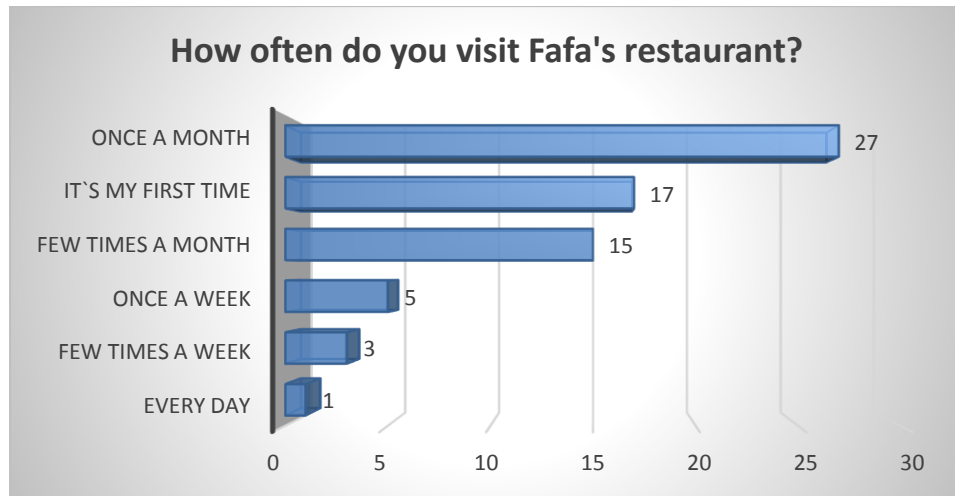


Figure 11. Frequency of the Restaurant Visits

3.6 Time of the Restaurant Visits

68 people reacted to this issue. Most of the people visited Fafa's restaurant during the lunch time – 49 people (72%) and 17 people visited the restaurant for dinner (25%). 2 people answered that it always depends (3%). Time of the customer's visits is shown in the graph below:

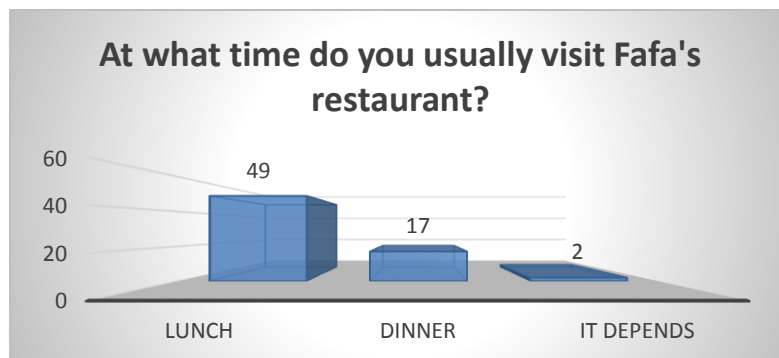


Figure 12. Time of the Restaurant Visits

3.7 Days of the Restaurant Visits

The results were as follows:

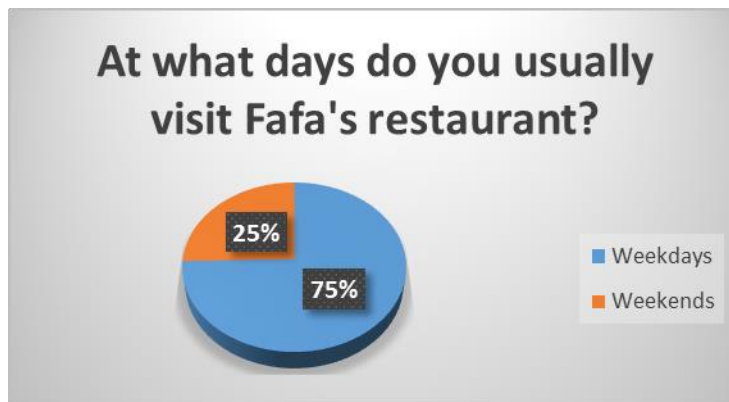


Figure 13. Days of the Restaurant Visits

67 people answered this question. 50 people visited Fafa's restaurant during the weekdays (75%), and 17 people visited the restaurant on weekends (25%). The answers to this question might be inaccurate because most of the surveys were answered by Fafa's customers on the weekdays. The reason for that is that during the weekends it is usually very crowded at the restaurant and there was no proper time for employees to share information about the survey as well as not enough time for customers to fill it in. As the answers to the study do not show it, the conclusion was made from the author's point of view as the author of the research is one of the employees of the restaurant.

3.8 Sources of Information about Fafa's Restaurant

The answers received were as follows:

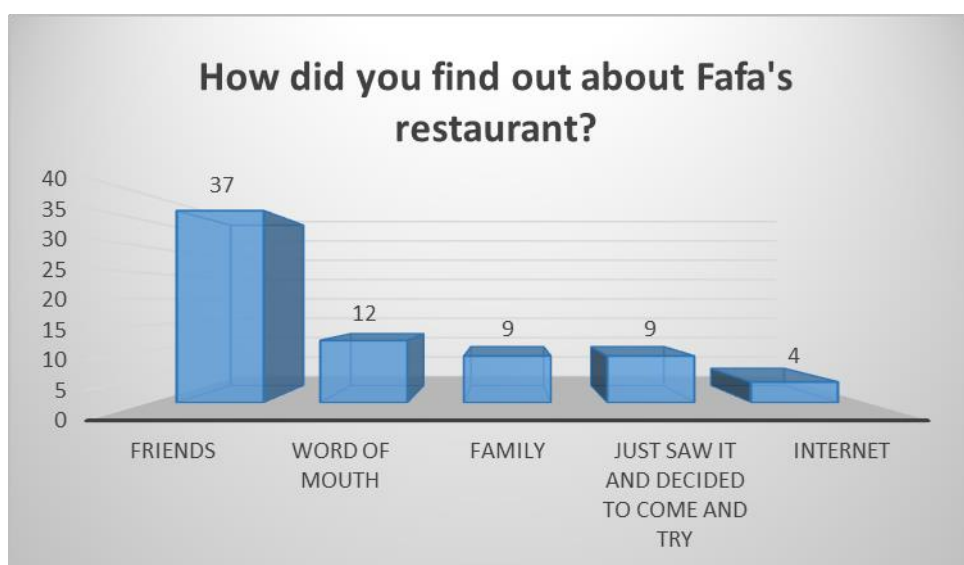


Figure 14. Sources of Information about Fafa’s Restaurant

71 people responded to this question. 37 people got to know about Fafa’s restaurant from their friends (52%). 12 people – word of mouth (17%), nine people – from their families (13%), nine people just saw it and decided to try (13%), and four people got information about Fafa’s restaurant from the Internet (6%). As the results showed, the most popular sources of transferring the information are customer’s friends and word of mouth what have quite the similar meaning. However, a very slight percentage of the information derived from the Net shows that company should pay more attention to the social media channels and be more active online. Nowadays people spend much time using the Net; hence it is important to keep the customers updated about the latest offers, opening hours, competitions or other changes.

3.9 Customers’ Experience

The graph below visually shows the answers of all the respondents:

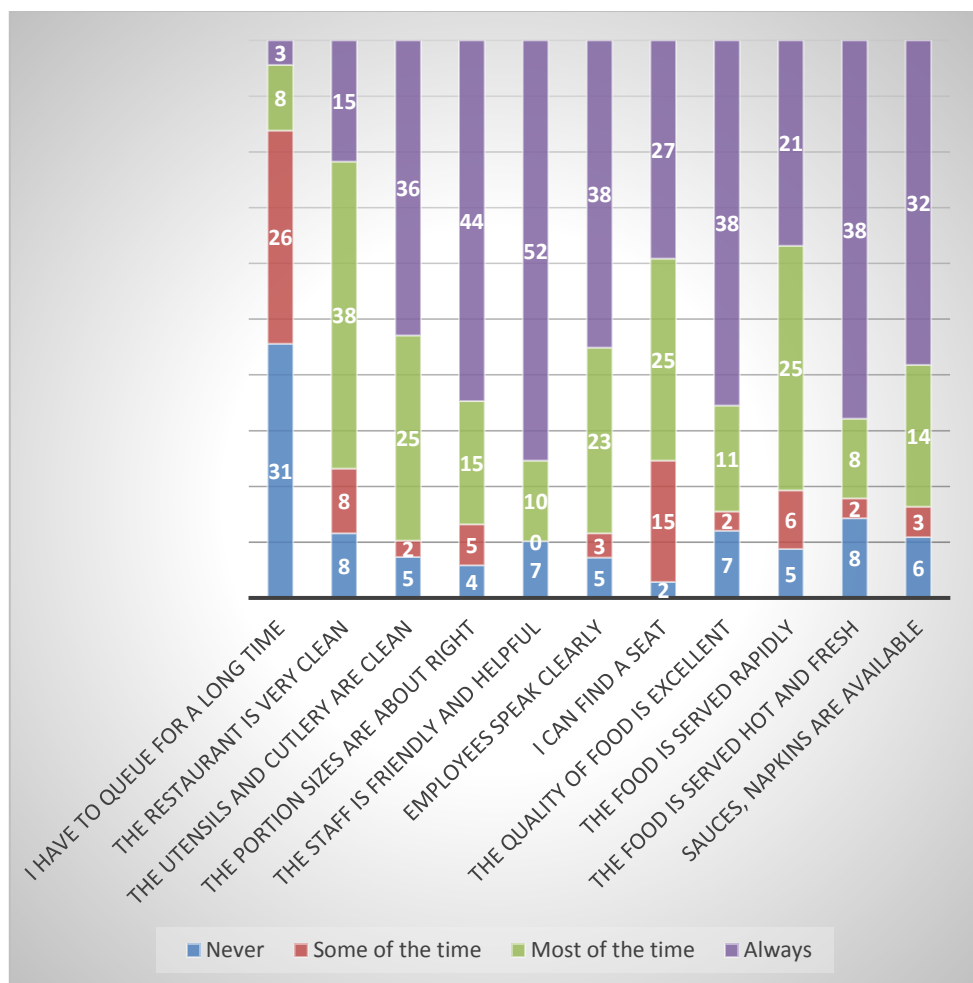


Figure 14. Customers’ Experience

- I have to queue for a long time. 68 people responded to this statement. 31 people said that they never have to queue (46%), 26 people said – some of the time (38%), eight people - most of the time (12%) and three individuals said always (4%). The results of this statement showed that the work of the employees is quite efficient and the staff does the job fast. However, because the survey was conducted on weekdays mostly, it is worth to have more employees during the weekends so that there are no long queues at the restaurant.
- The restaurant is clean. 69 people answered this statement. 38 people said that the restaurant is most of the time clean (55%), 15 people said – always (22%), eight people – never and eight people – some of the time what is 12% of each statement. It is also worth to consider comments on the open-ended questions which were the following: (Appendix 2/1, Appendix 2/2)
 - “The place is usually quite messy with food on the floor.”
 - “It is often quite dirty inside (food on tables, etc.)”
 - “Tables sometimes are unstable and dirty.”

The conclusion of this statement would be that the staff should pay attention not only to the food preparation but to the maintenance of the restaurant itself. The cleanliness of the restaurant is the first thing customer pays attention to when entering a place. Having more employees can be a solution so that there is always rotation between food preparation and cleaning of the area.

- The utensils and cutlery are clean. 68 people answered this statement. 36 people said that the utensils and cutlery are always clean (53%). 25 people answered - most of the time (37%), five people answered – never (7%) and two people said - some of the time (3%). There are almost no issues with this statement as the most comments were positive. However, it is pretty the same thing with the cleanliness of the place. All cutlery and utensils must always be cleaned as well as the tables, floors and the entire space.
- The portion sizes are big enough. 68 people answered this statement. 44 people said that the portion sizes are always big enough (65%), 15 people said – most of the time (22%), five people answered - some of the time (7%) and four individuals said - never (6%). The comments on the open-ended questions must also be considered here: (Appendix 2/1)
 - “I would like to have bigger portion size.”
 - “More falafels in one dish.”

Although most of the answers were positive, the restaurant should consider making larger portions.

- The staff is friendly and helpful. 69 people responded to this statement. 52 people said that the staff is always friendly and helpful (75%), ten people said - most of the time (14%) and seven people said - never (10%). Although most of the answers are positive there were few comments to consider from the open-ended questions:

Question number 11: "Is there anything you are not satisfied with? If so, why?" (Appendix 2/1)

- "Sometimes staff looks a bit stressed. I think the reason is that there are not enough staff members working in the restaurant."

Question number 13: "Is there something you would you like to have/to improve at Fafa`s restaurant?" (Appendix 2/2)

- "Friendlier staff, some of them are not engaging."

The reason for that can be a lack of employees working, especially during the weekends when the number of customers is doubled comparing to the weekdays.

- Employees speak clearly. 69 people answered this statement. 38 people said that employees always speak clearly (55%), 23 people said - most of the time (33%), five individuals said - never (7%), and three people answered - some of the time (4%). Since half of the employees are foreigners who do not speak fluent Finnish, the problems with understanding can occur. It can happen especially with the older generation who might not speak good English. The solution will be to have one Finnish employee and one foreigner during the shift so that in the case of misunderstanding there is always a Finnish speaker who will be able to solve the problem.
- I can find a seat. 69 answered this statement. 27 people said that they can always find a place (39%), 25 people said - most of the time (36%), 15 people answered - some of the time (22%) and only two people said - never (3%). The following comments from the open-ended questions should also be taken into consideration: (Appendix 2/1, Appendix 2/2)

- "I would like to have more seats available."
- "More tables would be nice because there were very few places to sit."
- "I think a bigger place for the restaurant would be a good idea."
- "Coat rack."

During the weekends, very often people have no place to seat that is why they order food "take away" or just leave the restaurant. The restaurant should think about expanding the space because for the moment there is no room for more tables or chairs available.

Having a coat rack could also help regarding saving some space since people will have a place to put their outwear and will no more storage it on the chairs.

- The quality of food is excellent. 58 people answered this statement. 38 people said that quality of food is always excellent (66%), 11 people said - most of the time (19%), seven people said - never (12%), and two people said - some of the time (3%). Also, there were some negative comments from the open-ended question that must be considered: (Appendix 2/1)
 - "Once I had kebab pita that was a bit undercooked."
 - "The lemonade I drank last time at Fafa's Tampere was too sour."

When it comes to meat, the staff should pay extra attention to this process since undercooked meat can cause poisoning and other illnesses.

The lemonade has to be tested by employees before serving it to the customers.

- The food is served rapidly. 57 people answered this statement. 25 people said that most of the time the food is served rapidly (44%), 21 people said - always (37%), six people said - some of the time (11%) and five individuals said - never (9%). As it was mentioned before, during the weekends it is always better to have more employees working so that the service is fast and efficient.
- The food is served hot and fresh. 56 people answered this statement. 38 people said that food is always served hot and fresh (68%), eight people said - most of the time (14%), eight people said - never (14%), and two people answered - some of the time (4%). Getting a fresh and hot food is one of the most valuable customers' experience. Some restaurants are trying to prepare some of the food beforehand so that it fastens the process; however, the author underlines that this is not a solution. Sometimes it is better for customers to wait longer than to get cold or not that fresh food.
- Sauces and napkins are available. 55 people answered this statement. 32 people said that sauces and napkins are always available (58%), 14 people said - most of the time (25%), six people said - never (11%), and three people answered - some of the time (5%). However, from the comment of Appendix 2/1 ("I would like to have some sauces to be applied by myself") the

suggestion would be to offer more sauces so that customers can independently choose and use if needed:

3.10 Variety of Meals on the Menu

57 people answered this question. 52 people think that the menu has a wide range of meals (91%) while five people believe that the variety of meals on the menu is poor. (9%) The answers can be visible on the chart below:

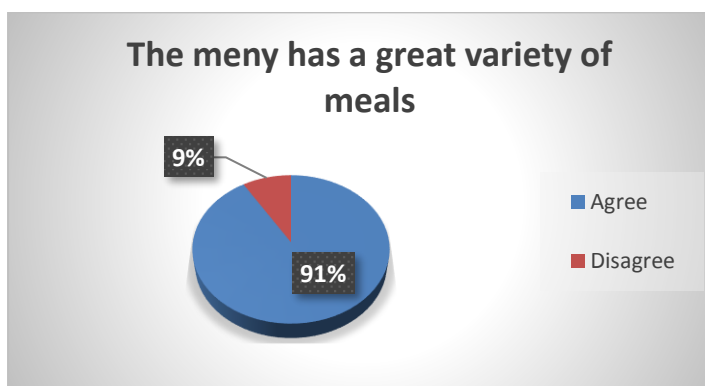


Figure 15. Variety of Meals on the Menu

There were few suggestions from the customers based on the open-ended questions: (Appendix 2/1, Appendix 2/2)

- "I would like to have more fries available. "
- "I would like to have more drinks available."
- "Some special coffee would be nice."
- "More options to eat on the menu."
- "Some desserts."
- "There could be a 'meal' option, including regular fries/sweet potatoes fries for 3 euros, for example."

Drinks and fries are the most popular options; therefore, those items shall always be available. The restaurant should keep track of the customers' average orders to know the approximate amount of goods to request from stock. The check sheet can go in use here as it helps to keep track of the items needed.

Having a coffee machine, for instance, will not be costly for the company but will make customers satisfied instead.

Since some customers suggesting having more options on the menu, it might be a smart idea to have some desserts for those who came for a coffee, for instance.

More “meal” options would be a bright idea since those orders are always popular and cheaper for customers to buy.

3.11 Satisfaction Level of Service Quality at Fafa’s Restaurant

The answers can be visible on the chart below:



Figure 16. Satisfaction Level of Service Quality at Fafa’s Restaurant

60 people responded to this question. 33 people were extremely satisfied with the degree of service quality of the restaurant (55%), 20 people were somewhat satisfied (33%), six people were neutral (10%), and only one person was somewhat dissatisfied (2%).

To increase satisfaction level at Fafa’s Restaurant the following customers’ suggestions shall be considered: (Appendix 2/1, Appendix 2/2)

- “More English menu for non-Finnish customers.”
- “I would change tables.”
- “At this particular Fafa's the lamps are a bit too low.”
- “NO TV! It is definitely not part of the restaurant experience I want. There are too much screens and stuff entertaining us everywhere already. Let's focus on people and interaction instead.”
- “Is it possible to have the internet? Every time I use the Internet from the neighbouring cafeteria.”

The amount of English menu must be equal to the Finnish menu since the number of foreign visitors will be increasing due to the upcoming summer season. The availability of English menu will make customers feel welcome and satisfied.

Tables can be changed so that the design of the restaurant gets a fresh and modern style.

The location of the lamps at Fafa’s restaurant in Tampere is low what might somehow spoil the visitors’ experience (customers often hit their heads because of the lights). The restaurant shall reinstall lamps since the

physical environment of the restaurant is also crucial and creates a very first impression about the place.

Employees shall be more interactive and open with the customers since communication is one of the restaurant experience the visitor wants to get. The information about the internet shall be more visible for the customers so that they know how to use it. The suggestion would be to make a big cardboard with the wi/fi login and password information.

3.12 Quality/Price Ratio at Fafa's Restaurant

The answers to this question can be visible on the chart below:



Figure 17. Quality/Price Ratio at Fafa's Restaurant

59 people replied to the question. 25 people were extremely satisfied with the quality and price ratio at Fafa's restaurant (42%), 23 people were somewhat satisfied (39%), nine people were neutral (15%), one person was somewhat dissatisfied (2%), and one person was totally dissatisfied (2%). Quality and price ratio at Fafa's restaurant make the customers quite satisfied. However, company should always work towards the improvement to meet customer's needs and desires

3.13 Recommendations by Fafa's visitors

The answers were as follows:



Figure 18. Recommendations by Fafa's visitors

61 people responded to this question. 56 people said that they would recommend Fafa's restaurant to the people they know (92%) while five people were not sure about it (8%). The statistics derived from this question shows that most of the customers are satisfied with the restaurant and would recommend it to the people they know. This is an excellent quality index for the restaurant; hence company should keep up with the progress.

4 SWOT ANALYSIS

SWOT analysis is a framework for measuring company's internal strengths, weaknesses as well as evaluating company's external opportunities and threats. After conducting research on the customer satisfaction and service quality at Fafa's restaurant, it is easier to use SWOT framework for analysing the outcomes. Based on the multiple choice and open-ended answers of the survey, there are certain findings presented in the table below:

<p>STRENGTHS Satisfied and loyal customer base Excellent level of the quality service International atmosphere Positive image</p>	<p>WEAKNESSES Small space of the restaurant=>no seats and tables available Low usage of the social media channels</p>
<p>OPPORTUNITIES To expand the space To open the second restaurant To get more customers and boost popularity by using social media platforms To satisfy vegan and vegetarian customers by being more conscious about their food preferences To improve the existing level of service</p>	<p>THREATS Chance to lose vegan and vegetarian customers</p>

Table 5. SWOT Analysis of Fafa's Restaurant

Based on the survey, there is no doubt that Fafa's restaurant has a satisfied and loyal customers base. Most of the customers participating in the

survey were satisfied with the quality of the service in Fafa's restaurant, and this is also one of the big strengths the company has. Moreover, the international atmosphere at the restaurant brings a positive image to the company and creates some uniqueness.

As for the company's weaknesses, based on the customer's comments and opinions, it turned out that the restaurant's space is not big enough, especially during the weekends when the number of visitors is doubled compared to the regular days. It should also be noted that the usage of the social media channels is quite low and it can have a damaging impact on the popularity of the restaurant since most of the information is spread via the Internet today.

One of the company's threats could also be the chance to lose vegan and vegetarian customers. This thought was derived from the customers' comments on the open-ended questions of the survey. Some of the visitors were suggesting making the whole menu vegan without any meat served. However, as the 78 % of the customers participating in the survey did not have any specific food preferences or diets, there is no point to stop serving meat.

Based on the certain strengths, weaknesses and threats the company has, there are following opportunities identified:

- Since there were complaints from the customers that there are no seats available or not enough tables, the suggestion would be to expand the space by reorganising some equipment and furniture and open the second restaurant with a bigger space in the future.
- The results of the survey showed that most of the information was spread by word of mouth and there was almost no Internet usage. The suggestion for the company here will be to be more active on the social media platforms. It will increase the number of customers as well as boost company's popularity and the image.
- One of the threats was the chance to lose restaurant's vegan and vegetarian customers since there were complaints about serving meat and not enough vegetarian meals, not being environmentally friendly. The solution here is to be more conscious about serving vegan and vegetarian meals along with the meat options. Different utensils (knives, forks and chopping boards) must be utilised not to mix the ingredients used in the meals. Having more vegan, vegetarian and gluten-free options as well as using less plastic boxes will also be a solution to the problem. Following these rules, all customers will stay satisfied and happy with the service provided.
- As for the strengths the company has, it is vital to keep up with the level of the service provided as well as move towards the continuous service improvement.

5 SUMMARY AND CONCLUSION

The aim of this research was to measure customer satisfaction and service quality level at Fafa`s restaurant and find ways for its improvement. The primary research in the form of the survey was conducted to gather and analyse the data and meet the research objectives. The methodological approach included the survey of 16 questions including three open-ended questions. 75 customers were participating in the study in total. The process went smoothly due to the author`s connection to the restaurant.

The majority of the customers were Finns what was 87% of the respondents. Most of the customers were mainly from the age between 26 to 35 years old. 59% of the customers were females while the other part were males. The considerable number of visitors participating in the survey did not have specific food preferences or diets. However, there were many comments from people following vegan or vegetarian diets saying that the restaurant should be more conscious about serving this kind of food. The frequency of the restaurant visits varied from people visiting the restaurant once a month, being there the first time and coming to Fafa`s few times a month. The less number of individuals was visiting the restaurant more frequently. The most popular time to visit the restaurant turned out to be lunch time and weekdays were the most popular days to visit the place. However, as it was mentioned by the author before, the answers regarding the days of the visits were inaccurate since most of the surveys were spread on the weekdays. The information about Fafa`s restaurant was mostly spread via customer`s friends and word of mouth. Most of the customers were satisfied with the variety of meals offered by the restaurant. However, there were few suggestions about serving some coffee with desserts, having more fries and drinks available and adding more gluten free options to the menu. 55% of the customers participating in the survey were extremely satisfied with the service quality level, and 33% were somewhat satisfied. Regarding the quality and price ratio at Fafa`s restaurant, 42% were extremely satisfied while 39% were somewhat satisfied. 92% of the customers would recommend Fafa`s to the people they know, and that is an excellent result for the restaurant.

The results of this research successfully answered the research question. Customer satisfaction and service quality level has been measured, and recommendations were given.

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Customer Satisfaction and Service Quality Survey at Fafa`s Restaurant

1. Nationality

Finnish Other

2. Age

20 or younger 21-25 26-35 36-45 46-55 56 or older

3. Gender

Male Female Not known

4. Are you vegan or vegetarian?

Vegan Vegetarian None of it

5. How often do you visit Fafa`s restaurant?

Every day Few times a week Once a week Few times a month Once a month It`s my first time

6. At what time do you usually visit Fafa`s restaurant?

Lunch Dinner It depends

7. At what days do you usually visit Fafa`s restaurant?

Weekdays Weekends It depends

8. How did you find out about Fafa`s restaurant?

Friends Family Internet Word of mouth Just saw it and decided to try

9. Please tick as appropriate

		Most of the time	Some of the time	Seldom	Never
	I have to queue for a long time				
	The restaurant is clean				
	The utensils and cutlery are clean				
	The portion sizes are big enough				
	The staff is friendly and helpful				
	Employees speak clearly				
	I can find a seat				
	The quality of food is excellent				
	The food is served rapidly				
	The food is served hot and fresh				
	Sauces and napkins are available				

10. The menu has a great variety of meals

Agree

Disagree

11. Is there anything you are not satisfied with? If so, why?



12. On a scale from 1 to 5, how satisfied are you with the Fafa`s service?

1	2	3	4	5
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13. Is there something you would you like to have/to improve at Fafa`s restaurant?
(Example: coffee, TV, more tables, entertainment for kids, etc.)

14. On a scale from 1 to 5, how satisfied are you with the quality/price ratio at Fafa`s restaurant?

1	2	3	4	5
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15. Would you recommend Fafa`s to the people you know?

Yes No May be

16. Is there anything you would like to suggest to Fafa`s that was not addressed in a survey?

Thank you for completing the survey!

Open Answers to the Open-Ended Questions of the Customer Satisfaction and Service Quality Survey at Fafa's Restaurant

Answers to the question number 11. Is there anything you are not satisfied with? If so, why?

- The place is usually quite messy with food on the floor
- Once I had kebab pita that was a bit undercooked
- I am satisfied, keep up with a good job
- It would be nice if the whole menu would be vegan
- I would like to have bigger portion size
- I would rather see Fafa's without serving any meat. Before visiting the restaurant, I assumed it would be a more vegetarian place, and I do not feel that meat dishes fit with the concept and style of the restaurant (fresh, quite healthy) The restaurant should also use organic products. Instead of plastic takeaway boxes, for example, there should be more environmentally friendly options. More consciousness would be highly appreciated
- I would like to have more vegan options (same recipes, but with vegan tzatziki, vegan feta, vegan pesto)
- I would like to have other vegan options for falafels
- It is often quite dirty inside (food on tables, for instance)
- Sometimes staff looks a bit stressed. I think the reason is that there are not enough staff members working in the restaurant
- The lemonade I drank last time at Fafa's Tampere was too sour
- Everything is fine

Answers to the question number 13. Is there something you would you like to have/to improve at Fafa`s restaurant? (Example: coffee, TV, more tables, entertainment for kids, etc.)

- I would like to have some sauces to be applied by myself
- I would like to have more seats available
- I would like to have more fries available
- I would like to have more drinks available
- I would change tables
- Lamps should be higher
- Some special coffee would be nice
- I think a bigger place for the restaurant would be a good idea
- More falafels in one dish
- Larger Coca-Cola selections like 1/2 liters, more zero coke
- More English menu for non-Finnish customers
- I would like to have more gluten free options
- More beer options would be nice
- At this particular Fafa's, the lamps are a bit too low

- More options to eat on the menu
- Bigger space
- Everything is fine
- Clean tables
- NO TV! It is definitely not part of the restaurant experience I want. There are too much screens and stuff entertaining us everywhere already. Let's focus on people and interaction instead
- Coffee would be nice
- Friendlier staff, some of them are not engaging
- Is it possible to have the internet? Every time I use the Internet from the neighbouring cafeteria
- It would be nice to have bigger variety of vegetarian dishes: something with fried tofu, soy sprouts, and nut paste or something with beans (bean cream soup to go, for example)
- More tables would be nice because there were very few places to sit
- Some desserts
- Free coffee during lunch time
- Coat rack

Answers to the question number 16. Is there anything you would like to suggest to Fafa`s that was not addressed in a survey?

- There could be a 'meal' option, including regular fries/sweet potatoes fries for 3 euros, for example
- You have a great taste in music
- I don't like music
- Tables sometimes are unstable and dirty
- Keep up with a good work
- Bigger store in the future