Marketing communication and customer satisfaction

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The Bachelor thesis has been commissioned for the Company’s X restaurant. The objective of the thesis is to create a concrete marketing communication plan and measure the customer satisfaction level that helps to attract more customers in the restaurant. The theoretical part of the thesis consists the marketing communication concepts, communication channels, customer satisfaction theories that are relevant to the project.

There are two main research objectives of the thesis. First one is “what kind of marketing communication channels will be the best to attract more customers in the restaurant?” This question addresses the marketing communication channels that customer prefer most. It will help to elect exact alternative communication tool for the advertisement and promotion of the restaurant. Second one is “what is the customer satisfaction rate in the restaurant?”. This question represents the current image of the restaurant from the customer point of view. Also, it helps to understand what kind of improvements should be done to improve customer satisfaction.

Quantitative research method has been used during this project. Survey questionnaire was designed to accumulate data from the targeted customers. Survey was conducted in company X premises and it took four days to collect the information from the regulars. Questions were designed in such a way that emphasize on marketing communication channel and customer satisfaction. The results indicate the most important marketing communication channels preferred by the customers are company’s official website holidayinn.fi, word of mouth, Reception, and Friends. In contrast to expectation, Facebook, Instagram and Brochures are the least preferred communication channels. Similarly, results show most of the customers arriving to the restaurant belongs to different companies which are satisfied with the service offered by the restaurant. Accordingly, restaurant should focus to maintain the flow of those customers ahead by organizing conference and workshops, as they are the most influential way to promote the restaurant.

Keywords: Promotion, Accumulate, Emphasize, Profit, Premises
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1 Introduction

The case company is one of the leading brands in a hospitality industry which was established in 1st August 1966. It remained American brand of hotel which was later owned by British owner. The hotel chain is one of the largest hotel chains with 1145 active hotels as of 30 September 2016. The case company in Ruoholahti was founded on 2005 and offers various kind of services to the customers. For instance, it provides Wi-Fi, high quality meeting hall for the business customers, sauna and gym for those customers who are health conscious, to provide family environment for children’s it offers board games, crayons and colouring books and TV facilities in the lobby. Also, there is a restaurant where people can enjoy breakfast, lunch and A la carte. Currently 29 employees are working including reception, restaurant, management and housekeeping. Last few decades, hospitality industry has become most competitive business in the world as there is high chance to make profit from the business. The new concepts such as Air BNB, Oyo rooms are the biggest concerned for the hotel industry and it’s made hard to retain the loyal customers. All the service departments inside the hotel have equal responsibility to create memorable experience for the customers.

1.1 Purpose of the thesis

The main purpose of thesis is to analyse customer satisfaction rate and develop the marketing communication plan, which helps to increase the customers flow in a restaurant. The case company X is one of the well-known brands in a hospitality industry. There is current existing marketing strategy that has been implemented by the case company. The thesis aiming to sort out the current marketing communication weakness and provide them a possible marketing solution, which is effective and viable. In addition, improved marketing communication strategy aims to increase the customer flow in restaurant and provide better brand experience.

The case company does have marketing communication plan but not specifically design to attract the customers in restaurant. Also, case company do not figure out the targeted customers which might be very potential for the restaurant. As research outcome will be the significant tool to design better marketing communication plan which will help to reach the potential customer. This is an opportunity as well as challenge for the researchers to utilize their skills and learnings to discover prolific marketing communication ideas for the case company.

The research focused on customer satisfaction and marketing communication plan. To comprehend customer prospective towards digital channel, hotel communication channels for customers and satisfaction rate they get from the restaurant, survey questionnaire has been distributed among the customers. The quantitative research method has been conducted to gather the information from customers and analysed carefully to get deep insights of the marketing communication channels which is best fit for the restaurant. The primary and secondary data
collection method has been used to accumulate the data from different sources. The data which has been gathered first time by conducting research or observations is known as primary data. However, the data compiled through published reports or surveys is defined as a secondary data. Both data collection methods have a significant impact on thesis writing process.

The main theme of this project is to find out the ways to attract more customers in restaurant. Basically, there are lots customers staying every day in the hotel but overall 54% of them were engaging with the restaurant, however 46% of them were going outside for food. So, our goal is to find a best communication channel which helps to attract those customers attention towards the restaurant.

To obtain the main purpose of this thesis, four project tasks are defined which helps authors to keep in track and make this project fruitful. Project tasks shall be abbreviated as a PTs.

PTs 1. Analysing marketing theories related to marketing communication, digital marketing and customer satisfaction.

PTs 2. Examining information channels that customer value most.

PTs 3. Analysing customer satisfaction rate.

PTs 4. Suggest and develop the appropriate marketing communication plan.

The overlay matrix has been used to examine the project tasks, theoretical agenda, project management methods and results.

<table>
<thead>
<tr>
<th>Project Task</th>
<th>Theoretical structure</th>
<th>Project management methods</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>PT 1. Analysing marketing communication theories related to marketing communication, digital marketing and customer satisfaction.</td>
<td>Accumulating information about marketing communication, digital platform and customer satisfaction.</td>
<td>Literature review, books, journals, e-sources</td>
<td>Identify related theories about marketing communication and customer satisfaction.</td>
</tr>
<tr>
<td>PT 2. Examining information channels that customer value most.</td>
<td>Gathering information about social media and digital marketing channels</td>
<td>Literature review, books, journals</td>
<td>Theoretical knowledge</td>
</tr>
</tbody>
</table>
related to customer engagement,

<table>
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<tr>
<th>PT 3. Examining interview results</th>
<th>_</th>
<th>Questionnaire, Chi-square test analysis, Cramer’s V correlation, Cronbach alpha</th>
<th>Get insight from survey and summarizing the results</th>
</tr>
</thead>
<tbody>
<tr>
<td>PT 4. Suggest and develop the appropriate marketing communication plan.</td>
<td>_</td>
<td>Reconsideration of previous project tasks and outcomes</td>
<td>Suggestions and development of marketing communication plan</td>
</tr>
</tbody>
</table>

Figure 1 Overlay matrix table

1.2 Limitation of the study

Every research project has its own limitations. In our case, for instance, the respondent might not be fully thinking about the question situation is being asked and choose irrelevant answer. Moreover, we designed the question in our own assumptions and decisions, so there might be a possible chance of missing some perceptions that may be significant form the customer point of view. Through questionnaire survey it is hard to carry the emotions and feelings to the customer.

1.3 Research question

Research question is defined as the core of the study process and research. In other words, research question is the central part of the research project, literature review or study. It helps the researcher to determine methodology and guides during all phases of study investigation and reporting. (Research Gate, Syed Amir Gilani, 2017)

There are two main research questions designed for the thesis. The main research questions are “What kind of marketing communication channels will be the best to attract more customers?” This question addresses the marketing communication channel customers prefer most. It will help to elect right alternative for advertisement and promotion of the restaurant. “What is the customer satisfaction rate in the restaurant?” This question depicts the current image of restaurant from the customer’s perception.
1.4 Data analysis method

Exploratory data analysis has been deployed to analyse the result and it aims to find the relationship and patterns between the variables. Cronbach alpha, Chi-square test and Cramer’s V Correlation methods were used in different stages of the project. For instance, Cronbach alpha used to ensure the reliability of the questionnaires. There were different value criteria between 0-1. For instance, alpha<0.5, unacceptable, 0.5-0.6 poor, 0.6-0.7 questionable, 0.7-0.8 acceptable, 0.8-0.9 good and alpha value greater than 0.9 excellent. (Statistics How To, Stephanie 2014). Chi-square used to find the relationship between the variables. Moreover, it is based on comparison between observed value and expected value. There is null hypothesis and alternative hypothesis are presumed and according to the result one of them will be accepted. Cramer’s V correlation used to identify how strong relationship between the variables i.e. strong, moderate, weak and poor. It is significant to use Cramer’s V correlation after chi-square because it tells how exactly variables are associated with each other. Saunders, Lewis, Thornhill (2009, 453)

1.5 Framework of the thesis

Figure 2 Frame work of the thesis
2 Theoretical approach

2.1 Marketing communication

“Marketing Communication is a process through which organizations and audiences engage with one another.” (Chris Fill 2013, 18)

Marketing Communication is the communication method adopted by the companies to influence their customers to purchase the goods or services offered by them. It means by how any organization attempts to inform and persuade their customers about the products and services they offer. Through good communication, Companies can benefit with large amount of sales as communication helps to attract more people towards the organization. Marketing Communication helps to understands the customer/buyer behaviour towards the product. The good marketing communication between the companies and their audience helps to solve various questions such as who can use the product? where and when the product can be used? How it can be used? And so on. (Micael Dahlen, Fredrik Lange, terry Smith 2010, 9-11)

Marketing communications signifies to the promotional materials that are intended both to communicate with and sale to customers. Whether the organizations are large or small, commercial or government, educational or non-profit they prerequisite to communicate with a range of stakeholders. The continuous communication with the related individuals’ advantages to increase the scope of any business. (John Egan 2007, 1-2)

The well-planned Marketing communication consists of three main essential elements which are tools, media and message. All these elements are explained below in the theory section.

2.2 Marketing Communication Tools

Marketing communication is a process which integrate numerous communication tools. All the marketing communication tools are designed to communicate with the targeted audience more effectively. There are five main marketing communication tools which are mixed together in various combinations to communicate meaningfully with a target audience which are Advertising, Public Relations, Sales promotion, Direct Marketing and Personal Selling. (Kotler and Armstrong 2017, 120-32)

2.2.1 Advertising

Advertising is a paid, non-personal communication from an identified sponsor, using mass media to persuade or influence an audience. (Chris Fill 2013, 418)
Advertising is one of the most significant communication tools used to communicate with the target audiences to make them to buy the products or services. The driving force behind Advertising are the mass media such as Televisions, Radio, digital media, print media etc. Advertising can engage audiences by creating awareness. Through good advertising audience can know what the offering is, what are the benefit of the products and how those products can be valuable to the individual. The main goal of the advertising is to inform and persuade people to buy the product or services. Good advertising helps to increase sales and brings assurance in quality. (John Egan 2007, 17-19)

2.3 Public Relations

Public relations are directly concerned with maintaining good relationships with those who are concerned with the business or organization. It is a strategic communication process which helps to build mutual and beneficial relationship between organizations and their publics. Although it seems public relations is more concerned with the relationship between organization and public, but it is also more concerned with employee relationship. Employee are the most important part of any organization who deals with the public. PR department of the organization perform the certain functions such as press relations, product publicity, public affairs, lobbying, investor relations etc. Companies use PR to build good relations with consumers, investors, media and their communities. (Kotler and Armstrong 2012, 478-481)

This communication tools primarily concentrates on increasing the brand image of a business. Maintaining good public relations with right audience in right way in right time helps to flourish the business. With good public relations the organization carries out a kind of control over publicity and only a positive opinion which the organization wants to circulate is created about its product.

2.3.1 Sales Promotion

Sales promotion is related to the short-term use of incentives or other promotional activities that seek to stimulate interest, trial or purchase by the customer. Sales promotions are more related to price discounting mechanism through price deals and the use of coupons. To increase the amount of sales or to increase the number of customer’s, Organizations offers temporary discounts, gift vouchers, free samples etc. which are the part of sales promotions. The good sales promotion policy in any organization helps to retain new customers, reduce the distributor risk, improve efficiency, and so on. (Chris Fill 2013, 537-544)

2.3.2 Direct Marketing
Direct Marketing is more focused towards personal communications. It is a promotional method through which the information of the organization such as product, price, service etc. are presented to the targeted customer without any means of advertisement. So, it can be said that direct marketing seeks to target individual customers with the goal of delivering personalized information and building the relations depending on their responses. Direct marketing is the management process which is associated with building mutual and good relationship with the customers. Direct marketing has the high ability to target audience as marketing is done by remaining in personal touch with the customers. (Chris Fill 2013, 25-27)

Direct marketing is the effective and fastest method of marketing. Communication is two-way and often interactive which allows business and individuals to find the information. It is also most cost-effective way of marketing because unlike in mass advertising, direct marketing is presented only to people who are suspected to have interest in the organization. Brochures, Catalogues, Newsletters, Emails, Phone Calls etc. are the common forms of direct marketing.

2.3.3 Personal Selling

Personal selling is the interpersonal communication tool that uses the face-to-face activities to interact with the customer to sell the product. Seller is responsible for the promotion of the product and services through their attitude, appearance and great knowledge about the product. In personal selling process the seller highlights the various features of the product convincing the other party to buy the product. personal selling helps to get instantaneous feedback as the sales person is engaging in the communication on one-to-one basis. Personal selling is not always motivated towards selling new product. Often companies try to follow this approach with customers to make aware of the new product and services. This marketing communication tool is expensive because the cost involving in interpersonal communication are normally high. (John Egan 2007, 17-21)

2.3.4 Designing a Message

The messages are the discrete unit of communication intended by the source for the consumption by some targeted audience. Messages can be informative or emotional reflecting the preference and need of the audience. The effective message developed by the communicator should get Attention, hold Interest, arouse Desire and obtain Action. The messages are generated to make customers aware about the product and services and in few messages takes the consumer towards purchase from awareness. Message should reflect the balance between need of information and need of pleasure. (Kotler and Armstrong 2012, 441)

The message should be developed in such a way that it not only enables the recipients to response to the source but also encourage them to talk to others. If the message delivered to the
recipients is shared and talked in other media, then it enhances the marketing of the product and services. The message delivered by the source to the receiver should cause some talking points in any sort of media around the recipients. The message which contains high involvement should always emphasis more on information content particularly the benefits of the product and services. Opposing the message where there is low involvement, message should focus on emotional content and seek to gain brand value through imagery and associations. (Chris Fill 2013, 766-781)

2.4 Social media

Media is defined as the medium through which the message is channelled to the desired receiver. Thus, media relates to any medium capable of carrying message to the desired audience. The development in technology has made the growth of media to higher level and there are various digital media existing these days. The digital media has made the transformation of messages easier, but the traditional media are also of equal importance in conveying messages. Newspapers, Magazines, Brochures etc. are of equal importance in marketing of products and services. (John Egan 2007, 21-22)

When the message is created and agreed, the appropriate media should be selected. Decision about the choice of media are complex. Depending upon the number of targeted audience and its consequences the media should be selected. Most people are using digital platform these days so digital media carry upper hand over traditional media. Various social media which are also the part of digital media can be the best option to promote new products and services.

2.4.1 Facebook

Facebook was founded in 2004 and it is the most popular social media in the world. It was founded by a group of students in the leadership of current CEO Mark Zuckerberg. The latest data shows that Facebook currently employees 33606 employees (September 30, 2018). Facebook is used by over billion users around the world. Facebook helps to connect with the people. Through Facebook people can share their feelings, post pictures, watch videos etc. Facebook is the easy medium where anything can be posted and is shared to the large number of people around the world. Companies can use Facebook to reach to their customers, build their brand value and maintaining good relations with their existing customers by posting about the services and products of the company. Companies can do the advertisement of the product through Facebook which easily can be shared with large group of people. (Facebook, 2018)

2.4.2 Instagram

Instagram was founded by Kevin Systrom and Mike Krieger in 2010. It has currently more than 800 million active monthly users. Instagram is used by users to add pictures in their profiles
with some description so that other people can easily find those pictures and the profile. Companies can promote their products and services with the help of Instagram. Companies generally can offer discounts, show their sales promotions with the help of Instagram. Instagram helps to build the better brand of the company. (Instagram, 2017)

2.4.3 Word of mouth

Silverman (2011) defines Word of Mouth as, “the exchange of information about the product and services among the people who are independent of the producer.”

In simple, Word of mouth is an unpaid form of the promotion where all the satisfied customers help to promote the business, product or service. Word of mouth comes to action when a customer experience more than what he or she expected. Word of mouth have huge impact on customer behaviour. Word of mouth influences to switch the brands customer are using more effectively than any other type of advertising.

Word of mouth is important than ever before. This is the information age and we are getting lots of information to which we don’t investigate before getting to it. This is making traditional marketing of low importance. TV, magazines etc. advertising are declining day by day and word of mouth is all over taking its place. Word of mouth is time saver and much easier to let other people know about the information about the business, products, services etc. The trust worthy of word of mouth is increasing and people are more dependent towards it. (George Silverman, 2001)

2.5 Structuring the Marketing Communication Mix

Marketers depending on the business in which they exist, try to be the best by using the appropriate ways to maximize the impact of their communication activities. The proper execution of Marketing Communication Tools always advances to the growth of any organization. Although there are large range of Communication tools, creating a good mix of communication is always challenging. One Communication tool cannot substitute for another i.e. Personal selling cannot replace Advertising nor public relations can replace sales promotion. So the generation of proper structure of marketing communication mix is essential.

The proper structure of the Marketing Communication begins with the identification of the target audience. The originator of the message should decide in advance to whom the message should reach. Consequently, the marketer should determine the response sought which would be made by the audience. The next big thing is to choose the proper message and proper channel. The creator of message should write a copy or produce the image and deliver to those
media such as newspaper, TV station or other digital media through which the message is circulated. The collection of the appropriate and quality feedback is also the essential part of the communication which helps to determine how successful the message was.
(Jim Blythe 2006, 40-51)

2.6 Customer satisfaction and measurement process

According to Hill, Brierley and MacDougall (1999, 7) “customer satisfaction defines the measure of how your organisation’s total product performs in relation to a set of customer requirements”. In other words, it is the response from customer after using or consuming the product or services. Customer satisfaction is one of the crucial issue for the companies which determine the reputation of the business. Good customer satisfaction rate represents the success of the companies. The competition between hospitality industries is in its peak level and to maintain the good customer satisfaction rate companies invest their resources and work hard to improve it.

Steve Van Oostenbrugge (2015) illustrates that customer satisfaction, profitability and quality of the product or services are interrelated. High satisfaction, customers wants to spend money on the same product again and again and it helps to gain the profitability in long term-run. In contrast, low customer satisfaction function reverse way and detrimental for organization. So, customer satisfaction is the perfect combination of price, quality, and sales person attitude towards customers.

Richard F. Grenson and Brenda Machoksy (1993, 5) defines the customer satisfaction is the perception of the customer that his or her expectations have been met or exceeded. Generally, it seems that all authors have the same perception about customer satisfaction. Ultimately, customer satisfaction helps businesses to improve their product and services and helps organizations to stand out of the competition. Digital platforms such as Trip adviser, Facebook, Instagram, YouTube, website provide the straight connection with their potential customer and from these basic platforms they can get the direct feedback about their product and services.

In nutshell, customer satisfaction plays vital role with in organization. It’s not only a key to measure customer trustworthiness with business but it helps to identify the unhappy customer and provide the chance for organizations to figure out the solutions. Also, it helps to increase the number of loyal customers and increase the profitability of the business.

2.7 Importance of customer satisfaction

In recent decades, customer satisfaction is one of the core factors in a business. Now, there is such a huge competition between companies and all kinds of organisation concerned with customer satisfaction. Satisfied customer continues to make the purchase with same company.
Unsatisfied customer does not hesitate to leave the existing company where they used to buy the products or services. Customers are volatile, and business should always try to keep them happy. Specially, in every industry customers need to be treated like a king. According to Generson, “customer satisfaction is a baseline standard of performance and a possible standard of excellence for any business organization.” (Grigoroudis & Siskos 2010, 1 quoted by Generson 1993.)

Attracting to new customers is very expensive and retaining the customer in business is very profitable for the organisation in long term run. “Researchers at Harvard Business School have estimated that the lifetime revenue stream from a loyal pizza eater can be 8000 dollars, car procurer 332000 dollars, and a buyer of commercial aircraft literally billions.” From those figures we can simply assumes that how much individual satisfied loyal customer makes a big impact on organisation revenue stream. In most of the companies when they lunch their first product in first year the revenue is not enough to cover the company cost but later when customers are satisfied with their products and purchase often then they will start to make the profit. (Robinson & Etherington 2006, 74-75)

In this competitive era retain the customers with same satisfaction level is almost challenging for each organisation. Because, in this technological era consumers are more powerful than sellers and customers have direct accessibility to connect with the world and sharing his or her experience about the product or services. For instance, company X have 100 customers and 95 customers are satisfied with the company and 5 are unsatisfied and if those 5 customers write the bad review about the company products, then it’s sure that company would lose some customers because of that negative comment. Generally, satisfied customers are more faithful, and faithful customers stay longer with the business and it means more profit for the organisation.

Satisfied and loyal customers are the great assets of the business. Companies can measure the value of their customer asset by doing research and surveys. Satisfied customers are not only significant economic asset, but they represent the total value of all other company assets. (Fornell, C. 2007, 66) Regardless of the product there are other factors regulate how well organisation offerings resemble to the feature of consumer demand. Those factors are such as customer expectations about the product, price and quality. (Fornell, C. 2007, 92) Generally, people purchase the products by seeing the advertisement. Successful launch of the product or services depends on consumer expectations, if company understand the true needs of the customer and make the products as they want then undeniably customer will satisfied and purchase the product from the same company again and again.
2.8 Customer satisfaction measurement

Customer satisfaction measurement is the vital process to keep updated with customer behaviour. It provides feedback about the product or services and help companies to modify them. Also, it is the meaningful way to find out how the product impression remained on a customer day to day life. Thus, customer satisfaction measurement is critical, and it need to follow certain path to achieve better result.

Figure 3 an overview of the CSM process (Hill, N. Brierley, J. & MacDougall, R. 2003, 4)

The initial stage for any project is to design the objectives. It contributes to get the holistic
approach about the project. Second stage is about project planning and this stage researcher can project the timeframe and highlight the key tasks for activities. Similarly, exploratory research has significant impact on designing the survey questionnaire for the targeted groups, data collection methods and selection of subjects. We used exploratory research method on this project. To get the better outcomes it is essential to ask right questions to right customers. Sampling is conducted to estimates the characteristics of the large population. There are different kinds of sampling methods used for accurate data collection. For instance, probability and non-probability sampling methods are widely used by various organisations. Probability sampling method includes, simple random sample, systematic random sample, and stratified sample. Likewise, non-probability consists convenience sample, judgment sample and quota sample. We used simple random sample for data collection.

There are different survey options are available for the data collection. To elaborate, personal questionnaire survey, telephone interviews, postal surveys, electronic surveys, face to face interviews are broadly used. Designing the questionnaire for the survey is extremely important because it have direct impact on customers’ response rate. Simplicity of the question, relevant question to the targeted groups, question background, length and number of the questions should be considered wisely. Moreover, to measure the response from the customers there are five different scale designed. Likert scale, verbal scale, numerical scale, simultaneous scale and ungraded scale. Authors used Likert scale and number scale to measure the customer response in survey questionnaires. After this there is term call mirror interview, which is generally based on self-completion questionnaire given to employees and collected data analysed to get highest possible response rate. It may support to figure out the causes of customer dissatisfaction. In the next step all the collected data analysed and created the report which is later shown to the management. Furthermore, the survey result is more discussed in feedback workshop, which consists internal feedback, suggestions for further improvements in organisation. After accomplishment of all the procedure make sure that customer satisfaction measurement is successful, and organisation can initiate to implement the recommendations attained from the survey. (Hill, Brierley & MacDougall 2003).

3  Research approach and process

For the research, authors decided to conduct survey questionnaires inside the restaurant premises. Quantitative research method has been deployed in our case because there are about 70 participants. To collect the large number of responses it is required to use quantitative research method.

3.1  Quantitative research method

Quantitative research defines the systematic method of collecting data and performing statistical calculations which helps to interpret the results easily. The results of this research are in
numerical form, and carefully conducted research helps to forecast the future of the product or services. Similarly, it supports to make changes in products or services consequently. Quantitative research method includes online survey, customer survey, questionnaires etc. (Bhat, ND).

For the data collection authors selected the quantitative research methods because the sample size is more than 50 people and questionnaire survey fit more relevant to collect the data. Moreover, in quantitative research accumulated data is accurate and reliable. As results are appeared always in numerical form and presents the credible picture of the conducted research. There is not only one way to analysis the data, for instance, descriptive, exploratory, predictive etc. Researcher is free to choose best data analysis method which fit better to his or her research content. Authors used descriptive and exploratory analysis method for the thesis. It is quite straightforward to collect and analysis the statistics, so it is reliable, effective and less time consuming.

According to (Saunders, Lewis, and Thornhill. 2009) mostly quantitative data analysis is represented by the bar graphs and charts. Bar charts used to demonstrate the highest and lowest value, line graph used to display the trend and pie chart used to show the proportions. Exploratory data analysis (EDA) method is useful for our project as it depicts clear picture about the patterns and helps to discover new things and spot any anomalies. After analysing the data by using different charts and figures helps to find the answer of the question. For instance, finding out customer satisfaction level of the customer in restaurant.

3.2 Objectives and research question

The project aims to develop marketing communication plan for the case company. Also, by doing the research it aims to produce genuine results that’s truly feasible to implement for the case company. Research question is regarded as the ultimate core of the project. So, it is essential to design relevant questions that include the central part of the project. All together nine questions were designed to conduct the survey. Those questions were aligned with research questions and supposed to provide the trustworthy answers.

From the question one to four basically explains about customer gender, age and living place. Question five, six and eight focuses about marketing communication channel. Which marketing channel customer prefers and how would they like to rank those channels to get the information about restaurant. Which media customers want to give the feedback about service quality of the restaurant? Finally, the question seven and nine measures the customer satisfaction level in the restaurant.
3.3 Targeted customers

The research target population were around 300 people in the restaurant. Questionnaires distributed to the random customers in X premises from 17-20 December 2018. During these four days 70 customers were participated in survey.

The targeted regulars of this research are company X customers who come to stay there for various purposes. According to the information from company x, majority of the customers aged between 25-50 are their loyal customers. Among them most of the clients are business associates. So, for the research author decided that aged between 30-50 are the main targeted customers for the research. Adults and middle age people are considered highly while measuring customer satisfaction and developing the marketing communication plan.

3.4 Sampling technique

Simple random sampling has been used to collect the data. Authors deployed this method because they don’t have any prior information about the targeted customers. Also, in this method all targeted customers have equal chance to participate in survey.

For the data collection there were about 400 customers in the company X premises among of them only 70 customers were agreed to answer the survey questions. The survey was conducted from 17 to 21 December 2018. Survey questionnaires were distributed in morning and evening time by placing survey forms on the table and later filled question forms were collected in self-administrated manner. Author used this time because the restaurant was mostly occupied by the guests.

3.5 Validity and reliability of the study

3.5.1 Reliability

Reliability defines the consistency or stability outcomes of the research under the same conditions. This means each time when conducting the interview or questionnaire survey under the same environment the findings should be consistent (Stephanie, 2016). For example, a compass is the reliable measurement tool that provides the correct direction information each time as it used. Similarly, the reliable questionnaires generate the credible results under the same situation. Anders (2012, 123) defines that getting the identical results in each time is very difficult but if the respondents gave the same answer to the question in different time then the applied research procedures and methods would expected to be reliable. According to the Mitchell (1996) there are three common approaches to assessing the reliability. Test re-test, measures the reliability of the research by comparing different outcomes collected under equivalent conditions.
Internal consistency, defines the measurement of the test that actually measuring what researcher wants it to measure. In other words, it compares the responses from the respondents. To measure the internal consistency Cronbach alpha is widely used.

Alternative form is another method to ensure the reliability. It ensure the reliability of the questionnaire by corresponding the responses of a same question which was modified in alternative form. This means there are two question form, original and alternative. Collected responses are compare with each other to measure the reliability.

Above all Cronbach alpha has been deployed to ensure the reliability of the questionnaires. Here is the Cronbach alpha value which reflects that questionnaires are reliable.

Table 1 Cronbach alpha value

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Items</th>
<th>Cronbach alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication channel preferences</td>
<td>10</td>
<td>0,80</td>
</tr>
<tr>
<td>Customer satisfaction</td>
<td>5</td>
<td>0,85</td>
</tr>
</tbody>
</table>

3.5.2 Validity

According to W. Alex & Thomas (2017, 4) “validity is defined as the extent to which the outcome accurately answers the stated research questions of the study.” In other words, validity focus the trustworthiness and accuracy of the research data. The validity of the any measurement device is valid when it measures what it is designed to measure. To elaborate, a questionnaire designed to explore human buying behaviour but it actually measure spending behaviour would not considered valid research.

There are different validity methods but author emphasize only four types of validity methods that is relevant to design the research for quantitative methods. Internal validity defines a result based on independent variable caused changes in dependent variable. External validity illustrates the outcome generalized from small populations to relevant large populations or settings. Construct validity describes an operational definition of a studied specific concept matches the actual measurement. Lastly, statistical conclusion validity measures the relationships between the research and research consequence. W. Alex & Thomas (2017, 3-11)

The validity and reliability of the research depends on the design of the question. Reliable and valid questions enables to accumulate the accurate and consistency of the data. The question-
naires should make in such a way that measures the correct information and supports the research question. There are four different steps design to ensure the validity and reliability of questionnaire. Saunders, Lewis & Thornhill (2016, 449-450).

![Diagram of questionnaire stages]

**Figure 4** Stages that must occur if a question is to be valid and reliable. Foddy (1994)

To confirm the validity of the questionnaires, the meeting was arranged three times with the supervisor and made possible corrections to make reliable questionnaire. Also, authors discussed with the restaurant shift manager about the questionnaire before beginning to collect the data from the customers. All the question design procedures and corrections have been accomplished under the supervisor regulation which ensures the validity and reliability of the questionnaires.

4 Empirical study

Practical study has been conducted to find the answer of the research question, which includes the customer satisfaction level, marketing communication channel that customer prefer most, importance level of those communication channels. There are some other questions such as customer age, gender, living place which are aims to provide basic information about the participants. Different charts and graphs are used to reveal the results of the survey. There are about nine survey questions and each question results are clearly shown by the figures and explained briefly to make more understandable to the readers. The explanation of the result and analysis will provide the research question answer.
4.1 Survey questionnaire results

4.1.1 Background information

Figure 5 gender

The figure illustrates that majority of the participants were male. There were 70 participants for the questionnaire survey, among of them nearly double attendees were male with the figure of 66% which is 46. On the other hand, female attendees were only 34% which is 24 out of 70. Those figures expose that restaurant is popular among the male customers in comparison to female customers. More males were participated because most of them belongs to different companies and those companies are the loyal customers of the company X.

Figure 6 living place
The pie chart reflects that most of the company X guests were foreigners, which was 40% followed by the figure. We can visualize that company X have a good international connection. The reason behind it was the company X itself is a multinational company and had different branches around the world. Moreover, the restaurant has 60% of customers who belongs to Finland. Among them, 39% customers were from different part of the Finland and only 21% customers were from Uusimaa region. The low figures from Uusimaa region replicates that organization should run a local marketing campaign to promote the restaurant.

Figure 7 respondents age

The pie chart is about the respondent’s age which was divided into six sections. Majority of the customers were between the age of 41-50 which was 33%. Similarly, between the age of 31-40 were the second largest group followed by the 24%. Those two aged groups people numbers were higher because most of them were belongs to different multinational companies and used to stay in the hotel and quite often came to eat in the restaurant. In contrast, the number of 20 or younger respondents were only 3% and seems that these are not potential customers for the restaurant. Young adults between 21-30 were the third largest respondents with 17% and age between 51-60 and older than 60 were the 4th and 5th major customers followed by the number of 13% and 10% respectively.
Figure 8 no. of customers staying in hotel

According to the figure the customers from the outside were approximately three times less than the customer staying in the house. 76% customers were belonging to the hotel while only 24% customers were from outside. From this figure, we can analyse that restaurant management need to design promotional marketing events for outdoor customers while considering the in-house customers as well.

Figure 9 how did customers find the restaurant

The figure 8 represents the different information channels that guests used to find out information about restaurant. Among diverse channels customers mostly used holidayinn.fi and friends to find out the restaurant which followed by the number of 14 and 14 respectively. Out of 70 participant’s people voted equally on those channels. On the other hand, Instagram,
Facebook and television remained as least used information channel to find the restaurant information. Out of 70 each of those channels used by only one person. At the same time, reception stayed third reliable source of information channel with the number of 12 that customers used to find the restaurant. Likewise, Google and word of mouth occupied fourth place with the number of 9 that people used as a source to find the restaurant. The brochures on the elevator and digital display device occupied as fifth and sixth place with the number of 6 and 3 correspondingly. Surprisingly, the result reflects that social media channels presence was quite rare and restaurant management needs to give the huge consideration about those channels.

Figure 10 demonstrates the customer preferences over different communication channels. The series 1, 2, 3, 4 and 5 respectively defines information channel partialities i.e. unimportant, slightly important, important, fairly important and very important. Among different channels google web search, word of mouth, friends and digital display continuously considered very important for the customer while finding the restaurant for dine. Out of 70, 28 people search in google to find the good restaurant, 26 people believe in word of mouth, 25 people ask with friends and 19 people use digital display in the hotel to find the restaurant. On the other hand, popular social media Facebook and Instagram remained very detested among with customers while searching for restaurant. Respectively, 35 and 32 people said that Instagram and Facebook are unimportant for finding the restaurant. 15 customers said that holiday inn.fi is a very important to find the information though majority of the people followed by the number of 26 said that it is not important. Also, brochures and reception take 5th and 6th place with the number of 17 and 15 respectively. Figure 10 results state that in this technological era, people
believe more other people genuine experience and opinions about the products or services rather than have faith in advertisement published by company.

Figure 11 how customer rank staff service qualities

The figure demonstrates that how customers grades the different qualities of the staffs in a restaurant. Series 1 is being strongly disagree, series 3 is being agree and 5 is being strongly agree. There are five attributes including quickness, friendly, knowledgeable, service value and overall dining value. The restaurant gets high ranking in staff friendliness which is 54. Similarly, speed of staff while taking order become second priority of the customers with the number of 49. Service value occupied 4th place with the number of 45 while knowledge of staff and overall dining value took 3rd and 5th place followed by the number of 47 and 41 respectively. In contrast, there are very few people who mark that they just agree with different attributes they get experienced in the restaurant.
Figure 12 Information channel customer wants to use to give feedback

According to the figure 12 there were seven feedback channels mentioned among them reception is the most popular channel that people want to use to give feedback followed by the number of 21. While, famous online channel Trip advisor occupied second place with the number of 20. Similarly, email, Facebook and feedback paper at room respectively acquired 3rd, 4th and 5th place respectively. In contrast, only 2 people mentioned they used restaurant website and 1 person used Instagram to give the feedback. Among different channels, Holidayinn.fi and Instagram are least popular channels to submit feedback.

Figure 13 overall satisfaction level

Figure 13 represents that overall customer satisfaction is good. The number of very satisfied customers were 36 which is higher by 6 than compared to satisfied customers. On the other
hand, only 4 people mentioned that they were ok with the restaurant service, while there was no absence of the customers who has been very dissatisfied or dissatisfied. This result reveals that overall customers satisfaction level in the restaurant is admirable.

4.2 Data analysis

Chi-square test is used to examine the relationship between two or more different categorical values. To test the relationship between values null hypothesis and alternative hypothesis are assumed. Null hypothesis always assumes that there is no relationship between variables, while alternative hypothesis is completely contradiction of it. To make the conclusion there are different alpha value assumed. For instance, 0.05 or 0.01. Which correspondingly reflects that 95% and 99% confidence level. It depends on researcher which alpha value he wants to use (Complete dissertation, ND)

Authors decided to test the three different relationships which are significant to provide research question answer. First one is the between the customer age and communication channel preference, between gender and communication channel preferences, between living place and satisfaction level of the customer. If the P value is less than alpha value or close to zero, then author can signify that the variables are dependent to each other and if the value is higher than alpha value then the variables are independent.

\[ \chi^2_c = \sum \frac{(O_i - E_i)^2}{E_i} \]

To ensure the validity of the chi-square test results Cramer’s V correlation has been used. Chi-square test determines the association between the variables but to certify how strong relationship between variables Cramer’s V correlation need to be used. Generally, Cramer’s V correlation has been used to examine the chi-square test results. The results near to 0 demonstrate the weak relationship between variables and outcomes near to 1 indicate strong connection between the variables. Saunders, Lewis, Thornhill (2009, 452-453)

\[ \phi_c = \sqrt{\frac{\chi^2}{N(k-1)}} \]
Table 2 Interpreting Cramer V correlation results. Osborn 2006

<table>
<thead>
<tr>
<th>Value</th>
<th>Relationship</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>under 0,10</td>
<td>No relationship</td>
<td>Not acceptable</td>
</tr>
<tr>
<td>0,10-0,19</td>
<td>weak</td>
<td>Acceptable</td>
</tr>
<tr>
<td>0,20-0,29</td>
<td>Reasonable</td>
<td>Desirable</td>
</tr>
<tr>
<td>0,30 or over</td>
<td>Strong</td>
<td>Extremely desirable</td>
</tr>
</tbody>
</table>

4.2.1 Analysis of social media channels preference and customer age

Null hypothesis (H0): There is no association between customer age and communication channel.

Alternative hypothesis (H1): There is association between customer age and communication channel.

According to the customer response, out of ten communication channels six were selected to examine the relationship with customer age.

Table 3 Observed statistical values for communication channels in relation to customer age

<table>
<thead>
<tr>
<th>Channels/Age</th>
<th>less than 20</th>
<th>21-30</th>
<th>31-40</th>
<th>41-50</th>
<th>51-60</th>
<th>Older than 60</th>
<th>Total (Row)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holidayinn.fi</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Google</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>1</td>
<td>0</td>
<td>14</td>
</tr>
<tr>
<td>Reception</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>5</td>
<td>3</td>
<td>0</td>
<td>11</td>
</tr>
<tr>
<td>Brochures</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Word of mouth</td>
<td>0</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>15</td>
</tr>
<tr>
<td>Friends</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>6</td>
<td>1</td>
<td>4</td>
<td>19</td>
</tr>
<tr>
<td>Total (column)</td>
<td>2</td>
<td>12</td>
<td>17</td>
<td>23</td>
<td>9</td>
<td>7</td>
<td>Sum 70</td>
</tr>
</tbody>
</table>
Table 4 Expected statistical values for communication channels in relation to customer age

<table>
<thead>
<tr>
<th>Channels/Age</th>
<th>less than 20</th>
<th>21-30</th>
<th>31-40</th>
<th>41-50</th>
<th>51-60</th>
<th>Older than 60</th>
<th>Total (Row)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holidayinn.fi</td>
<td>0,1</td>
<td>0,5</td>
<td>0,7</td>
<td>1,0</td>
<td>0,4</td>
<td>0,3</td>
<td>3</td>
</tr>
<tr>
<td>Google</td>
<td>0,4</td>
<td>2,4</td>
<td>3,4</td>
<td>4,6</td>
<td>1,8</td>
<td>1,4</td>
<td>14</td>
</tr>
<tr>
<td>Reception</td>
<td>0,3</td>
<td>1,9</td>
<td>2,7</td>
<td>3,6</td>
<td>1,4</td>
<td>1,1</td>
<td>11</td>
</tr>
<tr>
<td>Brochures</td>
<td>0,2</td>
<td>1,4</td>
<td>1,9</td>
<td>2,6</td>
<td>1,0</td>
<td>0,8</td>
<td>8</td>
</tr>
<tr>
<td>Word of mouth</td>
<td>0,4</td>
<td>2,6</td>
<td>3,6</td>
<td>4,9</td>
<td>1,9</td>
<td>1,5</td>
<td>15</td>
</tr>
<tr>
<td>Friends</td>
<td>0,5</td>
<td>3,3</td>
<td>4,6</td>
<td>6,2</td>
<td>2,4</td>
<td>1,9</td>
<td>19</td>
</tr>
<tr>
<td>Total (column)</td>
<td>2</td>
<td>12</td>
<td>17</td>
<td>23</td>
<td>9</td>
<td>7</td>
<td>Sum 70</td>
</tr>
</tbody>
</table>

Outcomes and conclusions

Condition: Null hypothesis accepted if the chi-square statistic value is smaller than chi-square critical value. Otherwise, null hypothesis rejected.

For chi-square,

\[ x^2 = \sum \frac{(O_i - E_i)^2}{E_i} \]

Degree of freedom \( df=25 \)

Alpha= 0,05

critical value at \( df (25) \) and alpha (0,05) is 37,65

Chi-square value \( x^2 = 14,58 \)

\[ P \text{ value} = 0,95 \]

OUTCOME: the chi-square value of the statistical test is 14,58 which is smaller than compared to critical value of chi-square 37,5 at alpha=0,05 and \( df=25 \). Thus, the result is significant. Now we can accept the null hypothesis and conclude that there is no association between customer age and communication channel preference.

Cramer’s V Correlation
\[ \phi_c = \frac{\chi^2}{\sqrt{N(k-1)}} \]

Where,

\( \chi^2 \) = Chi-square statistic = 14.58

n = total number of observations = 70

K = total numbers of columns or row whichever is smaller = 6

Cramer’s V Correlation = 0.20

Since, in chi-square test we find there is no association between age and communication channel however, in Cramer’s V correlation test we got 0.20 which signify that there is the moderate relationship between two variables i.e. customer age and communication channel.

So, the Chi-square result reveals that different customer age groups do not have communication channel preferences. In contrast, authors observed that young adults between the age 21-30 prefer to use google, holiday inn.fi but old people between age 41-60 and older than 60 have faith on friends, reception and word of mouth. However, Cramer’s V correlation result suggests that there is moderate association between marketing communication channel and customer age groups. Now, the association between age and communication channel doesn’t seems to be potential for the restaurant but, in future, it might be very significant to prioritize the communication channel according to targeted customers age group.

4.2.2 Analysis of gender and communication channel preferences

Null hypothesis (H0): There is no relationship between gender and communication channel preferences.

Alternative hypothesis (H1): There is a relationship between gender and communication channel preferences.

Four communication channels Facebook, Instagram, TV and digital display were eliminated because very few customers were interested on them. So, it was significant to remove them to get valid results while conducting Chi-square test and Cramer’s V correlation.

Table 5 Observed statistical value of communication channels in relation to gender.

<table>
<thead>
<tr>
<th>Communication channels</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication channels</td>
<td>Male</td>
<td>Female</td>
<td>Total</td>
</tr>
<tr>
<td>------------------------</td>
<td>-------</td>
<td>--------</td>
<td>-------</td>
</tr>
<tr>
<td>Holidayinn.fi</td>
<td>5,8</td>
<td>3,2</td>
<td>9</td>
</tr>
<tr>
<td>Google</td>
<td>12,8</td>
<td>7,2</td>
<td>20</td>
</tr>
<tr>
<td>Reception</td>
<td>11,5</td>
<td>6,5</td>
<td>18</td>
</tr>
<tr>
<td>Brochures</td>
<td>5,8</td>
<td>3,2</td>
<td>9</td>
</tr>
<tr>
<td>Word of mouth</td>
<td>15,4</td>
<td>8,6</td>
<td>24</td>
</tr>
<tr>
<td>Friends</td>
<td>16,7</td>
<td>9,3</td>
<td>26</td>
</tr>
<tr>
<td>Total</td>
<td>68</td>
<td>38</td>
<td>106</td>
</tr>
</tbody>
</table>

Table 6 Expected statistical value of communication channels in relation to gender.

Outcomes and conclusions

Condition: Null hypothesis accepted if the chi-square statistic value is smaller than chi-square critical value. Otherwise, null hypothesis rejected.

For chi-square,

\[ \chi^2 = \sum \frac{(O_i - E_i)^2}{E_i} \]

Degree of freedom df=5

Alpha= 0,05

critical value at df (5) and alpha (0,05) is 11,07

Chi-square value \( \chi^2 = 1,43 \)

P value = 0,92
OUTCOME: the chi-square value of the statistical test is 1.43 which is smallest than compared to critical value of chi-square 11.07 at alpha=0.05 and df= 5. Thus, the result is significant. Now we can accept the null hypothesis and conclude that there is no association between gender and communication channel preference.

Cramer’s V Correlation

\[ \phi_c = \sqrt{\frac{\chi^2}{N(k-1)}} \]

Where,

\( \chi^2 \) = Chi-square statistic \( = 1.43 \)

n = total number of observations \( = 106 \)

K = total numbers of columns or row whichever is smaller \( = 2 \)

Cramer’s V Correlation \( = 0.12 \)

OUTCOME: in Cramer’s V correlation test we got 0.12 which indicate that there is the weak relationship between two variables i.e. gender and communication channel. But according to the Cramer’s V correlation value interpretation table, this relationship is not acceptable.

4.2.3 Analysis of the customer satisfaction and living place.

Null hypothesis (H0): There is no significant difference based on living place and satisfaction level of the customers

Alternative hypothesis (H1): There is significant difference based on living place and satisfaction level of the customers

Table 7 Observed value of customer satisfaction based on living place

<table>
<thead>
<tr>
<th>Satisfaction area</th>
<th>Abroad</th>
<th>Uusimaa</th>
<th>Other part of Finland</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quickness in service</td>
<td>19</td>
<td>14</td>
<td>18</td>
<td>51</td>
</tr>
<tr>
<td>Friendliness in service</td>
<td>19</td>
<td>14</td>
<td>20</td>
<td>53</td>
</tr>
<tr>
<td>Knowledgeable</td>
<td>18</td>
<td>12</td>
<td>19</td>
<td>49</td>
</tr>
<tr>
<td>Service value</td>
<td>19</td>
<td>12</td>
<td>17</td>
<td>48</td>
</tr>
<tr>
<td>Overall dining value</td>
<td>15</td>
<td>13</td>
<td>12</td>
<td>40</td>
</tr>
<tr>
<td>----------------------</td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>65</td>
<td>86</td>
<td>241</td>
</tr>
</tbody>
</table>

Table 8 expected value of customer satisfaction based on living place

<table>
<thead>
<tr>
<th>Satisfaction area</th>
<th>Abroad</th>
<th>Uusimaa</th>
<th>Other part of Finland</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quickness in service</td>
<td>19,0</td>
<td>13,8</td>
<td>18,2</td>
<td>51</td>
</tr>
<tr>
<td>Friendliness in service</td>
<td>19,8</td>
<td>14,3</td>
<td>18,9</td>
<td>53</td>
</tr>
<tr>
<td>Knowledgeable</td>
<td>18,3</td>
<td>13,2</td>
<td>17,5</td>
<td>49</td>
</tr>
<tr>
<td>Service value</td>
<td>17,9</td>
<td>12,9</td>
<td>17,1</td>
<td>48</td>
</tr>
<tr>
<td>Overall dining value</td>
<td>14,9</td>
<td>10,8</td>
<td>14,3</td>
<td>40</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>65</td>
<td>86</td>
<td>241</td>
</tr>
</tbody>
</table>

Outcomes and conclusions

Condition: Null hypothesis accepted if the chi-square statistic value is smaller than chi-square critical value. Otherwise, null hypothesis rejected.

For chi-square,\n
\[ \chi^2 = \sum \frac{(O_i - E_i)^2}{E_i} \]

Degree of freedom df=8

Alpha= 0.05

critical value at df (8) and alpha (0.05) is 15,51

Chi-square value \( \chi^2 = 1.31 \)

P value = 1

OUTCOME: the chi-square value of the statistical test is 1.31 which is smallest than compared to critical value of chi-square 15,51 at alpha=0.05 and df= 8. Thus, the result is significant. Now we can accept the null hypothesis and conclude that customer satisfaction and living place has no relationship and both are independent variables.

Cramer’s V Correlation
Where,

\[ \phi_c = \sqrt{\frac{\chi^2}{N(k - 1)}} \]

\( \chi^2 = \) Chi-square statistic \(= 1.31 \)

\( n = \) total number of observations \(= 241 \)

\( K = \) total numbers of columns or row whichever is smaller \(= 3 \)

Cramer’s V Correlation \(= 0.05 \)

**OUTCOME:** in Cramer’s V correlation test we got 0.05 which indicate that there is the no relationship between two variables i.e. customer satisfaction and living place.

5 Conclusion and recommendations

The Objective of this research was to create a concrete marketing communication plan and to identify the satisfaction level of the customer in restaurant. To make the research valid and reliable authors conducted Cronbach alpha test for the questionnaire, Chi-square test and Cramer’s V Correlation test used to analyze the survey results.

Based on the present digital world and high number of people using social media, Facebook and Instagram were expected to be the best marketing communication channels for the restaurant. In contrast, based on the results of the questionnaire customers preferred to be communicated through company’s official website and be contacted from the reception. The Company should focus towards its website as customer are using it for the information of the company and make it more customer-friendly and updated time to time. As high number of customers visits the website before moving to the restaurant, so the information about discounts, and other facilities should be made updated. Company should prioritize reception as the main Communication channel and focus to give efficient and fast customer service through it. According to the research result, customer gives high preference to their friends and word of mouth as the important communication channel while looking for the restaurant, thus organizing the seminars, workshops and welcome programs among the new customers and providing them certain discounts might be beneficial to promote the restaurant. Research results showed that friends and Word of mouth remained as crucial methods of communication channel. Thus, by using communication channels effectively many potential customer can be reached and attracted to the
restaurant and high focus towards HolidayInn.fi, Reception, word of mouth and google to communicate with the customers, helps to increase the number of loyal customers towards the restaurant. Social media such as Facebook, Instagram were ignored by the customers. As these media do not seem to be used by the customers so rather than using them as the communication channels, restaurant should focus to those media which are mostly used by the customers.

The other part of the research was about the satisfaction level of the customer in the restaurant. Research result reveals most of the customers coming to the restaurant were satisfied and happy. The result showed that the number of satisfied and very satisfied customers are immensely high. The reason behind it is the most of the customers were the loyal customers and they come to the restaurant time and again. Company should try to make their loyal customers happy and make them come to the restaurants again and again by giving them discounts and other attractive gifts. Most of the customers were giving good response to the service of the restaurant. Customers were happy about the quick service and friendly behavior of the staff while there need to be make a minor improvement of staff’s knowledge about local attractions, foods and beverages.

In nutshell, most of the customers in the restaurant were satisfied. Research showed that the restaurant is doing excellent service to maintain their loyal customers. Customers are happy with the service offered by restaurant resulting the visit of customer more frequent to the restaurant. Likewise, for the recurrent communication with their customers, according to the research result restaurant should give more priority to marketing communication channels such as Reception, Friends, Word of Mouth, and own website. So, it is suggested that reception staffs need to be well trained, so they can suggest and promote the restaurant to the customers. Also, once in a month it might be better if restaurant offer certain discounts on food and beverages for the customers and update the information in holidayinn.fi. This policy is effective to attract more customers form the hotel as well as to fascinate local inhabitants near by the restaurant. Rather than spending money on flyers, Instagram and Facebook for the promotion of the restaurant it is suggested to use google as most of the participants said that they use google to find the restaurant. Furthermore, research result showed that maximum number of customers in the restaurant were belongs to abroad which were more than 40 years old and there were negligible number of local customers in restaurant. So, another research project can be done regarding the marketing plan to attract local customers in the restaurant.
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Electronic sources


Unpublished source

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Appendix 1: First appendix

We are conducting the research to develop marketing communication plan and measure customer satisfaction level of the restaurant. This research is related to Business Management student thesis, which we are studying in Laurea University of Applied Sciences in Leppävaara. Your response supports us to identify the factors that helps to improve the Holiday Inn restaurant service. Your experience and feedback help us to make a better decision.

1. What is your gender? Choose one of the option.
   - Male  
   - Female

2. Where are you from?
   - Abroad
   - Uusimaa
   - Other part of Finland

3. What is your age?
   - 20 or younger
   - 21-30
   - 31-40
   - 41-50
   - 51-60
   - Older than 60

4. Are you staying in this hotel?
   - Yes
   - No

5. Where did you get the information about Holiday Inn restaurant?
   - Holidayinn.fi
   - Facebook
   - Instagram
   - Google
   - Digital display next to the reception
   - Television information at hotel room
   - Reception
   - Brochures from hotel elevator
   - Word of mouth
   - Friends
6. How important are the following information channels when looking for restaurant to dine on a scale of 1 - 5 (1 being unimportant and 5 is very important)?

<table>
<thead>
<tr>
<th>Information Channel</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holidayinn.fi</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facebook</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instagram</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Google</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Digital display next to the reception</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>From hotel room TV</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reception</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brochures from hotel elevator</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Word of mouth</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Friends</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

7. How would you like to rank following statements (1 being strongly disagree and 5 is strongly agree)?

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff was there to take your order quickly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff was friendly and patient when taking the order</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff was able to answer all the questions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall the service was excellent</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Considering everything our dining experience was excellent value</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8. From which media do you prefer to give the suggestion or feedback regarding the service quality of the restaurant? I would change the place of this question to be in the end

- Facebook
- Email
- Instagram
9. Finally, what is your overall satisfaction level with this Holiday inn restaurant? (1 being not satisfied and 5 is fully satisfied)

1
2
3
4
5  Thank you for your participation.