



VAASAN AMMATTIKORKEAKOULU
VASA YRKESHÖGSKOLA
UNIVERSITY OF APPLIED SCIENCES

Martina Ober

DIFFERENCES IN CUSTOMER
BEHAVIOUR AND EXPECTATIONS
BETWEEN FINLAND AND GERMANY

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ABSTRACT

Author	Martina Ober
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The purpose of this thesis was to find out differences in the behaviour and expectations of customers in restaurants in different countries, and how those differences affect the restaurant industry.

The countries Finland and Germany were chosen to be compared with each. Respondents of both countries were asked in questionnaires about their preferences of service, complaining and tipping behaviour. In addition restaurant owners/managers were asked about their way of conducting service in their restaurants.

The evaluation of the questionnaire showed few differences between the German and the Finnish respondents. In the research Finns tended to be more open towards self service, while the German respondents would rather get service by a waiter. Differences were also shown in the complaining and tipping behaviour. The quantitative research interviews did not show any differences between the countries. There were similarities and differences within the countries noticeable and also overlapping answers among the Finnish and German interviewees.

Keywords	[Customer behaviour, restaurant service, customer expectations, Finland, Germany]
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INTRODUCTION

“The guest is king” is an old fashioned but still often used quote in the service sector. Nevertheless, nowadays a customer does not have to be treated like a king but should always be treated politely and with respect by the staff, even in difficult situations, for instance when the wrong food is served. The first impression by a customer of a restaurant is in today’s climate even more important because there is a wider range of restaurants compared to perhaps ten or twenty years ago, what this means for the customer is that they can freely decide where to go if they are not satisfied with the service in their first choice of restaurant. So if the food is equally good in the different restaurants, the service is the value which counts.

Good service is not the same everywhere. Even though the world gets smaller and more united, differences still exist. Europe is the second smallest continent (Maps of World, 2011) and has an enormous variety of cultures. Different languages, cultural backgrounds and ecological factors of the many different countries of Europe make it unique, hence it is interesting to see how those different countries operate in the service industry and the purpose of this thesis will be to examine the differences between two different European countries in the restaurant service business.

1.1. Background of the Study

Restaurant service provided by the staff and the management of a restaurant and expectations of service by the customers are different from culture to culture. Service is related to the food which is offered, and every country has their typical kind of food. Italy for example, is famous for pizza and pasta, usually served in a casual atmosphere where the pizza chef might throw the pizza dough up in the air to entertain the customer. An ordinary tourist who comes to Italy expects this casual atmosphere when they go to an authentic Pizzeria. The pizza did not only inspire the Italian people, but made also a triumphal procession over the whole world. In almost every country it is possible to get a variation of the Italian pizza with different adaptations according to the country it is sold in. For instance the

Americans prefer pepperoni on their pizza, but in England they rather have tuna and corn on it. Then if you go to Australia, their favourite topping would be egg and the Indians like pickled ginger the most (Hawkins & Best & Coney, 2001: 42). These kinds of pizzas have only little to do with the original pizza from Italy anymore. The dough, the tomato sauce and the cheese are often commonalities between the foreign adoptions and the original Italian pizza. The adoptions work well in other countries because they change the pizza to their own eating and preparation habits.

The same happens with customer service. A Chinese restaurant that opens in Europe can have chopsticks but may have to offer cutlery as well, because most people in Western countries are not used eating with chopsticks; to finish their meal with chopsticks might take hours. Companies which plan to expand their business to another country should be aware of those differences before they open their business abroad to avoid dissatisfactions for the customers. Adaption of different culture habits and customs is important to keep a restaurant running. A type of restaurants which works well in one country might not work in another because the service expectations are so diverse. If the company is aware of the expectations of the customers, when opening a new restaurant abroad, the company can make changes to their policy and service structure to better ensure the success in the country in which it will be opened. Success is often dependent on adapting the habits of the local environment and that counts even for big companies or restaurant chains which expand over the whole world. For instance McDonald is a big brand, well known everywhere in the world and has enormous success in over a hundred countries (Hollendsen, 2007: 16). When McDonald's expanded for instance to India, it had to be aware that around 40 % of the population are vegetarian and on top of that, there are people who are not willing to eat beef or pork. For that reason McDonald created and offered to the people instead of the Big Mac the "Maharaja Mac" which was made from mutton and as an alternative to that, they created also a vegetarian version which was made with rice-patties. Those kind of local and cultural adoptions were not only done in India, they were done all over the world, like for instance in the Philippines

McSpaghetti is popular and in Thailand the Samurai Pork Burger (Hollendsen, 2007: 16).

1.2. Research Gap

The European Union grows more and becomes more tightly interwoven. Since the year 2007 two new states joined the European Union, currently it has 27 member states. Through the merging of the member states also the mobility for European citizens became easier. Europeans can freely decide where to work or study within the European Union whereby also the opening of an own business, or the expanding of an already existing business is not as difficult as it used to be. Nevertheless, people who go abroad within the European Union, to work or to open their own business, should be aware of the cultural differences and the variety in the way of living of the people within Europe. The service sector is one part which may affect those cultural differences; hence the purpose of this final thesis will be to study differences in the service industry of two different European countries.

1.3. Research Question

The aim of this thesis is to discover and analyze any differences in the expectations or ideas about service in the restaurant service section in two different European countries. It is very common nowadays that different kinds of restaurants from a certain country are expanding to different countries, or someone immigrates to another country and opens a restaurant there; hence it is important to know something about the habits in the specific country in which the restaurant will be opened.

Due to my German origin and my time living in Finland while I was studying and working in the restaurant field, for this thesis the countries Finland and Germany were chosen to be examined in my study. I noticed many differences between Finland and Germany, not just in the cultural and the living aspect, but especially the service in restaurants. Another interesting aspect will be to see what kind of differences in the expectations of service in restaurants people have, even though

both countries are located in Europe (Germany in the middle and Finland in the North) they are geographically relatively close to each other.

Based on the above discussion, the research question will be formulated as follows: “How does the behaviour and the expectations of the customer in the restaurant service differ between Finland and Germany and how does that affect the restaurant industry?”

In order to answer the research question, three objectives were set to come step by step to the answer. The first objective is to get into the theory of good restaurant service, to see what it contains and how is it achieved from the restaurant personnel to the customer. The second objective was achieved by quantitative research interviews which consisted of interviews with restaurant owners about how good restaurant service should be achieved in their point of view. Those interviews were done with restaurant owners from both countries, Finland and Germany. The third and last objective consisted of a quantitative research which was also conducted in Finland and Germany. This kind of research was done by questionnaires which were filled in by respondents from Germany and Finland as well.

1.4. Structure of the Study

After the introduction part of this thesis, the focus shifts in chapter two towards the theoretical part of the restaurant service business. The different kinds of service methods are discussed and introduced and there will also be a closer look into the different kinds of restaurants which have been established in the last years. The third chapter will be about customer service and everything that customer service includes for example how to achieve good service, meeting the expectations of the customers, handling complaints and satisfying customers. After the theoretical part is completed, the six restaurants, which were interviewed for the quantitative research interviews, will be introduced in a separate chapter. In chapter five the empirical part of the final thesis starts and a deeper look will be taken into the research methods which were used. The results of the research will be discussed in the following chapter. The final chapter will conclude the results

and also contains a final discussion about the work on this thesis will be conducted.

2. SERVICE AND RESTAURANTS

The kind of service offered in a restaurant always depends on the location, the occasion, the number of guests and sometimes also on the amount a customer is prepared to pay. The kind of restaurant which is chosen by the customer is also dependent on wallet size and time that the customer has. If someone goes for lunch during a 30 minute lunch break, he/she will not choose a fancy and classy restaurant with candles on the tables. For this occasion a lunch place would be more suitable, where you get your food quickly, usually with self service, so they do not have to spend most of the lunch break waiting for the food.

In this chapter the different kinds of service techniques will be introduced. After the service techniques different kinds of restaurants will be explained, which kind of service is performed and what can be expected when you visit a specific type of restaurant.

2.1. Table Service

The most common table service in restaurants is the plate service and the self-service. Both of those types are fast and do not require too much staff for serving. But there are three more types of table service: French service, platter service and side-table service (Meyer, Schmid, Spühler, 1991: 114)

French Service: French service, which is also called butler service, is when the waiter goes from customer to customer with a big platter, where the food is placed on and from which the customers serve the food themselves of the platter to their plate. On some occasions, the platter is placed on the table, and the customers can take the food from there (Meyer et al., 1991:114,115).

Platter Service: Platter service, also called silver service, works in the same way as the French service, but in this kind of service the waiter serves the food from the platter with a service spoon and a service fork in one hand to the customer's plate. The speed is important when using the platter service, because on the platter may be up to ten portions which have to be served quickly to the customers plate, so the food does not get cold waiting for the last customer to be served. For this

kind of service it is also important that the food is coming extremely hot out of the kitchen, so that the last portion on the platter will still be hot when it is served on the customer's plate (Bamung & Karet, 1989: 20).

Side-Table Service: When using the side-table service, the food platters are placed at a small table or trolley at the end of the dining table. The waiter prepares the food portions on a plate for every customer and serves it to the customer. This is a very effective service, especially if the food preparing needs some special skills, like boning a fish, and in addition it is also a good eye catcher for the customers. The food can also be cooked or being flambéed in front of the customers' eyes, which makes it very special and is considered as a very superb way of serving (Bamunge et al., 1989: 22)

Plate Service: This style of service is very common in restaurants. It is a very simple way of service and does not require a very skilled waiter, compared to, for instance, the silver service. The food is placed on the plates by the chefs already in the kitchen, and the service staffs takes it from there and places it on the table in front of the customer. This kind of service requires a good timing by the kitchen, because even if different dishes are ordered by the same table, all the dishes have to be finished at the same time. Also the serving staffs have to be quick in serving and fetching the ready dishes from the counter, because the food cannot stand too long at the counter, it may get cold and may not taste as fresh as it should taste if it left too long, even if it may kept warm with the help of a warming lamp (Bamung et al., 1989: 21).

Self-Service: The Food is placed on buffet tables, from where the customers get the food themselves. The practical reason for a buffet is that a lot of different dishes can be served at the same time, without more work for the waiters, except filling up the buffet table and take the empty plates from the tables. It is important to keep all the food items at the right temperature. Hot food is usually kept together on buffet tables which can be heated up to the right temperature so the food keeps constantly warm. Cold foods, like salads, cold starters and desserts have to be placed on a buffet table which cool down the food items in the right temperature

2.2. Types of Restaurants

The restaurant business is very multifarious and new trends come up every year. The restaurant industry offers something for every taste, if someone just wants to grab a quick bite in the work break or wants to eat a nice meal in a cosy atmosphere. The price and class level can be decided before going to a restaurant by choosing the type of restaurant which is in accordance with your demands, is appropriate for the occasion you visit a restaurant for and on how much money you are willing to spend.

Fast Food Restaurants: Fast Food Restaurants have become more and more popular in the last few decades. Those kind of restaurants provide quick food, usually finger food or any kind of food you do not need necessary cutlery for, for instance burgers, French fries or hot dogs, which can be eaten either in the restaurant or can be ordered as take away, so that it can be taken home or to your workplace or wherever you feel to eat your meal. The food is usually wrapped in a paper or in a carton or in anything what can be thrown away after the meal is finished. Also the cutlery, if it is wished to be used, is made out of plastic. Another characteristic of a Fast Food Restaurant are the cheap prices to which the food is offered. One explanation for the low food prices is the fewer number of employees which are needed to serve the customers. Fast Food Restaurants usually have the same system, the customer comes in and goes to the counter, where an employee takes the order, which is placed on a tray or if it is ordered to take away it is put in a bag, then the customer pays and goes either with the tray to a free table, where they eat the meal or take their bag and go out. The reason why the customers get their food so quickly is that the food is usually precooked and kept warm until it is bought (Bamunge et al., 1989: 28).

Midscale Restaurant: One example of a midscale restaurant is the family restaurants. Even though it has table service, the customers do not have to wait a long time for their ordered food. The prices are a bit higher than in a Fast Food Restaurant, but still affordable which makes it especially attractive for families. The providing costs for those restaurants are kept low through not very skilled staff, no fancy service or decorations on the table, for instance instead of linen, for

which the cleaning costs would be too high, especially in a family restaurant; the table is set with paper place mats, and this is what usually families are looking for easy and casual service where they can go with their children to have an easy meal together (Powers & Barrows, 1999: 80, 81).

Casual Restaurants: Casual restaurants are in general restaurants where you can go to have a relaxed evening, where the prices are affordable for people with an average income and where no dress code is demanded but good food can be still enjoyed in a nice environment. Ethnic restaurants, which provide food from a certain part of the world, for instance Asian, Mexican or Italian, are a typical example of a casual restaurant. Entertainment restaurants are also included in this category. If you plan to go to an entertainment restaurant, the experience and the surroundings are more important than the food, even though it is still important (Powers et al., 1999: 86, 87). Hard Rock Cafe is one example for entertainment restaurants. The theme of those restaurants is rock music, and all restaurants are decorated with memorabilia of everything that belongs to the Rock ‘n’ Roll music genre (Hard Rock Café, 2011).

Fine Dining: Fine dining restaurants are usually a bit smaller, not more than a hundred seats; do not belong to any chain and achieve excellent service to their customers. The success for fine dining restaurants is dependent on the superb quality which has to be provided by the restaurant to their customers. The staff has to be professionally trained to answer successfully the high expectations which the customers have. The small amount of seats, the professional skilled staff and the high quality of the ingredients, which are used for cooking, can be just afforded through high prices and those high prices have to assure the good and excellent service which is received in a fine dining restaurant (Powers & Barrows, 1999: 65 – 66). The people who are coming for a dinner in a fine dining restaurant can be business people who have a meeting in the restaurant or also people who want to celebrate a personal occasion like a wedding, a birthday or an anniversary (Walker, 2008: 32, 33).

Cafés/Coffeeshop: Cafés have a long tradition and history. The first coffee house in Europe was opened in 1647 in Venice and had the name “La bottega del caffè”

(engl. Coffee shop). Three years later the first coffee house opened in Oxford, England, and another two years later one in London. At the end of the 17th century there were already 2000 coffee houses located in London. In the year 1677 the first coffee house opened in Hamburg Germany. In Germany coffee houses did not have a good reputation, one reason for that was the gambling which was practised on these premises. In the middle of the 18th century the “literary coffee house” was introduced. Its speciality was newspapers and magazines which were laid out (Bauer, 1967: 156 – 163). Nowadays it is still very common for cafés and coffee shops to lay out newspapers, books and magazines for their guests to read. The “new” version of coffee houses are so called coffee shops. These kinds of cafés are usually with self service and also offer coffee to go, meaning that the coffee can also be ordered in a paper cup, which can be taken away. The concept is that the customer comes to the counter, orders the coffee, tea and/or something to eat from there and pays straight away. The coffee is made immediately after it is ordered and given to the customer right away, and he/she takes the coffee and sits down. This is a very fast and easy method, because the customer gets the coffee and pays straight away. It is also very popular to grab a coffee in the morning on the way to work, to drink it then; for example in the bus.

3. Customers

Good service is like the heartbeat for every restaurant and decides if the customer comes back or if they would rather choose another restaurant. Even if you have the most cosy and tasteful interior and the most modern techniques to cook the best meals in town, if the service provided is not good and pleasant for customers, if they do not feel welcome in the restaurant, they will choose another restaurant to eat in (Timm, 2001: 5). A restaurant needs customers but a person does not necessarily have to become a regular customer in a restaurant. Every person can choose to which restaurant he/she likes to go and also if he/she wants to go to a restaurant at all. Hence, it should be the task and main focus of every restaurant to get a customer's loyalty and to fulfil his/her needs and expectations to the fullest satisfaction.

Through good service and customer satisfaction the customers do not just come back, they also spread the important "word of mouth", the good or bad tip by a friend, colleague, family member or any other person one interacts with, to go or not to go to a specific restaurant. Nowadays this is very important because 63 % of people say that they rely on Word-of-Mouth, which makes it the best way to create good customer awareness (Timm, 2001: 5). Presently, it may be even said that a customer is a way of receiving reasonable publicity (Cerwinka & Schranz, 2007: 25). A satisfied guest is not only able to tell friends and family about a good experience in a restaurant, today in the times of the internet, people can communicate worldwide about experiences they had in a certain restaurant. A person who plans to have holidays for instance in Germany can be informed before their actual arrival through a webpage like 'Tripadvisor' (TripAdvisor, 2011) about restaurants in the city which he/she is going to visit. On this homepage it is not only possible to write about personal experiences which you had, there is also the possibility to rate the restaurant. Every visitor of the homepage is able to see the best ranked restaurant in a certain city, with reviews of different persons who have been there.

The bad news are, that not just happy and satisfied customers are letting people know about their experiences, may it be through the internet or to friends and family, also the unsatisfied customer exchange their experiences, and this can be harmful for every business. It may happen that not just the unhappy customers stays away forever from the restaurant, he/she may also convince other people avoid the restaurant. This fact makes it even more important to satisfy the guests with good service, to meet the expectations, and also to exceed them, to find loyal customers who are bound to your restaurant and will spread good word of mouth.

3.1. What is Good Service?

Meyer et al. said if there is an atmosphere created in which the customer feels comfortable, then the providing of good service has succeeded (1991: 11). Olsen, Teare and Gummeson share the opinion that service quality can be provided if the organization is effectively structured (1996: 3). Good service can have many different definitions and can also depend on point of views, but in the end it should have the same result: Happy customers who enjoyed their dining experience in the restaurant and in the best case scenario, customers who return to the restaurant repeatedly.

Service can be divided into four categories (Hollendsen, 2007: 423,424). The first category of customer service is “Intangible” which means, that it cannot be touched or tested before it is used or provided. Service is like an atmosphere around you and you cannot touch, smell or feel it, but as long as you for example sit in the restaurant or stay in a hotel, a longer service process than only a meal in a restaurant, the intangible service is around you. Tangible elements may be used to highlight the quality of service, for instance the famous mint on the fresh made bed in the hotel room or also the free food and drinks you get in an airplane, but they are just small parts to highlight the intangible service. The second category is “Perishable”, it cannot be stored or used in the future. In the restaurant business this would mean, that if a table was empty all day the sales of the table are lost forever. Thirdly “Heterogenic” which means that service is never the same. Service is provided from and for people who all act differently; no person acts the same all the time and every person reacts in different ways. The fourth and also

last category is “Inseparable”. The service by the staff and the consumption by the customer happens at the same time, all around the customer is serviced while they are eating in a restaurant. It starts when the customer is greeted when they step into the restaurant, they may then be led to their table, the waiter brings drinks and perhaps recommends something on the menu, for instance the “Special of the Day”, answers questions about the food and this customer service continues until the customer pays their bill. Even after this, good service should never end with the payment of the check it continues until the customer has left the restaurant (Meyer et al., 1991: 153).

The fourth category of service by Hollendsen is also very close to Normann’s “Moment of Truth” (Grönroos, 2000: 72). The moment of truth is the time when the customer and the waiter meet and the serving experience begins. This is the time when the waiter can show their skills and do the best of what they have learned. It is the only time when they get this opportunity, when the customer is gone there is no way to get that moment back and maybe correct some mistakes or give some additional value to the service. If a mistake was made or the customer was not satisfied the moment is gone and cannot be easily corrected afterwards. When the customer leaves the restaurant, they take all their impressions with them. The perception of the customer is not dependent on the lasting impression. Customers who are not completely satisfied are often unwilling to complain or to say something to the staff about problems or appeal for the problem to be fixed which makes it difficult for the restaurant to be aware of any problems and if a restaurant is unaware of any problems they are not able to fix it. Only five percent of dissatisfied customers are willing to complain to a company (Timm, 2001: 42), for the staff this means that they have to be always be aware of any situation in the restaurant to keep the service standard high and to satisfy their customers’ expectations.

3.2. Customer’s Expectations

To contribute to the well being of the customer, it is important to know the needs of the customers which they have while stepping into the restaurant. Every customer has basic needs and expectations. Those are among others that the

customer wants to feel welcome and safe in the restaurant, wants to be taken seriously and he/she wants to eat in a clean surrounding. The customer will certainly be dissatisfied if the basic expectations are not fulfilled. It is an assumption to fulfil the basic expectations and needs to create a good relationship with the customer (Cerwinka et al., 2007: 24). Nevertheless, there are also expectations of each guest which depend on the personality of the guest or on the experiences they have had before in the same or a similar restaurant, if it was a good or a bad experience; this also influences the expectations of the customer. The mood of the guest when they step into the restaurant will also affect the guest's expectations. People usually do not go into a restaurant and tell the waiter or the chef what they are expecting from their visit or how the staff can fulfil their expectations. Those expectations only exist in the customers' minds and it is the responsibility of staff member to try the best to fulfil those unknown expectations (Timm, 2001: 67).

The waiter who is serving the customer has to know how to treat the customer, which is easier when you can categorize the different types of customers (Meyer, et al., 1991: 144). A regular guest, for instance, expects more personal treatment than a guest who just came in for the first time. The regular guest may expect that you ask how they are doing or when they have not been in the restaurant for a while that the waiter asks him or her that they are glad he or she is back, perhaps asks where they have been depending on the familiarity of the guest. Regular guests are coming back frequently and come to the restaurant for many reasons. One of the reasons is usually Good Service and because they like the place and the handlings of the staff with the customer. Hence, it is easier to disappoint a regular customer, who knows the usual service at "their favourite restaurant" and might be offended when they do not get the service they are used to. Of course it is not just the service but also food, drinks and the location; nevertheless excellent service is often the reason for the customer to come back frequently (Hollister, 2005).

Regular customers are also important in a financial context. They do not just talk positively about the restaurant among other people; they also bring money by

coming back again and again (Blatter, 2009). This is called the “lifetime value of a customer” and means the net profit which each customer brings during a life time he/she is coming to a specific restaurant and purchasing food and drinks (Shoemaker & Shaw, 2008: 94).

One guest category which is pleased with some more help and special treatment are tourists, who just stay for a short while in the town or city (Meyer et al., 1991: 144). Especially tourists who come from abroad or simply from another cultural area, for instance Asian tourists or tourists in general who are not familiar with the western culture and their food habits and customs need more assistance and help. Further explanations about the food items and their combination can be needed and make a good impression to the customer. The behaviour and service of the staff members of the restaurant that a tourist chooses to eat in reflects, in that case, the whole impression which the tourist gets from the region he/she is visiting and also this should be kept in mind while serving tourists.

Another category of guests which may be considered, are the different expectations of older people. For instance an older customer may appreciate it or even expect to be helped one to take off and to put on a coat or the staff should perhaps be aware of their older customer’s inclination to be seated at a quieter table in the restaurant. It may also be useful for the service staff to be aware of the older clients’ interests in food and tastes when it comes to the menu as well, for instance when an older customer asks for a recommendation, the waiter may not recommend the spiciest dish on the menu (Meyer et al., 1991: 144).

The occasion on whether a customer visits the restaurant or the group with which the customer comes in, demands different service by the waiter as well. If a business man comes in with his business partners for dinner and a business dinner or anything else which might be important for the company, the treatment for the group has to be more formal and suitable for the situation. The business man is the host and the head of the table, and he wants to be treated in that way. If the same man comes in the next day with his friends, he might act differently, and the service has to be again, suitable for the situation. (Meyer et al., 1991: 141 - 142)
The restaurant staff always have to try to guess what the customer is expecting

from the restaurant and its service, otherwise it is not possible to fulfil the customer's expectations (Grönroos, 2000: 62).

There are also differences between customer expectations according to different restaurants. A customer at a fast food restaurant for instance does not have very high expectations, he wants a burger or an ice cream, and everything quick on a tray so he can take it to the next free table, which may not be clean but this is not so important, because the expectations of the service are low. On the other hand if someone chooses to go to the "Chez Dominique" - Restaurant which is one of the best restaurants in Finland (Viisi Tähteä, 2010) your expectations may be very high. If the table you were lead to still has have a dirty glass on it or there would be a small stain on the table clothes from the previous customer, you would be likely to be very disappointed and keep that impression with you.

3.3. Exceeding Customer's Expectations

To only fulfil the guest's expectations is not enough to ensure a lasting impression beyond the immediate experience. If the expectations were met, the guest is namely satisfied but does not have any motivation to come back to the restaurant again. A very simple example for this case is when someone goes to a restaurant because he/she is hungry and wants to eat a steak; he/she goes into a restaurant, orders a steak, eats it, pays the bill and goes home, all his expectations were fulfilled: He/she got a steak and he/she is not hungry anymore, hence he/she is satisfied. But it can be also seen as the "zone of indifference", what means that the guest will tend to be emotionless and has no encouragement to come back to the restaurant. For avoiding the "zone of indifference", the restaurant has to turn the customer's mind from being only satisfied to being motivated to come back again (Timm, 2001: 26). To turn the customer's mind and to create also a positive awareness about the restaurant, the expectations of the customer have to be known and have to be exceeded in a positive way (Timm, 2001: 66).

Paul R. Timm created the acronym VISPAC as a guideline for exceeding the expectations by the customers (2001: 75-81). VISPAC contains six categories: 'Value', 'Information', 'Speed', 'Personality', 'Add-Ons' and 'Convenience'.

Timm says, that if you just exceed the customer's expectations in one of those six categories, the loyalty of the customer will increase and he/she comes out of the "zone of indifference"

The first letter in the acronym VISPAC stands for 'Value' which is added to the product. Value means to give the customer more than he/she is paying for. Adding value to the product of a restaurant may be for example cooking everything fresh from the start, no use of readymade or canned products or the use of flavour enhancer and preservatives. Also the usage of local and ecological ingredients adds value to the menu. This kind of value which is added to the restaurant highlights it in a positive way when compared to other restaurants (Timm, 2001: 75, 76).

The "I" stands for 'Information'. To give information to the customers is important if the customer has for example questions about the food items on the menu or the customer is allergic to certain food items and needs to know if he/she can eat the meal which they have chosen by him/her. If the waiter does not know the answer about the specific item on the menu or is not certain, he/she may go to the kitchen and ask the responsible chef or offer the customer that the waiter will inform the kitchen so that they can prepare the meal to the wish of the customer. To add information to the customer, there should always be someone who knows an answer to possible questions, may it be about food, wines or about a cinema or theatre nearby where the customer can go after dinner. The customer feels pleased and well informed and this may keep him/her in mind and will think about when he/she again looks for a restaurant to eat at (Timm, 2001: 76-78).

'Speed' is represented by the third letter "S". Customers do not like it very much if they have to wait too long for example for the waiter until he/she comes with the menu. Often when the customer is really hungry and for him/her it seems a even longer period of time if the waiter is slow, The waiter should always have an eye on the customer to see when they choose something on the menu and take the order as soon as they have chosen a meal. If there may be a rush at the moment in the restaurant so that the preparation of the meal may take longer as usual, the waiter can inform the customers about the dalliance, thus the guest is prepared to

wait. The guest may be glad to know that the food might take longer and is prepared to wait. If the food is served faster than expected, the customer will be still pleased (Timm, 2001: 78, 79).

The letter “P” signifies ‘Personality’ which is a very important part in exceeding customers’ satisfaction. It should be minded that the personality of the staff should be suited to the personality of the restaurant. A waitress wearing a blouse and has the hair in a strict knot does not fit with the personality of an Irish pub, on the other hand a waiter with a casual shirt and jeans may send the wrong picture in a higher class restaurant (Cerwinka & Schranz, 2007: 22). The staff of the restaurant should have a natural and confident appearance. Guests should also be treated as individuals. Every person is different and also guests should be treated in a way they feel like the waiters do not only see “one of their guests” or even worse, they see an object which belongs to their job, but they see an individual person. Guests notice if they are not treated in an individual way and if the courtesy is forced or fake (Timm, 2001: 79).

‘Add-Ons’ are the second last category in Timm’s VISPATCH. An Add-On is a little extra which is given for free to the customers. It only has to be a small something to give a little pleasure to the customers. For instance if the customer was informed that the food they ordered may take a bit longer due to a rush in the restaurant, but to shorten the waiting time for a bit the waiter takes to all the customers a small starter on the house or as a little attention by the chef, may it be in form of a small soup or a small canapé which the customers can eat while they are waiting for the main course. It is a small gesture that the customer does not expect but will accept as a pleasant surprise (Timm, 2001: 80, 81).

The last letter “C” means convenience. To exceed the customer’s expectation, the stay in the restaurant should be as comfortable as possible for the customer. This could be done for example in a bar when the guest orders a “Guinness”, which takes a bit of time to pour it, the glass is not filled up completely at the first draw, the beer has to settle first before the glass will be filled up. People who regularly drink a pint of “Guinness” know this rule and expect and appreciate it when the barkeeper follows the guidelines of pouring a right glass of “Guinness”. If the

customer who ordered the “Guinness” is told, that he/she does not have to wait, but can sit down already and the beer is taken to his/her table, it is a nice and surprising gesture and also very convenient for the guest, because he/she does not have to stand at the bar just waiting for the beer (Timm, 2001: 80, 81).

All those criteria may exceed the expectation by the guests and will be kept in a positive way in their minds. The unexpected performance, which goes beyond the expectations, highlights the provided service. It is often the surprising act by the restaurant which keeps the guest happy, a welcome drink at the entrance or that the chef comes at the end of the dinner and asks how the food was and who is also prepared to take criticism (Cerwinka et al. 2007: 25). If the restaurant succeeds in exceeding expectations, it will attract customers who will be loyal and bound to the restaurant, and above that they will certainly spread a good “word-of-mouth”.

3.4. Handling and the Importance of Complaints

The worst complaint is if a customer does not complain at all; the restaurant has no chance to fix the mistake which was made or even worse, the restaurant is not even aware that a mistake or error has occurred. Two-thirds of the customers that are not willing to complain or just “do not have the nerves” just change restaurants and does not give a chance for the restaurant to fix the problem or to create awareness about the problem to the responsible employee (Williams, 1996: 10). A research by R.L. Day and E. L. Landon discovered that 20 to 30 % of unsatisfied guests just complain if it was the worst experience they have ever had in their lives (Ford & Heaton, 2000: 336). An unsatisfied customer who may have not had the will to complain about a mistake, even it was just a misunderstanding or a small mistake, may not only never come back to the restaurant anymore, he/she may also spread out a bad “word of mouth” to his friends, family or co-workers about the “bad service” or the “bad food” or about anything else that may have been the reason to dissatisfy the guest. If an unsatisfied customer spreads out bad “word of mouth” it may also happen that you through one unhappy guest lose even more guests or potential guests which rely on the word of the unhappy customer who was once not treated to his full satisfaction in the restaurant (Timm, 2001: 8). This may also happen if the guest did complain but was not satisfied

with the response by the staff, which happens, according to a survey by Stephen S. Tax and Stephen W. Brown to most of the customers who are willing to complain (Ford et al., 2000: 336).

On the other hand, if a customer complains and the complaint was handled to the satisfaction of the customer, he will be pleased about the reaction of the responsible staff member and will create a positive “word of mouth” and that means good PR for the restaurant and its service, even though the customer had a reason to complain (Tom Williams, 1996: 13). Even if the problem may have not been solved to the complete satisfaction of the guest, in most cases the guest, who addressed the problem to the staff, still return and stay loyal to the company which tried to fulfil the customer’s satisfaction. The simple reaction of the staff to try to find a solution for the problem to the satisfaction of the guest gives them the feeling of being heard, that they give attention to his/her problem and do not ignore his/her needs. Those efforts make it worthwhile for the guest to stay loyal to the company (Timm, 2001: 27). But if a guest was willing to complain, and the complaint was not handled to his satisfactory or in the worst case, was ignored, means to the guest that the restaurant failed two times in the needs of the guest. In the first case, something was done wrong, it may have been the wrong food, the food was too salty or the waiting time was too long, and then the second failure was that the customer let the staff member know about it and did not get the response which they were hoping for. This is the worst case scenario for a restaurant, because it is almost certain that the guest will not come back to the restaurant again and it is in addition quite certain that the disappointed guest will let many people know about it (Ford et al., 2000: 337).

All the staff members of a restaurant should be aware that all the complaints which are received by the customers are an opportunity to improve the service and the quality of the restaurant and therefore guests should be encouraged to bring their complaints and suggestions to the staff. It does not just mean that you are aware of the mistake which was just made to one guest; it also means that this mistake may never occur again, because you were informed about it and it could be redacted to the satisfaction of the guest (Ford et al., 2000: 336).

Complaints or disappointed customers created through failure of the restaurant can happen easily. If the restaurant does not meet the expectations of the guest, the guest might leave the restaurant disappointed. The food or drink which the customer ordered did not meet his expectations, may it be in outlook, taste or that the completely wrong food was served. Or the guest may have waited too long for his order, due to bad managed service personnel. It may have also be that the staff of the restaurant was rude or badly trained so that they could not fulfil the guests' expectations. It is not possible to avoid all failures of the restaurant, but every restaurant can try to prevent disappointments to the guest in the first place. For instance planning and forecasting in the restaurant, if there are days which have a higher amount of guests, like if there is a bigger event in the city or town, the restaurant has to plan beforehand with more staff on that day and has to prepare more food, hence longer waiting periods are avoided and the waiters do not have to rush from guest to guest and can take a bit more time to provide better service to everyone. Also service training for each employee may prevent a disappointment for the guest, if the waiters are trained in a proper way, which is adequate for the standard of the restaurant, the waiters know what and how to serve and handle the guests in a proper way to fulfil their expectations (Ford et al., 2000: 336,337, 342,343).

Failures in service or in fulfilling the guest's expectations can happen everywhere where service is provided, but as already mentioned in the beginning of this chapter, without knowing about the occurred mistake and if the guest does not complain about it, the restaurant cannot fix the problem, hence, every restaurant is dependent on the guest's complaint and that the guest calls attention to his dissatisfaction so that the restaurant can react properly to the guest's satisfaction, and even if there was a dissatisfaction in the first place, the restaurant can still fix the problem and is sometimes still able to exceed the customer's expectations through fixing the problem beyond the expectations of the customer.

4. HISTORY OF THE DEVELOPMENT OF RESTAURANTS IN FINLAND AND GERMANY

The restaurant and hospitality industry has a long tradition. The Greek and Roman Empire are regarded as pioneers of the hospitality industry when already in the year 1700 b. C. taverns and inns were established. In the Roman Empire these inns were always located on the main roads with a distance of approximately twenty-five miles. Nevertheless, these inns were only accessible for representatives and members of the Roman government (Walker 1999: 4, 5).

Taverns and Inns in England in the 16th century started to serve a certain meal at a certain time for a certain price, the so called “ordinary”. The same system was also used in Paris until the early 18th century. The name “Restaurant” was used for the first time in Paris as well (Abseits, 2008), even though the word “restaurant” was not yet used for premises in which food and drinks were served. “Restaurants” were a kind of bullion, which was drunk at a “restaurateur’s room” (Spang, 2000: 1); a soup chef named Boulanger was the first one to use the name “restaurant” for his bullions. In his little restaurant (or “restaurateur’s room, how it was called at this age of time) guests could pick from a menu different items and pay afterwards the calculated price for the chosen items, the first version of the “à la carte”-menu (Abseits, 2008). During the French revolution (1789-1799) many chefs of the novels became unemployed and started to open their own restaurants; the number of restaurants in Paris rose quickly and already in the year 1794 over five hundred restaurants were opened (Walker, 1999: 12).

This thesis will be concentrated on the restaurant culture of Finland and Germany; hence the fourth chapter will have a look into the development of the restaurant culture in those countries. In the next two subchapters the development of both countries will be clarified, and in the third subchapter a deeper look at the variations of the developments in both countries will be taken.

4.1. Development in Finland

The modern restaurant culture in Finland began in the 19th century, but was accompanied with restrictions and regulations, mainly according to the consumption of alcohol; this had a long lasting effect on restaurant culture in Finland. The reason for these restrictions was the ‘temperance movement’, a movement against the consumption of alcohol in the late 19th until the beginning of the 20th century. The growth of the restaurant industry happened most in Helsinki and in other urban areas of Finland (Sillanpää, 2002).

At the end of the 19th century restaurants were differentiated into three categories, which went from the first class (restaurants which were mostly visited by the upper social classes) to the third class (restaurants which were mostly visited by the working class). Most regulations were imposed on the third class restaurants. According to a law which was introduced in 1876, a company was established for the serving and retailing of alcohol and this company was given the monopoly in this industry. The company established licensed companies in every town in Finland (not in Kemi and Joensuu) licensed companies. These companies focused mostly on the third class restaurants and had the aim to keep the consumption of alcohol at a low level, with the help of, for example, uncomfortable chairs (Sillanpää, 2002).

Not only third class restaurants, also the inns, which were established in the rural regions, were the target of restraints at the end of the 19th century. One restriction was that the consumption of alcohol was only allowed in combination with a meal for travellers. The different regulations for the inns obstructed the growth of typical inns in the Finnish countryside and did not give them a chance to develop, while in other parts of Europe Inns became a feature of the area (Sillanpää, 2002).

After Finland became independent in 1917, the prohibition act was introduced, which prohibited the consumption of alcohol completely; the act was reversed in the year 1932. After the revision another law was introduced; this law gave the monopoly for to the trade, import and production of alcohol to the *Finnish Alcohol Company* ‘Alko’. The main reason for having a monopoly again, like

from 1876 until the early 20th century, was to have smuggling, serving of alcohol and other illegal operations which arose in the times during the prohibition of alcohol, under control. Like the company which had the monopoly position in the late 19th century, one of 'Alko's tasks was to control the serving of alcohol in restaurants. Other restraints were strongly similar to the restrictions from the late 19th century, like the prohibitions of selling alcohol in the countryside and the categorizing of restaurants into three categories; these categories were not taken away until the years 1969-1975, when they were slowly taken out of the system. Alcohol was only allowed in combination with a food order and to avoid prostitution, no barstools or counters were allowed in restaurants and in the year 1935 dancing started to be prohibited (Sillanpää, 2002).

During the war in Finland (1939-1944) restrictions were imposed for all kinds of restaurants. Alcohol and food orders in restaurants were rationed and the rationing system went on until the 1950's until it was abolished. In combination with the start of the Olympic Games '52 which were held in Helsinki, bar stools and counters were allowed in restaurants (Sillanpää, 2002).

After Finland recovered from the war, and the wages of the population started to even out between the classes, more and more people could afford to go to a restaurant. But the Finnish people did not feel the need to go to a restaurant. Restaurants were still seen as a kind of school to learn manners and the handling of alcohol, and it was still the privilege for the upper class to visit restaurants. A study from the years 1963-1969 showed that about 70% of the Finnish population did not visit a restaurant more than once a year. From the year 1963 'Alko' tried to change the image of restaurants. Against the former attitude of 'Alko', that restaurants were not a place for leisure and joy, the image should become more laid-back, but the older generations were unconvinced about the new image, the negative image of the restaurant culture remained in the minds of society (Sillanpää, 2002).

The new 'Alko' policy started to succeed in the 1980's, when the generation who was born in the 60's started to enjoy visiting restaurants and it became chic to dine out. The restaurant business started growing and customers had more variety to

choose from through the introduction of Gourmet restaurants, the “Pizzeria”, Cafés and Pubs. Drinking and serving alcohol on a terrace was not forbidden anymore, and people were allowed to drink outside (Sitonen, 2011). The restaurant culture had its highlight in the end of the 80’s and ended abruptly 1990, when Finland suffered from a financial crisis (Sillanpää, 2002).

To summarize, the restaurant culture in Finland suffered much in its development during the regulations and laws regarding the consumption of alcohol. Restaurants were not a place to relax and have a good time, but more a place of restrictions and observations about people’s behaviour, especially according to alcohol, were practised. Because of those regulations, restaurants had a bad image among the Finnish population and it was more a privilege for the upper class to visit a restaurant. The change came in the 1980’s only about 30 years ago, hence for Finns it is a quite new habit to visit and have a nice and relaxed time in bars and restaurants.

4.2. Development of restaurants in Germany

The development of restaurants in Germany goes further back in time when compared to the above mentioned Finnish restaurant culture. Around the 8th century private innkeepers began to establish private inns where they sold food and drinks to guests. The first inns were situated in shacks but later in massive built houses. These inns did not have a good reputation back then; hassles often escalated into fights and to avoid the worst case scenario, everyone was forced to hand over their weapons at the entrance. The church forbid monks and priests to enter these facilities due to the “rude language” that was spoken in such premises (Bauer, 1967: 132).

In the 15th century each innkeeper needed to have a permit to sell drinks and food in their establishment. This permit was achieved by taking an oath of a host, which included a number of regulations about things like, the paying of taxes or the hosting of criminal suspects. Quality controls for drink and food were also introduced at this time, even though these criteria were not precisely defined yet. For example a simple test to check the quality of the beer: The control clerk

poured the beer on the bench and sat on it. After a few hours, when he was finished eating and drinking, he stood up, and if the bench stuck to his pants the quality test was passed (Bauer, 1967: 135)

The competition for the innkeepers grew and each class had its own inn which they would visit frequently. There were for example the *Ratskeller*, which was always owned and ran by the city. The knight from the closest castle was always a regular customer, but also councilmen or monks. Junkers and merchants went to exclusive tap rooms; and handymen, carpenters and tailors went to the pub of the guilds. The latter was a popular place to practise drinking competitions, to sing drinking songs or to make pledges. The innkeepers started to advertise their inn from the outside, to accent it from the others. Pictures of a jar or a bottle were popular. These kind of inns, however, were not like the restaurants nowadays. It was not possible to chose from a menu, it was only one dish available; it was always eaten together which means, that if a traveller arrives at four in the day, then perhaps the meal may not be served before nine in the evening (Bauer, 1967: 137, 138, 139).

In the late 19th century large restaurants were numerous, especially in larger cities. The number of restaurants increased in the five parts of Germany, Prussia, Bavaria, Saxony, Baden and Württemberg, from 28 % to 44 % in the time between the years 1869 and 1877. Restaurants became an important part of the society; in Hamburg the restaurant business was the business with the third most employed people in the year 1907. Restaurants were not only a place to eat in these times, but also attractions were combined with food, like for example theatre or music performances. The *Haus Vaterland*, which was reconstructed into an enormous restaurant complex in the year 1928, is an example of the extravagant decadency restaurants that would establish in this era (Hodgson & Toyka, 2007: 113,114). The restaurant contained a big café, for about 2,000 to 2,500 guests, which was open already in 1912. During the reconstruction there were new aspects including many more restaurants added, each with different themes and a new cinema. The themes for the new restaurants were reflected in their names, for instance the *Palmensaal* (Palm Saloon), which was the biggest room and had a

dance floor (when the dance floor was constructed, to make it lighter on the feet they first made a layer of feathers, which was covered with a thin wood sheet on top). The Rheinsaal (Rhine Saloon) is also an example of the extravagancy of the *Haus Vaterland*; it had complex simulations of weather, like thunderstorms, rain and chirps of birds (Lindow, 2006).

There is little information available about what happened with restaurants and inns in Germany after the Second World War (in the year 1945). It was difficult to run a restaurant after the war, food was rare and money was worth nothing; people were given ration cards to get food and they were more often used to buy food for the whole family than to go to a restaurant (Oelker, 1998). Some restaurants were destroyed or were used for other purposes, like for refugees (Dr. Kreuzkamp, 2011) or as garrison headquarter for France, like at the hotel and restaurant “Zur Post” (see chapter 5.1.2).

One part of the restaurant culture in Germany, especially in the Southern part, is the “Stammtisch”, a table reserved for regular guests. This tradition goes back until the end of the 19th century and is still practised today. “Stammtisch” means that a certain group of people meet regularly at the same restaurant and always sit at the same table, to drink a beer while discussing and enjoying their leisure time (br-online, 2011). (See also chapter 7.2.4)

Restaurants, and in particular inns, are a vital part of Germany and are an important part of the social lifestyle. Even if one is disinclined to eat, it is possible to go to an inn in Germany just for a drink, and not to eat. There are many inns with a long tradition and history in Germany, marking the historical German restaurant culture rich and interesting.

4.3. Differences in the development

Finland and Germany had differences in the development of their restaurant cultures. Finland was constrained in the development of its restaurant culture, first because of the alcohol restrictions which were partly caused by the temperance movement, which established in the late 19th century in Finland, and also because

of class divisions. Going to a restaurant was a privilege for the upper class, because they were able to behave in correct manners in a restaurant. A restaurant visit was not an enjoyable time, when you could have a nice and relaxed conversation with your friends while drinking a beer; restrictions and prohibitions were the reason why Finns did not feel comfortable on the premises. Germany, on the other hand, did not have strict restrictions regarding alcohol and restaurant visits. Germans went to a restaurant to have a drink and talk with friends in their leisure time. Entertainment in restaurants, which was prohibited in Finland, was of great importance for Germans already at the beginning of the 20th century.

Inns, which are typical and important for the German restaurant culture, could never get a foothold in Finland, due the prohibition of selling alcohol in the countryside. Inns in Germany have an important impact on the restaurant culture because they have existed a long time and were a base for the development of the restaurant culture in Germany.

In the 1980's restaurant visits became popular for Finns; hence it is a very new habit for Finns to visit a restaurant frequently, when the restrictions were loosened and the generation of the 1960's started to go to restaurants. For example it was always normal for Germans to drink a beer outside in the beer garden, but the people in Finland had to wait until the 1980's until they were allowed to drink alcohol on a terrace.

5. INTRODUCTION OF THE COMPANIES

To get an insight to the performing side of service, not just to the view of the customers, six restaurant managers/owners were interviewed for this thesis. Three of those interviews were conducted in Germany and three in Finland. In this chapter, all the restaurants, in which the owners/managers are working, are introduced to get a picture about the kind of restaurants that will be discussed. In the first part the German restaurants will be introduced; in the second part the restaurants from Finland.

5.1. Restaurants from Germany

The three restaurants ‘Brasserie-Café “Zur Kir’s’che”’, ‘Zur Post’ and ‘Augustiner-Keller’ were each invited to be interviewed and represented in this thesis. The following information about the restaurants was gained by each of the restaurant owners/managers and also through research on the homepages of the restaurants.

5.1.1. Brasserie – Café “Zur Kir’s’che”

The Brasserie – Café “Zur Kir’s’che” is located in Jüterbog, approximately 80 km south from the capital city of Germany, Berlin. The owner, Ingrid Schultze-John, opened the restaurant in March 2009 and offers Mediterranean French-Italian dishes. The restaurant has seats for 48 guests, which are distributed on two floors. There is always one person working in the kitchen and one person in the service area. All together Ingrid Schultze-John has three to four employees. For her it is important that everything is freshly cooked and no flavour enhancer or products with preservatives are used. She cooks in the same way that she cooks at home and offers her guests dishes which are prepared from the beginning, with no use of pre-prepared products. The food might take a bit longer, but she informs her guests about the longer waiting times beforehand. She tries to always provide service from the perspective of the guest; how she likes to be served. She maintains one menu card on the table at all times even after the guest has ordered, so that the guests can always have a look and do not have to ask again and again

for the menu, if they want to look something up, for example about the food they just ordered.

5.1.2. Hotel & Restaurant “Zur Post”

The Hotel & Restaurant “Zur Post” located in Leutkirch, which lies in South Germany in the so called “Allgäu” region at the border between the states Baden-Württemberg and Bavaria. It is an establishment with a long tradition. It is family owned since 1903 and is now run by the third generation. The building was built in the 17th century and was an old post station, where travellers could eat and drink something while on their journey. After the Second World War, when the French alliance was responsible for the North West part of Germany, the building was used by the French army as their garrison headquarter. In 1950 the restaurant was reopened for public again. The food which is offered is regional German cuisine.

Since 1980 the hotel and the restaurant has been owned and run by Marie Breunig and her husband Helmut Breunig. The restaurant has 65 seats and also a saloon where bigger celebrations can be organized. Marie Breunig is mostly working in the service area and Helmut Breunig works mostly in the kitchen, they have six employees.

5.1.3. Augustiner – Keller an der Arnulfstrasse

The ‘Augustiner–Keller’, which has been run by Christian and Petra Vogler since 2009, is a restaurant with a long tradition and is a significant part of culture for Munich English. The ‘Augustiner Keller’ is located in Munich, the capital city of Bavaria, in the South of Germany. The menu offers mainly traditional Bavarian food, but also has some international influences, due to the work experience of the manager, Christian Vogler, in different countries.

The restaurant was mentioned for the first time in the year 1812 as a “beer storage cellar” (Keller = engl. cellar). The Augustiner–Keller has had its name since 1880 and has not changed its appearance since 1896. The restaurant contains five different sections for the guests: the *Storage Cellar*, arches where the beer used to

be stored in the old days (because during the summer that was the coldest place to keep the beer cool and fresh). Nowadays it is popular for guests to eat and drink because of the special and historical atmosphere. The hall or entrance of the restaurant is also used as a place to sit down and enjoy a beer while watching people come and go. The *Beer Room* (“Bierstüberl”) has space for 60 customers and the *Hunter’s Room* (“Jagdstüberl”) has up to 110 seats; this room can be made smaller or larger by using re-movable walls. The biggest room is the festival hall with 600 seats. The main Part of the Augustiner-Keller is the world famous beer garden and terrace, with approximately 5000 seats. If the beer garden is open or not, depends upon the weather conditions, but according to the law it has to be closed by eleven o’clock in the evening. All together the restaurant, the beer garden and the terrace have seats for 7,000 guests and 120 employees are recruited.

5.2. Restaurants from Finland

The three chosen restaurants from Finland that were invited to be respresented in this thesis are ‘Fondis’, ‘Gastropub Tuulensuu’ and ‘Kalles Inn’. The restaurants will be introduced in the subheadings 4.2.1-4.2.3 to get an overall picture about the restaurants. The information about the various restaurants was provided by the restaurant owners/managers and through research on the homepage of the restaurant.

5.2.1. Fondis

‘Fondis’, which is located in the centre of Vaasa, (the Ostrabothnia region in Western Finland) has existed since 1967. ‘Fondis’ is one of four different establishments that are all located in the same building. ‘El Gringo’ the bar is located in the basement sector of the building, on the first floor is ‘Cristal Lounge’ (a cocktail bar) and ‘Fondis’, upstairs is the nightclub ‘Fontana’. The whole complex has been family owned since 1991. Jaakko Isokangas is the manager of ‘Fondis’ since 1998. He also manages ‘Cristal Lounge’. The food served in ‘Fondis’ is mainly European style but changes seasonally, for example Finnish – French cuisine. The restaurant seats 120 guests and also has an extra cabinet as

well, which has 30 more seats and a sauna which can be rented for 40 persons. The cocktail bar 'Cristal Lounge' has 80 seats.

5.2.2. Gastropub Tuulensuu

The 'Gastropub Tuulensuu' lies in Tampere, in the Pirkanmaa region of Finland. The 'Gastropub'-group also owns Gastropub *Praha*, *Soho* and *Nordic*. Each of these 'Gastropubs' has their own theme. 'Gastropub Tuulensuu' is focused on Belgian and French beer and food, but they also offer a wide range of wines and other kinds of beer besides from France and Belgium. For the owner, Sami Lappalainen, the compatibility of the food with the drinks is of great importance. He ensures a drinks recommendation for every dish on the menu in the hopes of creating the perfect combination for every customer, be it their preference for wine or beer. Quality is important as well, for example there are no low quality cheap beer options available. Every month the 'Gastropub Tuulensuu' has a different theme, for example in the month when the interview was conducted, the theme was desserts and sweet wines. 'Gastropub Tuulensuu' has 65 seats and all together nine employees and (unique compared to other pubs) table service is provided. There is no special target group; almost every social class is represented. 'Gastropub Tuulensuu' was first opened in a different location to its current and was just a bar without dining options. In 2003 (one year after it was first opened) the bar moved to another place with a kitchen and since the move the pub has worked like a bar with a good kitchen, which Sami Lappalainen places a lot of value on. In 2010 Tuulensuu was listed as the 36th best restaurant in Finland and was ranked as the 11th best bar (and the first bar which was considered in the list outside of Helsinki) in Finland in 2009 according to the 'Viisi Tähteä'-list (Viisi Tähteä, 2009-2010). In 2011 it was elected to the best beer restaurant in Finland (Olutopas, 2011)

5.2.3. Kalles Inn

Kalles Inn is located in the community of Söderudden which is a part of the island Replot which is nowadays joined to the mainland by a bridge. It is situated in the most western point of the mainland of Finland and has a 35 km distance over the

sea to the nearest Swedish islands. Visiting Kalles Inn is an archipelago experience which includes good food, sauna, activities and conference, all together surrounded by the nature, peace and tranquility at the coast of the Östrobothnia region in Finland.

Kalles Inn is a "private pre-booked" – restaurant, which means it does not have regular opening hours, but it has to be booked beforehand. Bookings can be made either by private persons or by companies. The size of the groups does not matter, and they also take more than just one group per day, but the motto here is: Everybody has privacy! This means that even if they have three different groups, they arrange things so that no group will be disturbed by the other one. An individual package will be tailored for every group. It is also possible to book outdoor activities like for instance fishing trips and hiking in the summer or snow scooter safaris and husky sledge rides in the winter. The offers made are always depending on the wishes of the group and how much money they want to spent. A set menu is chosen which will be served to the entire group.

The restaurant consists of four different buildings. The main building, called “The Inn”, has two dining rooms in which can hold together approximately one hundred persons. The second building, called the “Kotan”, invites you to a Laplandish experience. The style and interior of the cottage reminds one of a traditionally Lapp – house, just as they are in the Northern parts of Finland, Sweden and Norway. The “Kotan” has space for approximately 60 guests. In the middle of the building is an open fire, where salmon can be grilled and the interior roof is a reconstruction of the late August sky by night, with tiny spotlights which resemble the starry sky above Kalles Inn. The “Lighthouse” is suitable for approximately ten persons, and contains a dining room on the top floor, a wood fired sauna, shower – and changing facility and an outdoor hot tub. The fourth building is a conference room, in which meetings can be held and caters for around 50 persons.

The wood fired sauna in the “Lighthouse” is not the only sauna at Kalles Inn; there are also two traditional smoke saunas available, which are a major attraction

at Kalles Inn. In addition to the dining and sauna experience, Kalles Inn also has 27 beds located in three different places, which can be booked as well.

Kalles Inn was bought by Margareta Morgan and her husband Paul Morgan in 2003/2004, and is nowadays co-owned by her, as restaurant manager, her husband as chief executive and their daughter Anna Watkins as head of sales and marketing.

6. RESEARCH METHODS

In chapter five the research methods will be discussed. The methods which were chosen for this research are quantitative research with the help of questionnaires and quantitative research interviews. For the quantitative research one hundred Finns and one hundred Germans were asked about their preferences and their behaviour in restaurants, for example concerning complaints. For the quantitative research interviews, as already mentioned in chapter four, six restaurant owners were interviewed about their job and how they feel about restaurant service.

6.1. Quantitative Research

With the help of the quantitative research, it is possible to reach a large audience, from fifty to a thousand people, and to find out about how they think and act in various situations. Therefore a questionnaire with closed-questions was created. Closed-ended questions are questions with limited answer options, from which one or several answers are chosen by the respondents (Burns & Bush, 2003: 271).

This kind of survey has many advantages; nowadays when the world is closely connected through the internet, the questionnaires can be sent out in a short time to a large selection of possible respondents. The responses are easy to analyze, since the answer possibilities are limited and are also relatively easy to evaluate. On the other hand, if the answer possibilities are limited, respondents do not have the possibility to develop their answer and to express what they really feel or think in certain situations. Sometimes people are not aware of why they show certain behaviour in certain situations, so it may be difficult for them to choose one (or in some cases more) of the already given answer possibilities (Malhotra & Birks, 2003: 225).

For the quantitative research for this thesis, the target was to get one hundred responses from both Finns and Germans with the help of questionnaires. The questionnaire consisted of fifteen different questions. To assure that the questionnaires were easy to understand, a pilot test was conducted on the 26.11.2010, which lasted for about a week. Ten people were asked to fill out the

questionnaire and give comments about understanding, speed or anything else which they thought should be changed to make it easier to understand. After the testing period was completed a few changes were done. The questionnaires were translated into Swedish, Finnish and German; hence everyone could fill out the questionnaire in their own language and there could be no misunderstandings of the questions due to language problems or that people may not be willing to fill the questionnaire out because it is not available in their native language. The reason to translate the questionnaire also to Swedish is because Vaasa is located in the Ostrobothnia region, where Swedish is commonly spoken.

On the 2.1.2011 the questionnaire was published with the help of the online program *Google Documents*. The links to the questionnaires (three different links were published because of the three different languages) were sent via school mail to the students of VAMK, E-mail and via 'Facebook'. Questionnaires in paper form were also distributed in Germany with the help of friends and relatives, who distributed them from various places like their places of work. Within two weeks 114 questionnaires from Germany and 114 from Finland were filled out and sent back.

6.2. Quantitative research interviews

In addition to the quantitative research and also to get a kind of inside look at the work and opinions in addition to the opinion of the respondents of the quantitative research, six quantitative research interviews were conducted as well.

For this thesis, as already mentioned and introduced in the previous chapter, six restaurant managers/owners were interviewed. In this interview ten questions about their ideas about service and how they handle service themselves were asked. Each interview was done in the particular restaurant of each interviewee. Through this it was possible to get a look at the restaurant they are working in and also to get an idea about the atmosphere which was created.

The interviews were structured interviews, or also called "quantitative research interviews" (Saunders, Lewis, Thornhill, 2009: 320). The questions were set in a

specific order and each interviewee had to answer the same questions in the same order and the answers for each were written down. The questions were read out loud and the interviewee answered, while he/she was given as much time as needed and was not interrupted by the interviewer.

The interviews were conducted between October 2010 and February 2011 in Finland and Germany. Each interviewee had to answer ten questions regarding his/her profession and his/her personal view of service and how it should be provided. For the interviews, as already mentioned earlier in this chapter, the restaurant owners/managers were met in their restaurant and at the beginning of the interview general questions about the restaurant, for example size, number of employees and when it was founded, were asked and the interviewee had the chance to introduce the restaurant.

This method was chosen to get an insight into the managerial perspective of the restaurants and to see what restaurant managers/owners put value on themselves if they are asked about the service in their restaurant. The reasons for interviews to be conducted with open ended questions rather than closed questions, firstly, that all the restaurants were chosen individually and it was not possible to give the same answer possibilities to each restaurant beforehand. The restaurants were picked randomly, and were neither chosen for specific backgrounds nor amount of people who are working there at the moment or other reasons which may show similarities between the restaurants. Limited answer possibilities may also limit the thoughts by the interviewees and may cause loss in creativity in their answers. Another reason was that there was no secondary data available from which knowledge about possible answers could have been taken. Hence, the choice to conduct quantitative research interviews was the most effective way to obtain information.

6.3. Reliability / Validity

The two characteristics of a good research are its results reliability and validity. Reliability is the consistency of the research, which means, that if the research is repeated, the results should be the same (McDaniel & Gates 2002: 295,296).

Validity is, if the outcome of the research really disclosed what the researcher wanted to be discovered. (McDaniel & Gates, 2002: 299). Reliability and validity in research go hand in hand, if the researcher formulates a question which is not understandable for the respondent, perhaps due to the use of technical terms or the formulation of the question, validity and reliability are lowered. To avoid this, four steps must be followed. The first step is that the researcher defines a question and knows what data will be required to analyze the answer; by having this in his/her mind while they form the question. Step two is that the respondent reads the question and understands it in the way the researcher intended for it to be understood. By answering the question, step three is fulfilled. The fourth and last step is that the researcher reads the answer, and again, understands it how the respondent meant it to be understood (Saunders & Lewis & Thornhill, 2009: 371, 372)

The validity of the thesis was raised by translating the questionnaires into the three native languages, Finnish, Swedish and German, of the respondents. If every respondent can answer the questionnaire in his/her own language firstly, they may be more open to answer the questionnaire because there is no language barrier and secondly, there are no misunderstandings of the questions due to a foreign language. After the questionnaire was checked and discussed with a supervisor, a pilot test was conducted with ten people, who were independent from each other asked to fill in the questionnaire and give comments and to give improvement suggestions.

To increase the reliability the respondents could take as much time as they needed, none of the respondents were forced and they could decide when, where and if they wished to fill in the questionnaire. Hence, everyone could take time to think about and to understand the questions before they answered.

7. ANALYZING OF THE RESEARCH

In this chapter the research results will be analyzed and discussed. For the analyzing of the research the computer program *SPSS* was used. As already mentioned in the previous chapter, 114 Germans and 114 Finns took part in the quantitative research and six restaurant owner/managers were interviewed for the quantitative research interviews. The first part of this chapter will analyze the result of the quantitative research; the second part will take a closer look on the quantitative research interviews which were conducted with the restaurant owners. Even though the quantitative research interviews were set as the second objective, the quantitative research will be analyzed before the quantitative research interviews. The reason therefore is that the results of the quantitative research can be used as comparisons to the answers in the quantitative research interviews.

7.1. Analyzing of the quantitative research

At first there will be a small introduction about the sample size and characteristics, to get a picture about the background of the study, and also to provide a comparison for future researches. After the introduction the research will be analyzed in detail in the following subheadings 6.1.1 – 6.1.5.

From both countries the female participant rate was higher than the male. The questionnaire was answered by 74 women in Finland and 72 in Germany. The age average on the other hand was not as similar as the responses of both genders from each country. The Finnish respondents' average age was 25; the average age of the German respondents was 37, which is a difference of twelve years. In both countries the youngest respondents were sixteen years old. Upon closer inspection of the ages of the respondents it also becomes apparent that there is a large gap between the oldest respondent in Finland (52) and Germany (86) which is a gap of 34 years. One explanation for the twelve year gap in the average age of the respondents is the fact that the questionnaire was sent out in Finland via school mail to the students, and those respondents were a large part of the survey; in Germany on the other hand the questionnaires were also spread out with the help of relatives and friends who gave out the questionnaires, for example, in their

workplace, which means there is a larger variety to the age difference. The gap in the age difference between the countries may lead to an uneven result because younger people, for instance in the age group 18-25 years, have a different perspective of service compared to people in the age group 30-40 years. Reasons for this are various; it may be the disposition of the given age groups, the possibility of spending more money on a dinner or higher/lower expectations on service.

7.1.1. Questions about Service Quality

The answers to the question “How would you describe the service quality in Finland/Germany in general?” were consistent for both countries. The given answer possibilities for this question were “Very Good”, “Good”, “Average”, “Bad” and “Very Bad”.

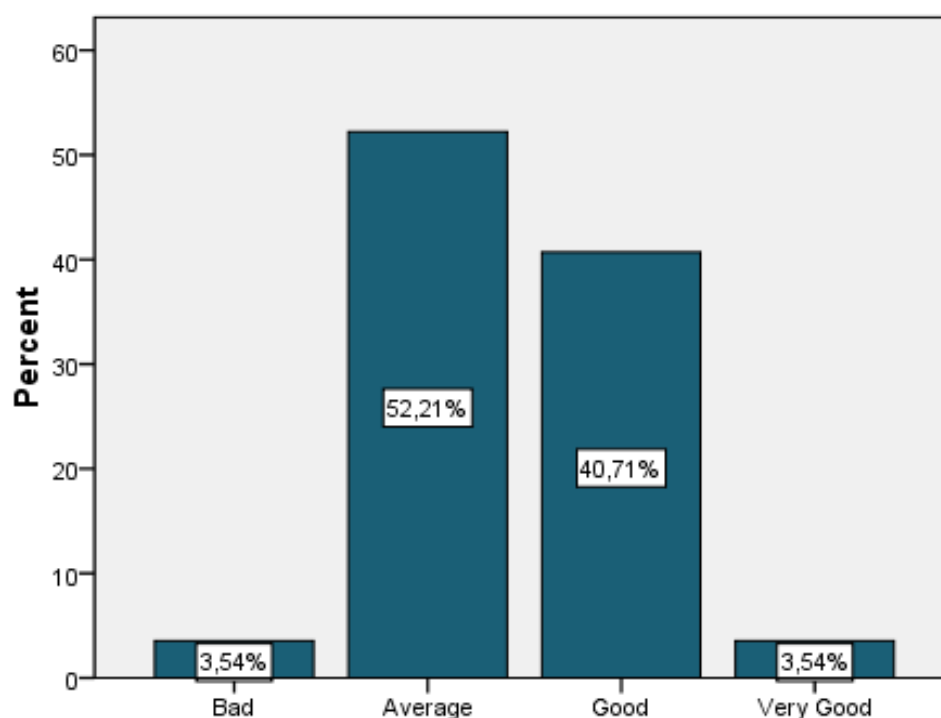


Figure 1: Opinions about the Service Quality in Germany

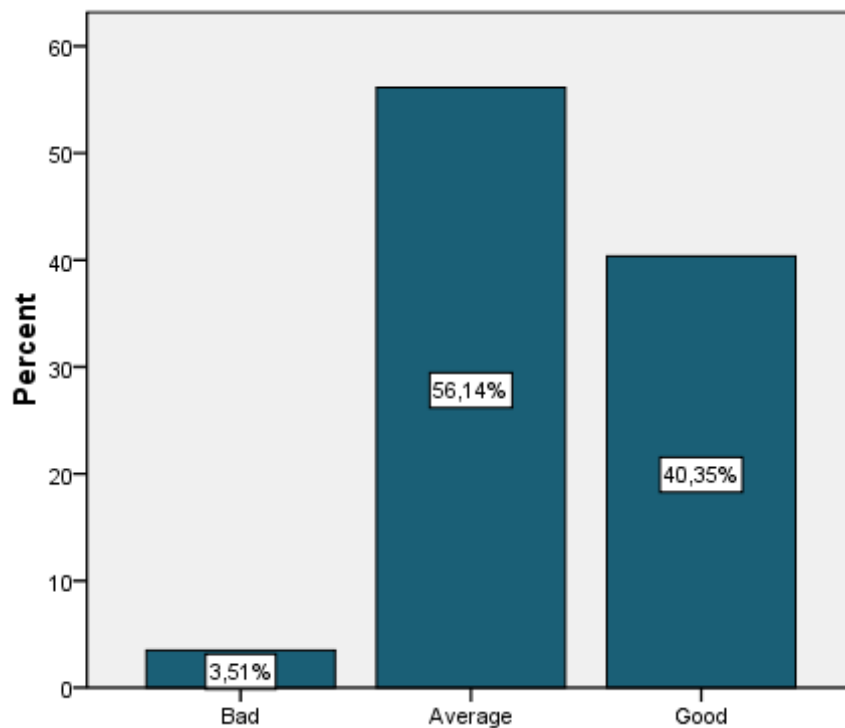


Figure 2: Opinion about Service Quality in Finland

Both the Finnish and German respondents chose mostly the answer possibility that the quality of service is average; this means that about half of the Finnish and half of the German respondents share this opinion. The answer possibility that the service quality is “good” showed consistency between Germany and Finland as well, approximately 40 % of the Finns and 40 % of the Germans rate the service quality in their country as “good”. The answer “Very Good” was rarely chosen by the German respondents, and by the respondents from Finland it was not chosen at all (Figure 1; Figure2).

The result of this question shows that there is still an opportunity for improvement in the quality of restaurant service although it is not known whether this is dependent on factors such as if the people are willing to pay more for better service. Another question is also how much effort restaurant owners would be willing to put into the improvement of restaurant service.

The consistency in the results goes further in the next questions about “Importance of service quality” as well. The given answer possibilities were “Very Important”, “Important”, “Does Not Matter” and “Not Important”. Both

countries agree that the service quality in restaurants is “important”, 56% of Finns and 54% of Germans share this opinion. For 46% of the German and 38% of the Finnish respondents the quality of service is “very important” and for only one respondent in Germany and seven respondents in Finland “the quality of service does not matter”.

7.1.2. Questions about “Self Service vs. Service by a waiter”

To first get an overall picture about any preferences to self service or service by a waiter, the question “which type of service; self service or service by a waiter, do you prefer in general” was asked. The results of ten Finnish questionnaires and two questionnaires from Germany were not considered for this question because those respondents chose both answer possibilities even though the question specified to choose only one of the options. A preference for self service was chosen by 31 % of Finns and 9 % of Germans. Service by a waiter on the other hand was chosen by 69 % of the Finnish and 91 % of the German respondents. Although only a small difference is observed in this question, Finns tend to be more open towards self service than Germans (Figure 3: Germany n=112; Finland n=104).

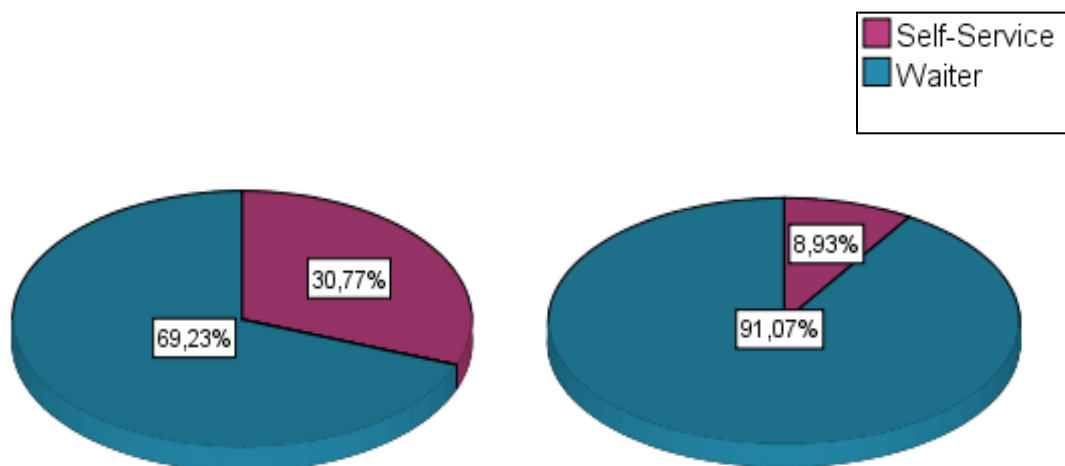


Figure 3: Choice of Service (Left: Finland (n=104) Right: Germany (n=112))

To get an overview of why the respondents chose this specific type of service, they were asked to expand upon their choice by providing a reason for said

choice. The respondents were asked to choose between four given reasons, the reason or reasons which suits the best for their choice of service. For self service the possible answers were; "It is faster", "I can choose what I want myself", "I do not have to bother a waiter" and "I am used to it", the possible answers for why a person would prefer service by a waiter were "I do not have to bother to get up", "I can relax" and "I am used to it" "I like it when everything is served to me". A fifth possibility for each service was to write a non-specified response for choosing this kind of service.

The most chosen reason for the preference to self service was "It is faster", which was chosen by 21 % of the Finnish respondents and "I can choose what I want myself", chosen by 20 % of the Finns. "It is faster" was also the most chosen answer by 7 % Germans who stated self service as their favoured kind of service. The most chosen reason for both countries about the preference of service by a waiter was "That I can relax", which was chosen by 63 % of German and 45 % of the Finnish respondents. The answer possibility "I like it when everything is served to me" was the second most popular choice given by both countries, 31 % of the Finns and 45 % of the Germans chose that as a reason for preferring service by a waiter. For this question, each respondent could choose one or more answers according to their choice.

The results of this question may reflect the differences between the restaurant cultures between Finland and Germany. It seems that the Finnish are more self service orientated than the Germans.

The following part of question related to self service or service by a waiter was the question after their choice of service to specific occasions. The occasions which were asked for were; lunch (during their work break), lunch (with friends), dinner with the family, dinner with friends, a visit to a café/coffee shop and also a visit to a bar/pub. With the answers to this question the different preferences for service in different occasions may become clear.

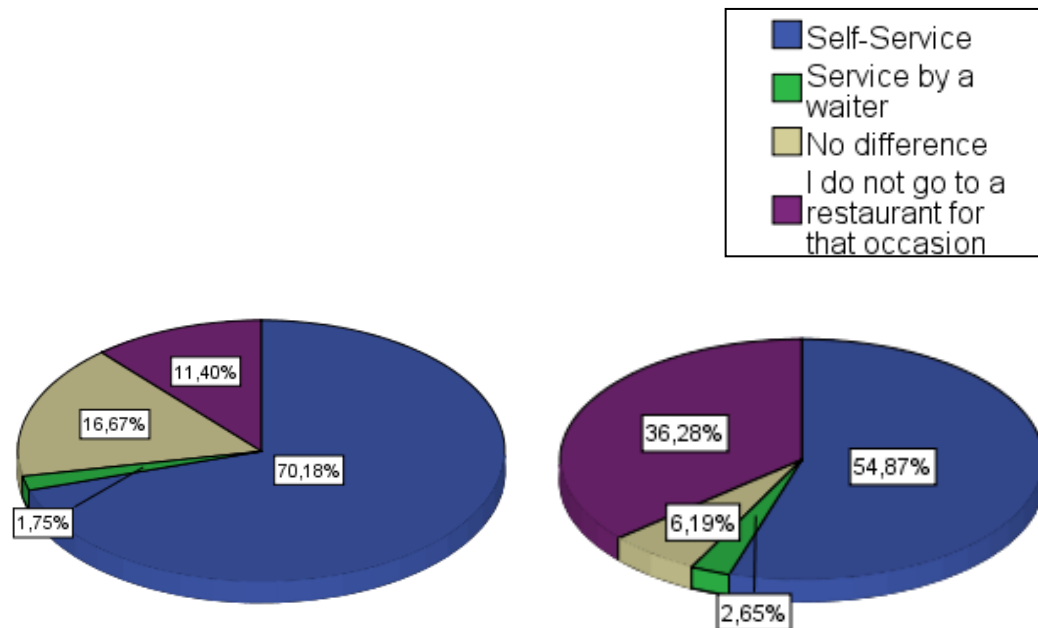


Figure 4: Choice of Service during Lunch time (Left: Finland; Right: Germany)

Lunch during the work break showed already some differences (Figure 4). In these results it was a distinctive feature that over 30 % of the German respondents do not visit a restaurant on their lunch break. Here it would be a decided advantage to know more about the background of the respondents, for example if they are employed or retired, like for instance eight of the German respondents may already be in the retired age (over 65), or if they work half time. It is not known for sure what the real reasons for not going to a restaurant during the lunch break are, they can only be assumed.

Another difference in the choice of service can be seen in the question about the favoured kind of service while visiting a coffee place.

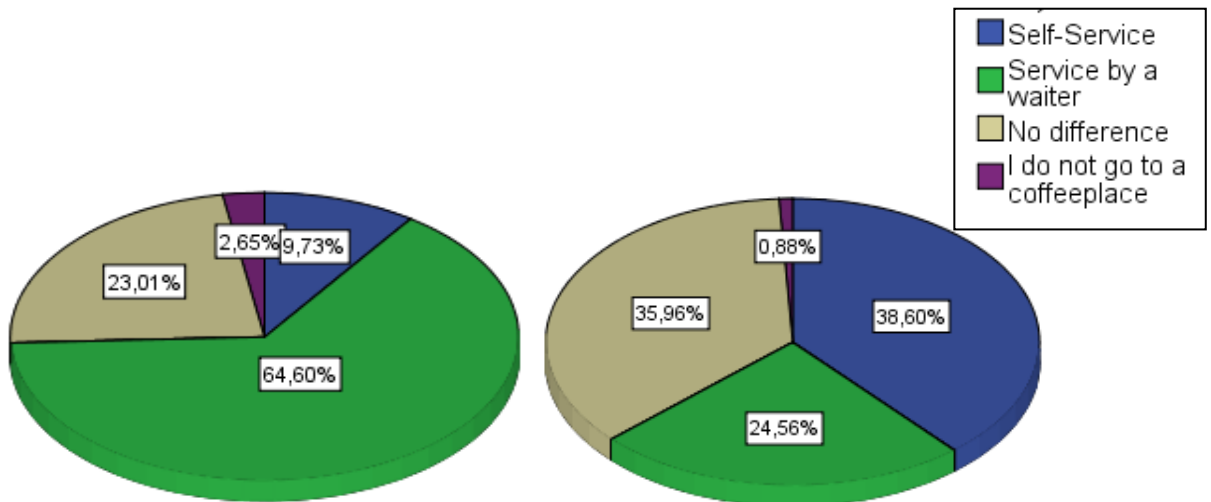


Figure 5: Choice of Service at a coffee place (Left: Germany; Right: Finland)

In these results it can be seen that approximately 60% of German respondents answered that they would rather have a waiter serving the coffee for them while only 10 % chose that they would rather have self service (Figure 5). It is interesting to see that Germans prefer table service at a coffee place, because lately coffee shop chains like for instance “Starbucks” have been expanding in Germany successfully and these such chains do not offer table service. Hence it can be either seen that the trend goes back to coffee places with service or that people follow the trend of self service in coffee shops even though they would rather be served at the table.

Considering the Finnish respondents, the tendency is towards self service or “do not care” about the difference in the service while at a coffee place (Figure 5).

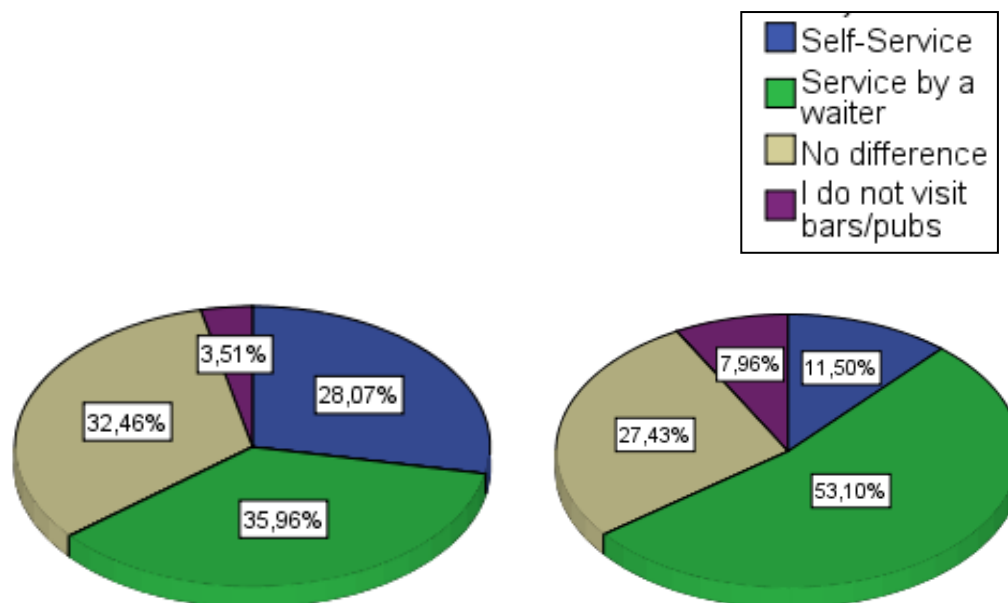


Figure 6: Choice of Service at a Bar/Pub (Left: Finland; Right: Germany)

The respondents of both countries prefer to get served at the table if they are in a bar or a pub. 36 % of the Finnish respondents and 53 % of the German respondents chose this kind of service if they visit a bar or pub. Again the Finnish respondents were more open to self service in a bar than the Germans. 28 % of the Finns chose self service and about one third chose no difference for either self service or service by a waiter. Only 12 % of the German respondents chose in this case self service and 27 % chose no difference about the kind of service in a bar. It was again a tendency towards service by a waiter that was noticeable within the German respondents group. (Figure 6)

The only occasion where Germans and Finns agreed with each other about the kind of service they prefer was at dinner time. Both countries chose, in both cases, dinner with friends and dinner with the family, that they would rather have service by a waiter. Hence at lunchtime (while having a break from work) and dinnertime, Finns and Germans agreed about the kind of service they would rather have in a restaurant. Otherwise it was noticeable that Germans rather have service by a waiter, while Finns chose mostly either self service or they did not show a preference for the kind of service they prefer.

7.1.3. Questions about the favourite restaurant

The question asked was “How often do you visit your favourite restaurant?” to see, at first, if people have a favourite place where they go frequently and secondly how often they go to this certain place. Four answer possibilities were given, “1-2 times per week”, “1-2 times per month”, “2-4 times per half a year or less” and “I do not have a favourite restaurant”.

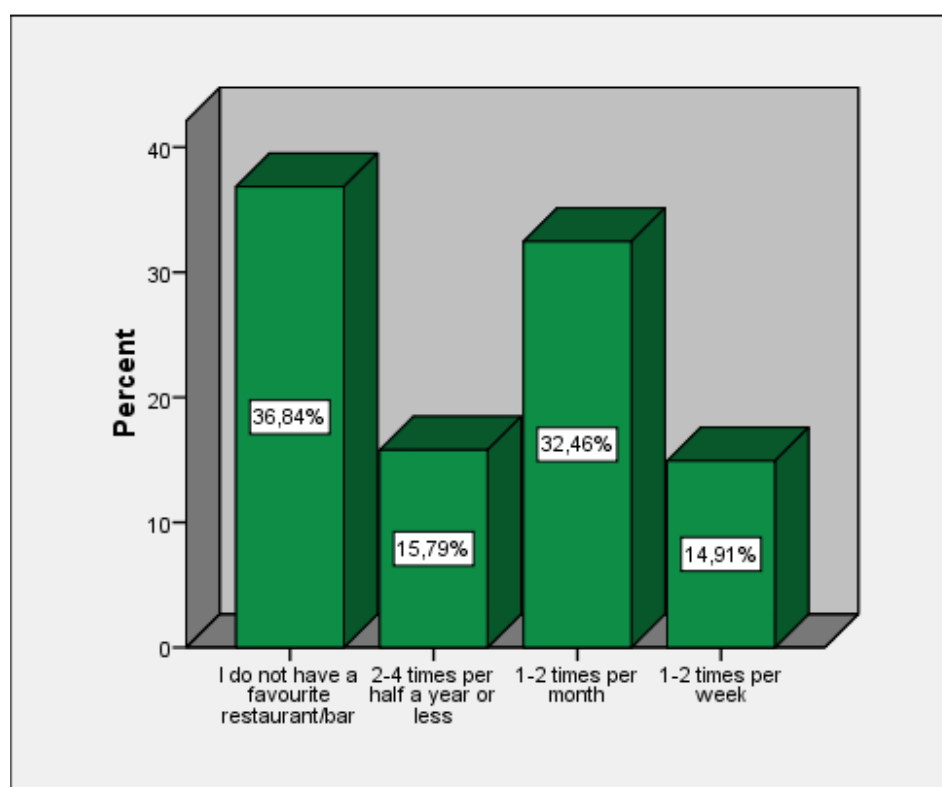


Figure 7: How often do you visit your favourite restaurant? (Germany)

The answers of the German respondents show that Germans tend to not have a favourite restaurant (Figure 7). Here it is not known if the respondents just do not like to go to the same restaurant/bar frequently (they have more than one favourite place) or they do not like to go to restaurants/bars in general. Compared with the results from Finland almost half of the respondents have a favourite restaurant which they visit once or twice per month and only 13 % stated that they do not have a favourite restaurant/bar (Figure 8). The history of both countries shows, that Germany has a longer restaurant tradition than Finland; hence it is surprising

that less Germans than Finns state that they have a favourite restaurant, which they visit regularly.

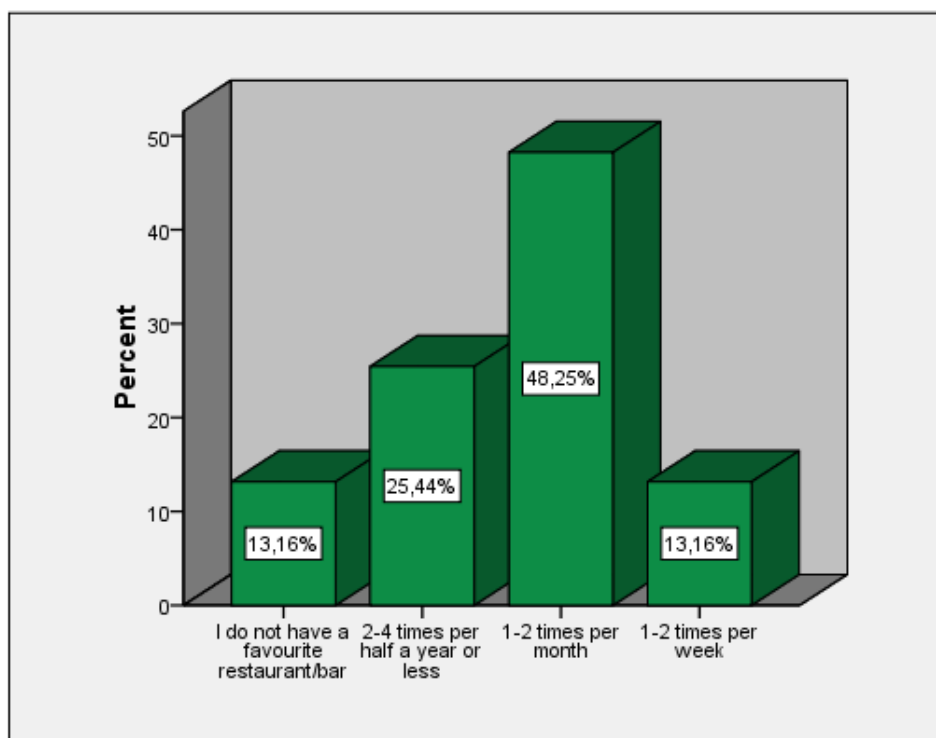


Figure 8: How often do you visit your favourite restaurant? (Finland)

In addition to this question it was also asked “What is the main reason for going to this said favourite restaurant”. This question was just answered by those who did not answer to the previous question “I do not have a favourite restaurant”, hence for the evaluation only 47 respondents from Germany and 99 from Finland were taken into consideration. The given answers from which the respondents could choose were “People”, “Atmosphere”, “Good Prices”, “Friendly Service/Staff” and “Good Food”. For these questions the answers of the respondents from both countries were matching. “Good Food” is the most important reason for about half of the Finnish and 36 % of the German respondents to go to a restaurant. “Good prices” was the least chosen alternative by the Finnish respondents, chosen by only 12 %. According to the German respondents the “People” who are going to the same restaurant/bar is a less relevant reason, which was chosen by only 7 % of the respondents.

7.1.4. Questions about complaining

In the first question a closer look was taken at the complaining behaviour of the respondents and if people tended to complain more or less depending on country of origin. Three reasons for a possible dissatisfaction; food, service or too long waiting times, were given and it was asked if they complain about said dissatisfactions. The answer possibilities “always”, “sometimes” and “never” were given. To get a better overall picture, only the answers “always” and “never” will be considered in this evaluation. It is shown that Germans tend to complain more often than Finns. The most chosen reason to complain was for Germans, that they are not satisfied with the food, which was found to be 46 %. Dissatisfaction because of the food was also the main reason for the Finnish respondents to complain, although compared to the German respondents only 21 % stated that they always complain in this case. When Finnish respondents were unsatisfied with the service most (40%) chose the option that they would "Never" complain. In contrast, only 19 % of the German respondents state that in this case that they would never complain.

The next question took a deeper look into what people expect from the restaurant after they have complained. The answer possibilities here were “A free compensation”, “That you and your complaint are taken seriously”, “A talk with the manager” and “Appreciation for the complaint”. The respondents from both countries chose the answer that they expect that their complaint is taken seriously, 87% of the German and 75 % of the Finnish. Even though more answers could have been chosen in that question, the result was very clear. A free compensation for example was expected by 27 % of the German and 32 % of the Finnish respondents and the sentence “Could I have a talk with the manager” would only be said by 3 % of the Finns and 8 % of the Germans.

The third and final question about complaints was “Would you give the restaurant another chance if there was a negative reaction to your complaint?”. The answer options were “Always”, “Once” or “Never”. In the evaluation to this question, only the answers “Always” or “Never” were considered, to create a clear overall picture. Nine answers were missing from the German questionnaires and eleven

answered with “Once” so for the evaluation were 94 answers from the German respondents considered. The answer possibility “Once” was chosen by 28 Finnish respondents and two respondents did not answer this question, hence 84 answers were considered in the evaluation for this question. The result was very even. The majority in both countries answered that they would not give a second chance after they received a negative reaction after their complaint (Figure 9; n=84; Figure 10 n=94). The frequency of the answer “No” by the German respondents was 15 % higher than the Finnish.

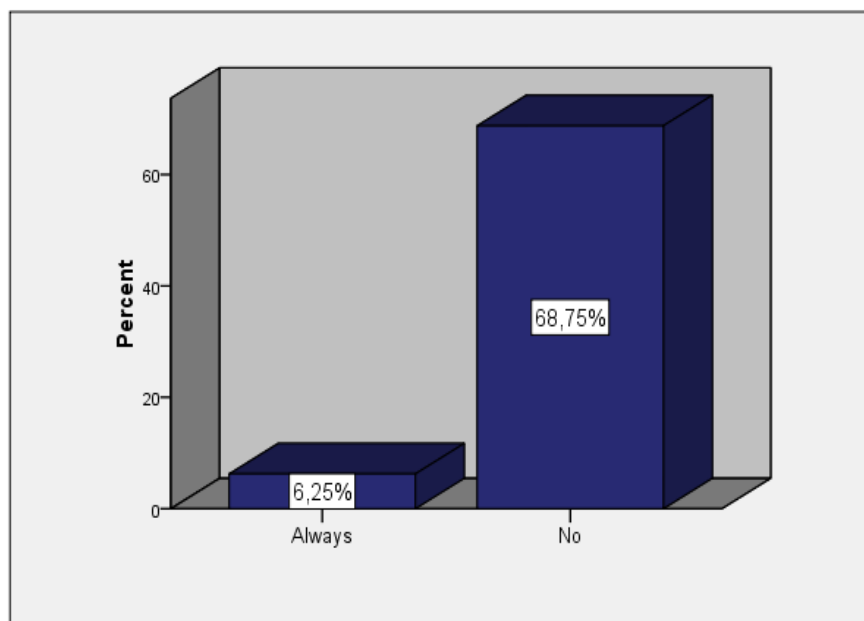


Figure 9: Coming back after a Bad Reaction to Complaint (Finland; n=84)

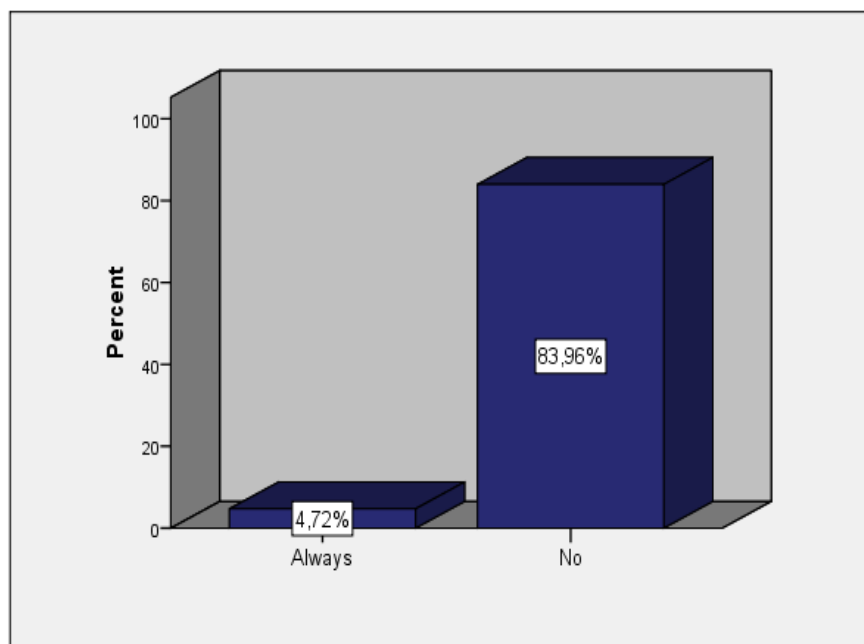


Figure 10: Coming back after a Bad Reaction after Complaint (Germany; n=94)

It is apparent from this result that it is important to take care of complaints, no matter the significance of the complaint. The result shows that if a customer, according to his/her opinion, was not treated in the right way, the customer may be lost forever.

7.1.5. Question about tipping

The simple question that was asked was “Do you tip?” and the four possible answers were: “Only if I was satisfied with the service”, “Only when I was served at the table”, “Always” or “Never”. Also the possibility for an unspecified answer was given in case the respondent has their own situation for tipping the waiter. Because a few Finns used this opportunity to write that they only tip when they are abroad, for instance on holidays, this category was also taken into consideration while evaluating the questionnaires.

None of the German respondents chose the answer possibility that they “Never” give tips, while 33 % of the Finnish respondents stated that they never tip. On the other hand, only 4 % of the Finns answered that they always tip, while here 32 % of the Germans state that they always give a tip in a restaurant. The most chosen

answer from both countries was that they only tip when they were satisfied with the service; The Finnish with 37 % and Germans with 42 %.

7.2. Analyzing of the quantitative research interviews

For the interviews a questionnaire with ten different questions was created. These questions were always asked in the same order and all of the six interviewees were interviewed independently from each other. The questions were all related to customer service, complaints, and their own personal opinions about service.

7.2.1. Definition of Good Service

All the interviewees were asked to explain what “Good Service” means to them. If there is at first a look to the answers from the German interviewees taken, it can be seen that for two of them, the waiter providing information regarding various menu choices is a part of “Good Service”. The waiter has to know answers and should be able to for instance recommend a suitable wine for the food. The third interviewee from Germany has his own definition; “Good Service” means that a guest in a restaurant should be treated like a guest, and not like a person who is a burden for the staff and causes more work. The waiter should also treat the guest like the waiter wants to be treated himself is a simple but effective method to describe “Good Service” according to the interviewee.

While the definitions of “Good Service” overlap only partly in the answers from the German interviewees, there is a more noticeable trend in the answers from the Finnish interviewees. All three interviewees agreed that the waiter has to know what the customer wants. One of them describes that the waiter has to be empathic, and that they have to “read” the customer and to know in what mood the customer is in while visiting the restaurant. While the second one claims that the waiter has to be a “chameleon”, implying they have to change the kind of service depending on the guest. Two of the Finnish interviewees also agree that “Good Service” has to be personal and individual.

Another partly overlapping answer between a German and a Finnish interviewee is that both mentioned other characteristics of “Good Service” are that the first

impression is important, how the customers are noticed and greeted when they step into the restaurant and that the waiter should also ask during their service if everything is alright but “not too often”.

All of the interviewees agreed, in accordance with Paul R. Timm, that exceeding the customer’s expectations are an important part of “good service”. If the answers are compared to Timms’s acronym VISPAC, for most of the interviewees information and personality were the most important values in their definitions about “good service” (see chapter 3.3.)

7.2.2. Question about the Service Quality in Finland/Germany

Like in the quantitative research, a question about their opinions about the service quality in Germany and Finland were also asked. The responses from the German interviewees were mainly negative. Only one of the German interviewees answered that it is difficult to describe the service quality in Germany, because “sometimes it is good, sometimes it is bad”. The other two were not satisfied with the service quality in Germany, for both is it “difficult to find good service”. Interestingly, the Finnish interviews do not agree upon the quality of service in Finland. While one of the Finnish interviewees had the opinion that the quality of service in restaurants is getting worse, another one claims that service is getting better. Also the third of the Finnish interviewees says that the service is very bad and impersonal at the moment, but it is getting better.

A small contrast to the responses of the quantitative research can be observed. Both the majority of Finnish and the German respondents agreed that the quality of service in both countries is “Average”, but also a large percentage of the respondents of both countries state that the quality of service is “Good”. Only 4 % of Finnish and German respondents state that the quality of service is “Bad” (Figure 1; Figure 2).

7.2.3. Complaints

A question regarding complaints, similar to that used in the questionnaire, was asked during each of the interviews. All but one agreed to handle and deal with

complaints. Only one of the Finnish interviewees stated to not caring about complaints, except if the completely wrong food or drink was served. He does not give out free drinks because, in his opinion, that motivates people to find a reason to complain and get free food and drinks. All the others agreed that they take complaints seriously, check them and if the mistake was on the restaurant's side, they apologize and if needed, they compensate the customer with something gratis. The opinion of one of the German interviewees is that there are no "habitual complainers", who are looking for a reason to complain, for him it is necessary to take every complaint seriously and if possible, he takes care of all the complaints himself.

According to the answers from the quantitative research, the interviewees, who are taking care of complaints, are acting to the satisfaction of their customers. The respondents from both countries agreed that they want to be taken serious, and this may be done by taking care of complaints and listening to the customers.

7.2.4. Regular Customers

All the interviewees stated that they have regular guests. The answers to the question, why they believe they come back, were again very diverse. The food and the quality were mentioned by almost all of the interviewees. An interviewee from Germany thinks that her regular guests are coming back because of the personal relationship that she has with most of her guests. From the Finnish interviewees one believed that the unique experience and the location of the restaurant as a reason for customers to return.

The "regulars" culture in 'Augustiner-Keller' is very different to the other mentioned restaurants due to the combination of various factors including the historical importance of the building, the culture of the surrounding community and the large seating options available. The oldest "Stammtisch" (=engl. Table reserved for regular guests) is from 1943 and all together there are about 120 regular customers in various groups. Most of the groups have their own table which they created and styled themselves. If a group of regular customers is not able to come, they call their waiter or waitress, for whom they have a phone

number, and tell him/her, that the table can be cleared for the other guests for that day.

All the restaurant owners/managers stated that they have regular customers, when they were asked to give a reason why they supposed they were coming back, various reasons were given. The Augustiner-Keller, whose regular customers have their own story and tradition and another German interviewee who stated a personal relationship with many of her customers, are the only ones who pointed out a certain reason for the returning of their regular customers, while others could only guess.

8. CONCLUSION

To summarize this thesis, the conclusion will be split into two parts; Chapter eight will first discuss the results of the research found and evaluated in chapter six and will then give answers to the research question, the second part of chapter eight is host to suggestions for possible further research. The first subchapter has importance in the culmination of relevant facts and achieved answers from the research committed, the second subchapter will be a necessary part of any vital research and a secondary aspect that includes what can be gathered from the experience of writing the said research.

8.1. Discussion

In this subchapter conclusions will be drawn and answers to the research question put forward. At first the differences will be collected and summarized to answer the first part of the research question “How do the behaviour and the expectations of the customer in the restaurant service differ between Finland and Germany”. Conclusions will be drawn by the collection of the differences which will lead to the answers of the second part of the research questions “How do the differences affect the restaurant industry”.

It was interesting to note in the evaluation of the questionnaires, that even though for most of the respondents the service quality is “Important” or “Very Important”. Fast food chains like McDonalds or Burger King are expanding and growing in popularity all over the world, but it is common knowledge that the quality of service in such chain restaurants can be rather low. This means that while some may have answered that the quality of service is "important" or "very important" exceptions can be made wherein the customers' expectations are lowered but this is not admitted or explained by the respondents in the questionnaire.

The first difference that was noticeable was the choice of self service or service by a waiter. More Finns prefer self service when compared to Germans; hence self service seems to be more common in Finland than in Germany. Those difference

were noticed especially in Bars/Pubs and Cafés. Germans clearly preferred table service on these occasions, while Finns rather self service. Bars and Cafés with table service are not very established yet in Finland, so the respondents may only tend to chose self service because they do not know or do not think about table service when they think about going to a bar or café, but it may not mean that they are not open to try to being served at a table. Interviewee Sami Lappalainen's 'GastroPubs' happen to be pubs with table service (see chapter 5.2.2.). According to his opinion, most of the people enjoy to be served at the table, but some people, especially if they visit 'GastroPub' for the first time, they are a bit insecure about the service; for example, they do not want to pay when they are leaving but pay straight after they get their drink and/or food.

The respondents in both countries agreed about the reasons for why they chose the specific type of service. If self service was chosen as the favoured kind of service, the most chosen reason was that "it is faster". On the other hand if service by a waiter was chosen, the most chosen reason for the choice was "that I can relax". To get a clearer picture of the reasons why they chose the specific kind of service that they prefer, in retrospect it would have been more informative to ask for just one specific reason.

It seems, according to the quantitative research, that customers can be divided into two different categories: The first category consists of customers who go to a restaurant to only fulfil their needs, meaning just to get something to eat. These customers prefer self service because it is fast and it may be less complicated, for example, there is no waiter involved, the food can be taken by the customer itself and also paying is faster, because the customer goes to the cashier itself and does not have to wait for a waiter to come to the table. According to Paul R. Timm this kind of customers are in the "zone of indifference" (see chapter 3.3.), but in this case, it may be that the customer prefers being in this so called "zone of indifference"; it is enough for him/her to get a meal and something to drink and leave the restaurant, with no opinion about the service, as long as it was fast and efficient. The second category consists of the customers who are going to the restaurant for recreation and maybe for a special occasion. These customers may

enjoy to lean back and be served by someone and may also sit longer while having a coffee and/or dessert after the dinner. One reason that more Finnish than German respondents chose self service with the reason that “that it is faster” as their favoured kind of service may be found in the development of restaurants in Finland. As already mentioned in chapter 4.1 restaurants in Finland were not a place of recreation and having a relaxed time while having a nice dinner; the restrictions according the selling and consuming of alcohol made the time at a restaurant uncomfortable. This picture of restaurants may be still in the head of the Finnish population, perhaps caused by narratives of older generations.

The expectations of the service received during lunchtime did not vary between the respondents from Finland and Germany. Self service is the preferred service during the lunch meal. A surprising outcome was that many Germans (36% of the respondents) do not visit a restaurant during their lunch break. One possible reason for that may be that in Germany so called factory canteens are very common, especially in bigger companies, which may not been seen as a restaurant by the respondents, even though they may go frequently. The lack of a typical lunch restaurant (meaning a restaurant which only opens for the lunch hours and offers a buffet with salad and two to three different main courses) in Germany as they are common in Finland should be considered when analyzing these results.

Both countries differed in their complaining behaviour. While the Germans tend to complain more, Finns more reserved if they were not satisfied, even about the food. A stereotype of the Finnish human behaviour is that they are more shy and reserved, while a stereotype of Germans is that everything has to be order and conducted in the right way. This is only a vague explanation; another conclusion could be that Finns do not value “perfect service”. If they go for dinner to a restaurant it is more important for them to have nice talk with good company, so they do not focus on food or service. Germans, on the other hand, may only enjoy their visit at a restaurant if everything is according to their satisfaction, and if something goes not to their taste, they let the restaurant know, may it be to show frustration or to advise the restaurant of a mistake, so that this kind of disappointment will not occur again.

Usually restaurants in Finland and Germany, also according to what five of the six interviewees in the quantitative research interviews stated, are open for complaints and suggestions for improvement if there is a good cause behind it. According to the research 87 % of the German and 75 % of the Finnish respondents only expect “that their complaint is taken seriously” (see Chapter 7.1.4), hence it may be a nice gesture to give something on the house, but it is not necessary. The question may be asked, how to motivate people to complain, without forcing them to find an irrelevant reason. If people know beforehand, that if they complain they will get for instance a gift card or free dessert after, they may look for a reason to complain; if people are not motivated to complain, the same mistake may occur more often until the frustrated customer does not come back again. To ask the customer after he/she finished the meal if the meal was good, may be answered with the obligatory “yes” even though it was not; Feedback forms, that lie on the table or at the entrance may either be ignored or do not look very professional for the restaurant.

The tipping culture in both countries also varied. Even though almost half of the respondents in Finland and Germany answered that they “only tip when they were satisfied with the service”, a third of the Finnish respondents stated that they “never” tip, which none of the German respondents answered. On the other, hand one third of the German respondents stated that they “always” tip (see 7.1.5). The question occurs, how tipping affects the service culture. If one third of the German respondents answered that they always tip, if they were satisfied with the service or not, how should the restaurant or the particular waiter know if the customer was really satisfied and how should he/she know if the quality of service has to be improved. The waiters’ perspective may look different; they may think that they will get the tip money anyway, so why put effort into the service.

“And how do those differences affect the restaurant industry?” was the second part of the research question which has to be clarified. Those differences may especially affect restaurants which are planning to expand either from Finland to Germany or from Germany to Finland. As already mentioned, a lunch restaurant which works successfully in Finland, may have problems to develop in Germany.

For example restaurant chains have to be aware of these differences to assure a successful start abroad.

Restaurants should be also aware about the complaining behaviour in both countries. For example when a restaurant opened and in the beginning if things do not run smoothly and with a routine yet, in Finland it may happen that the customers do not call attention to occurred mistakes. The restaurant manager/owner may have to look after the customers him/herself, for example come to the table of the guests when they are about to pay and ask if they were satisfied or if they have any advice for improvement.

The tipping culture in Finland and Germany is more relevant for the employees than for the employers. A waiter who used to work in Germany and comes to Finland has to be aware that if a guest does not tip you it does not mean he/she was not satisfied with the service. On the other hand, if a waiter who used to work in Finland comes to Germany gets a tip it does not mean that the guest was actually satisfied. The salaries in neither country are based on tips, but awareness about the tipping culture may be an advantage.

8.2. Suggestion for further research

The research which was conducted for this thesis may be used as a base for further study. The tendency towards a specific kind of service on different occasions was shown in the results; hence further researches can be built on these results.

Further research could be conducted to find out whether the German market is ready for a new type of lunch restaurant, meaning a restaurant which offers only buffet service and has a set menu with approximately three different meals, which changes daily. In order to acquire a better idea of the greater aspects about lunch dining habits, further studies in the two countries could be done. Questions about what time the main meal is taken, how often a meal is eaten per day (for instance one big meal per day, or several smaller ones) and the respondents might also need to define the time of their lunch break to better understand the eating habits of each country. In Finland it is not unusual to order a glass of milk for lunch, but

in Germany it may be surprising. Many Finns put value on getting a cup of coffee after lunch or to getting a jug of water either for free or for only a small charge. These things may be a matter of course in Finland, but not in Germany. Hence, a research which focuses on general expectations in restaurants may be conducted.

It would also be interesting to explore where the tipping culture comes from and how it was introduced to various cultures. According to an English legend from the 16th century, the tip had to be paid beforehand to the waiter. A small box was at the entrance of the restaurant which said “To ensure Promptitude” and the customer had to pay the amount of money which he/she thought may be adequate, if the amount of money was too little then customer was not served (Dobler, 2009). In current Finland and Germany, the salary is not based on tips, but according to the results of the research it is more common to tip in Germany than in Finland. Even though Finns are familiar with the tipping culture; eight Finnish respondents in the research stated that they tip when they are abroad or on holidays, and these answers were given independently of each other. Also in this case another research about the tipping culture could be conducted. For example to find out if the trend goes towards to tip more or less and especially what are the reasons for tipping the waiter.

A deciding advantage for further research may be to have an insight into the statistics about restaurants; for example how many lunch places or fine dining restaurants are located in the country. Those statistics may show what kinds of restaurants are common in a country and how high the demand for certain restaurant types is.

An improvement for further researches may be to focus on a certain age group. The research which was conducted for this thesis did not concentrate on a specific age limit; hence the average age of the respondents varied between the two countries (Average age Finland: 25 years; Average age Germany: 37 years; see chapter 6.1.) which may be a disadvantage. People in different ages have different interests and may have different ideas about a restaurant visit. Also further background information about the respondents would be an advantage, like

profession, education or if they have a family. All this information may influence the choice of a restaurant and the expectations the respondents have in the restaurant service.

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Planeberg 62, 14913 Jüterbog; Germany;

Online: <http://www.zurkirsche-jueterbog.de/>

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Maria Breunig, “Hotel Post”, Obere Vorstadtstr. 1, 88299 Leutkirch; Germany

Online: <http://www.hotel-post-leutkirch.de/index.htm>

Interview held on the 28.9.2010

Christian Vogler, Augustiner-Keller, Arnulfstr. 52, 80335 München; Germany

Online: <http://www.augustinerkeller.de/>

Interview held on the 02.10.2010

Jaakko Isokangas, Oy Fondis Ab, Hovioikeudenpuistikko 15, 65100 Vaasa,
Finland

Online: <http://www.fondis.fi/index.html>

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Sami Lappalainen, Gastropub Tuulensuu, Hämeenpuistikko 23, 33210 Tampere,
Finland

Online: <http://www.gastropub.net/tuulensuu/>

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Margareta Morgan, Kalle’s Inn, Klobbskatvägen 189, 65970 Söderudden, Finland

Online: <http://www.kallesinn.com/?tocID=10>

Interview held on the 5.2.2011

Minun nimeni on Martina Ober ja olen viimeisen vuoden opiskelija ammattikorkeakoulussa Vaasassa. Lopputyökseksi aion kirjoittaa Suomen ja Saksan ravintoloiden palvelun tason eroista. Olisin erittäin kiitollinen jos Sinä voisit käyttää pari minuuttia täyttääksesi tämän kyselylomakkeen. Se tulee olemaan anonyymi.

1. Ikä? _____
2. Sukupuoli: Nainen Mies
3. Kansalaisuus: Suomi Saksa
4. Kuinka kuvailisit asiakaspalvelun laatua Suomessa?
 Todella hyvä Hyvä Keskitasoa Huono Todella huono
5. Minulle asiakaspalvelun laatu on
 Todella tärkeä Tärkeä Hieman tärkeä Ei lainkaan tärkeä
6. Valitse yksi palvelutyyppi josta pidät yleensä ja selitä valintasi yhdellä tai useammalla syyllä:
 - Itsepalvelu, koska ...**
 - se on nopeampaa voin valita itse mitä haluan
 - ei tarvitse häiritä tarjoilijaa olen tottunut siihen
 - muu syy _____
 - Tarjoilija, koska.....**
 - pidän siitä, että minulle tarjotaan olen tottunut siihen
 - voin rentoutua ei itse tarvitse vaivautua
 - Muu syy _____
7. Merkitse ristillä minkälaista palvelua suosisit eri tilanteissa, kun menet ravintolaan:

	Itsepalvelu	Tarjoilija	Ei väliä	En mene ravintolaan
Lounas				
Lounas ystävien kanssa				
Illallinen ystävien kanssa				
Illallinen perheen kanssa				
Kahvilassa				
Baarissa/Pubissa				

8. Käyn suosikkiravintolassani ... 1 -2 kertaa viikossa
 1-2 kertaa kuukaudessa
 2-4 kertaa tai vähemmän puolessa vuodessa
 Minulla ei ole suosikkiravintolaa
9. Mikä on tärkein syy valitessasi tämän ravintolan? (vain yksi)
 Ihmiset ilmapiiri Halpuus
 Ystävällinen palvelu Hyvä ruoka Muu _____
10. Milloin valitat.....
 Pitkät odotusajat? Aina Joskus En koskaan Tyytymätön
 ruokaan? Aina Joskus En koskaan Tyytymätön
 palveluun (esim. tyly)? Aina Joskus En koskaa
 Muita syitä valittaa _____
11. Mitä odotat saavuttavasi valittamalla? (yksi tai useampi vastaus)
 Hyvityksen, esim. Ilmaisen kahvin, snapsin, jälkiruoan.
 Että sinut ja valituksesi otetaan vakavasti
 Että pääset ravintolan johtajan puheille
 Kunnioitusta
 Muu _____
12. Missä näistä tapauksista olisit tai et olisi valmis antamaan toisen mahdollisuuden?
 Tyytymätön ... en koskaan yhden kerran aina
 ruokaan
 palveluun
 valituksesta saatuun negatiiviseen palautteeseen
13. Annatko tippiä?
 tyytyväinen palveluun Ainoastaan jos olen
 Aina
 Ainostaan jos saan palvelua pöytään
 En koskaan (siirry kohtaan 15)
 Muu _____
14. Kuinka paljon yleensä annat tippiä?
 Pyöristän ensi. 8,70€ = 9 €
 10%
 15%
 riippuen kuinka tyytyväinen palveluun olen

Muu

15. Mistä syystä menet kahville vapaa-aikanasi? (yksi tai useampi vastaus)

Juomaan tavallista kahvia

juomaan erikoista
kahvia(Latte Machiatto...)

Syömään kakkua/muuta makeaa kahvin kanssa

Keskustelemaan ystävän kanssa

Lukemaan kirjaa

Tekemään töitä/koulutöitä

Päästäkseni pois kotoa

Muu _____

Kiitos ajastasi ☺!

Mitt namn är Martina Ober och jag är en sista års studerande vid University of Applied Science i Vasa, Finland. Jag kommer att skriva min kandidat uppsats om skillnader i förväntningar på service i restauranger i Finland och Tyskland. Jag vore mycket tacksam om ni kunde avvara några minuter att fylla i detta frågeformulär som kommer att vara anonymt.

1. Ålder? _____
2. Kön: Man Kvinna
3. Nationalitet: Finsk Tysk
4. Hur skulle du beskriva kvalitén på servicen i restauranger i Finland i allmänhet?
 Mycket Bra Bra Medelmåttig Dålig Våldigt dålig
5. För mi är kvalitäten på servicen
 Mycket viktig Viktig Spela ingen roll Inte viktig
6. Välj **en typ** av servering du föredrar i allmänhet och motivera dina val med ett eller flera skäl:
 Jag föredrar ...
 Självbetjäning, på grund av att ...
 det är snabbare jag kan själv välja vad jag vill ha
 jag behöver inte störa servitören/servitrisen jag är van med det
 Annat _____
 Service av en kypare, på grund av att...
 jag gillar när allt är serveras till mig behöver inte bry mig om att stiga upp
 jag kan slappna av jag är van med det
 Annat _____
7. Gör ett kryss på vilken typ av service du föredrar vid olika tillfällen och typ av restaurang du går på

	Självbetjäning	Service av en kypare	Ingen skillnad	Gå aldrig på denna typ av servering
Lunch (arbets paus)				
Lunch med vänner				
Middag med vänner				
Middag med familjen				
På ett kaffe ställe				
På en Bar/Pub				

8. Jag går till min favorit restaurang
- | | |
|--------------------------|-------------------------------------|
| <input type="checkbox"/> | 1-2 gånger per vecka |
| <input type="checkbox"/> | 1-2 gånger per månad |
| <input type="checkbox"/> | 2-4 gånger per halv år eller mindre |
| <input type="checkbox"/> | Jag har inte en favorit restaurang |
9. Vad är främsta anledningen till att du går på denna specifika restaurang? (**Välj endast en**)
- | | | | |
|--|---------------------------------------|---------------------------------|---------------------------------|
| <input type="checkbox"/> Människorna
personal | <input type="checkbox"/> Atmosfären | <input type="checkbox"/> Priset | <input type="checkbox"/> Vänlig |
| <input type="checkbox"/> God mat | <input type="checkbox"/> Övrigt _____ | | |
10. När klagas du?
- | | | | |
|--|---------------------------------|---------------------------------|---------------------------------|
| Alltför långa väntetider | <input type="checkbox"/> Alltid | <input type="checkbox"/> Ibland | <input type="checkbox"/> Aldrig |
| Missnöjd med maten | <input type="checkbox"/> Alltid | <input type="checkbox"/> Ibland | <input type="checkbox"/> Aldrig |
| Missnöjd med servicen
(personalen har varit oförsämrad eller oartiga) | <input type="checkbox"/> Alltid | <input type="checkbox"/> Ibland | <input type="checkbox"/> Aldrig |
- Andra skäl till att du klagas _____
11. Vad förväntar du dig ska hända efter att du har klagat? (Ett eller flera svar möjliga)
- | |
|---|
| <input type="checkbox"/> gratis kompensation, till exempel en kopp kaffe, snaps eller dessert |
| <input type="checkbox"/> att dina klagomål tas på allvar |
| <input type="checkbox"/> Att få prata med chefen / ägaren / person med befogenhet |
| <input type="checkbox"/> Tacksamhet att man fört fram klagomålet |
| <input type="checkbox"/> Övriga _____ |
12. I vilka av dessa fall skulle du vara beredd eller inte beredd att ge matstället en andra chans?
- | | | | |
|-------------------------------------|--------------------------|--------------------------|--------------------------|
| Inte nöjd med ... | Alltid | En gång | Aldrig |
| ... maten | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ... servicen | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ... negativ reaktion efter klagomål | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
13. Ger du dricks?
- | |
|---|
| <input type="checkbox"/> Bara om jag var nöjd med servicen |
| <input type="checkbox"/> Alltid |
| <input type="checkbox"/> Bara om jag serverades till bordet |
| <input type="checkbox"/> Aldrig (hoppa till fråga 15) |
| <input type="checkbox"/> Annat _____ |
14. Hur mycket brukar du ge i dricks, om du ger?
- | |
|---|
| <input type="checkbox"/> Avrundar (tex. 8,70€ = 9€) |
| <input type="checkbox"/> 10% |
| <input type="checkbox"/> 15% |

- Beroende på hur nöjd jag var
 Annat _____

15. Vad är anledningen för dig att "gå på en kopp kaffe" på din fritid? (Fler svar möjliga)

- Enbart för att dricka en vanlig kopp kaffe att dricka en god /
specialkaffe (Cafe Latte, Espresso)
- För att få en tårta / söt bit till kaffet För att samtala med en vän
- läsa en bok / tidning
- Göra skolarbete eller jobba Vara borta från hemmet
- Andra _____

Tack för att du tog dig tid att fylla i detta formulär, din hjälp är mycket uppskattad ☺

Hallo,
 mein Name ist Martina Ober. Ich studiere Hotel- und Restaurant-Management an der Fachhochschule in Vaasa, Finnland. In meiner Abschlussarbeit bewerte ich die Erwartungen von Gästen bezüglich des Service in deutschen bzw. finnischen Restaurants. Dabei bin ich auf Ihre Mithilfe angewiesen und wäre Ihnen sehr dankbar, wenn Sie sich 5-10 Minuten Zeit nehmen, um diesen Fragebogen auszufüllen. Die Auswertung erfolgt selbstverständlich anonym.

1. Alter?

2. Geschlecht: weiblich männlich
 3. Nationalität: Finnisch Deutsch
 4. Wie bewerten Sie die Servicequalität allgemein in Deutschland?
 5. Sehr gut Gut Durchschnittlich Schlecht Sehr schlecht
 6. Die Servicequalität in Restaurants ist für mich
 Sehr wichtig Wichtig Egal Nicht wichtig
 7. Wählen Sie die Art von Service, die Sie generell bevorzugen. Geben Sie dazu eine oder mehrere Begründungen an.

Ich bevorzuge

- Selbstbedienung, weil....**
 es schneller ist direkt selber auswählen kann
 Ich keine Bedienung beanspruchen muss ich es so gewohnt bin
 Andere Begründung _____
- Service mit Bedienung, weil.....**
 lieber bedient werden mag ich nicht aufstehen muss
 Ich entspannen kann Ich es so gewohnt bin
 Andere Begründung _____

8. Kreuzen Sie an bei welchem Anlass sie welche Art von Service bevorzugen:

Selbstbedienung Bedienung Egal Ich besuche für diesen Anlass

kein Restaurant

	Selbstbedienung	Bedienung	Egal	Ich besuche für diesen Anlass
Mittagspause (in der Arbeit)				
Mittags mit Freunden Essen gehen				
Abendessen mit Freunden				
Abendessen mit der Familie				
Besuch im Café				
In einer Bar/Pub				

9. Ich gehe in mein Lieblingsrestaurant/Bar 1-2 mal in der Woche
 1-2 mal im Monat
 2-4 mal im halben Jahr oder weniger
 Ich habe kein Stammrestaurant/Bar
10. In dieses Restaurant gehe ich gerne wegen.... (Bitte nur eine Begründung)
 der Leute der Atmosphäre guten Preise dem freundlichen Personal
 Gutes Essen Andere Begründung _____
11. Welche dieser Vorkommnisse sind für Sie ein Grund sich zu beschweren?
Lange Wartezeiten Immer manchmal nie
Unzufrieden mit dem Essen Immer manchmal nie
Unzufrieden mit dem Service (unhöflich, unfreundlich) Immer manchmal nie
Andere Gründe für eine Beschwerde _____
12. Welche Reaktion erwarten Sie, wenn Sie sich beschwert haben? (Mehrere Antworten möglich)
 Eine Entschädigung, wie zum Beispiel Kaffee, Dessert oder ein Schnapps
 Dass die Beschwerde ernst genommen wird
 Ein Gespräch mit dem Manager/Besitzer/Restaurantleiter
 Anerkennung für die Beschwerde
 Andere Erwartungen _____
13. Bei welchen dieser Ereignisse wären Sie bereit dem Restaurant noch eine Chance zu geben?
Nicht zufrieden mit..... Nie Einmal Öfter
... dem Essen
... dem Service
..der negativen Reaktion nach Einer Beschwerde
14. Geben Sie Trinkgeld?
 Nur wenn ich mit dem Service zufrieden war
 Immer
 Nur wenn ich am Tisch bedient wurde
 Nie (gehen sie zu Frage 15)
 Andere Gründe _____
15. Wieviel Trinkgeld geben Sie generell?
 Ich runde auf (z. B. 8,70 € = 9€)
 10%
 15%
 Kommt darauf an wie zufrieden ich war
 Andere Gründe _____
16. Weshalb gehen Sie in Ihrer Freizeit "auf einen Kaffee" in ein Café (Coffeeshop)?
(Mehr Antworten möglich)
 Um einen normalen Kaffee zu trinken Um einen speziellen Kaffee zu trinken
(LatteMacchiato, Espresso etc)
 Um einen Kuchen oder Gebäck mit dem Kaffee zu essen
 Um mit Freund/Freunden zu reden Um ein Buch/Zeitung/Magazin zu lesen
 Um Hausaufgaben/Arbeit zu erledigen Um von daheim rauszukommen
 Andere Gründe _____

Vielen Dank dass Sie sich die Zeit genommen haben ☺

Questions for the quantitative research interviews

Questions for the interview:

1. How did you come up with the decision to work in the restaurant field?
2. How would you describe service in Germany/Finland?
3. How do you provide good service?
4. If you go to a restaurant to eat, what are the things you put value on?
5. How would you define good service?
6. How do you handle complaints?
7. How much freedom do you give your employees to give for instance free drinks or something else as compensation when something went wrong or not to the satisfaction to the customer?
8. How do you assure your employees provide good service?
9. Do you have regular customers?
10. Why do you think the regular customers are always coming back?