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New ways to attract customers to restaurant Bord during lunch

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Abstract		
<p>This thesis was written for restaurant Bord. The goal was to attract new customers to Bord restaurant for lunch.</p> <p>To achieve the goal, the theoretical foundations of marketing and the method of quantitative research were used. The theoretical material consisted mainly of books and textbooks on marketing and provided the basis for understanding the situation in the hospitality market and consumer behavior. A SWOT analysis was also developed for the restaurant, which showed strengths and weaknesses, as well as opportunities and threats for future development. A survey consisting of 10 questions was used as a quantitative study. The survey was aimed at understanding the reasons for choosing a restaurant, as well as getting consumers' opinions regarding lunch and restaurant.</p> <p>Based on the survey, the main advantage of the restaurant is its location, and the disadvantage is the range of products offered at lunch. The survey presented that Bord restaurant is fairly competitive. The SWOT analysis showed that it has many opportunities and strengths, including experienced staff, average prices, quality and fresh products, as well as many potential visitors. At the same time, threats and weaknesses were also identified, based on recommendations that were made to increase the attendance.</p>		
Keywords		
Restaurant marketing, hospitality, lunch, customer behavior, strategic planning		

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1 INTRODUCTION

Restaurant Bord is a restaurant at a hotel of the Scandic chain and serves guests at breakfast and lunch according to the buffet system and at dinner by waiters. Scandic hotels are located in several European countries and are most popular during business trips on weekdays and family trips on weekends. Scandic is the largest Nordic hotel operator with a network of about 280 hotels with 57,000 rooms in six countries and annual sales of SEK 18 billion 2018 (about €1,7 billion). (Scandic Hotels website, 2020).

A rather large number of people stay at Scandic Mikkeli, the hotel has 136 rooms and 120 seats in the restaurant. During breakfast, you can see many guests who are not only customers of the hotel, but also people of partner companies which pay breakfast for their employees. The approximate number of guests at breakfast is 150, plus or minus depending on the day of the week. At lunch, a completely different situation is observed - there are quite a few visitors in the restaurant. According to the manager, the restaurant serves an average of 80 people at lunch. The reason for this difference may be that breakfast is included in the price of the hotel, and lunch is not. However, in Finland, it is very popular among workers to go to lunch, so a restaurant in the city centre, with offices around, should be more popular. The restaurant manager confirms that the main clientele at lunch is middle-aged people who work nearby. Also, the restaurant is visited by elderly people who are retired.

Scandic Mikkeli has a Facebook group, where information on lunch, assortment and other news from the life of Bord restaurant is updated quite often. There are a few comments, but almost all of them are positive. Also, Scandic Mikkeli can be found on the websites Booking.com and Tripadvisor.com. On the first, it has a very good rating of 8.2 out of 10 (678 reviews), on the second worse - 3.5 out of 5 (124 reviews). Despite the big difference, hotel visitor reviews agree. Basically, regarding the restaurant, almost all guests praise breakfast: the range and quality of food do not leave anyone indifferent. Comments that the assortment is insufficient and there are a lot of dirty tables can be found. Someone does not think that the price-quality ratio is fair, there are also notes about the outdated design that apply to the entire hotel as a whole. Unfortunately, there are very few reviews about lunch, as there are practically no hotel guests among the lunch guests.

Therefore, to solve the problem of restaurant attendance and identify possible reasons for its not very high popularity, the following goals and objectives are set.

The goal of the research is:

- To attract new customers to Bord restaurant for lunch.

Objectives:

- To analyse prices and methods of attracting customers that are already available in restaurant Bord and compare the information received with other restaurants in Mikkeli.
- Explore famous marketing approaches and apply them at Bord restaurant.
- To increase interest in the restaurant through recommendations on promotions and discount systems.

2 THEORETICAL FRAMEWORK AND BACKGROUND

It is difficult to imagine a modern comfortable hotel without a restaurant since the provision of food is one of the main conditions for good service. However, since guests stay at the hotel, as a rule, for several days, the restaurant is necessary not only to satisfy food needs but also to organize leisure activities for hotel guests, as well as for other events, the nature of which depends on the type of hotel (Cousins et al., 2011, 7).

The success of the restaurant at the hotel depends on effective management and marketing, as well as competently organized work of partners. Often, a restaurant is part of the structure of the hotel, being its unit. This is the main feature of the hotel restaurant. After all, its first duty is to feed the guests. The restaurant should correspond to the level of the hotel at least in terms of seats and menu content (Sheela A., 2000).

2.1 Marketing for hospitality and tourism

Today, marketing is not just a function of a business. This is a kind of philosophy, a way of thinking and structuring a business. This is not another company and is not a means of stimulating demand at the current moment. Marketing is an indispensable component of the activities of every employee - from the receptionist to the top manager. Marketing tools should not be used to fool a customer and jeopardize a company's reputation. The task of marketing is to create a combination of goods and services that represents true value in the eyes of the client, create motivation for the purchase and satisfy its true needs (Kotler et al., 2014, 5).

In the hotel business, marketing is often equated with the sale of hotel services. In the restaurant business, marketing is often confused with advertising and sales promotion. In fact, advertising and sales in the restaurant business are only components of one of the elements of the *marketing mix* and often not the most important ones (Kotler et al., 2014, 9-10). Advertising and sales are components of a policy of promotion, promotion of goods and services in the system of marketing measures to influence the market. Other elements of it are the product itself, its price and place – 4 Ps of the marketing mix (Khan M., 2006, 9). In any case, marketing does not stand still, thus companies can be very far behind competitors if they do not develop

for too long. One example of this evolution in the basic structure of marketing can be a change in the marketing mix theory. Where previously 4 Ps were used to explain the marketing mix, now 7 Ps is generally accepted. This adds depth to the explanation of the marketing mix strategy. (Figure 1).

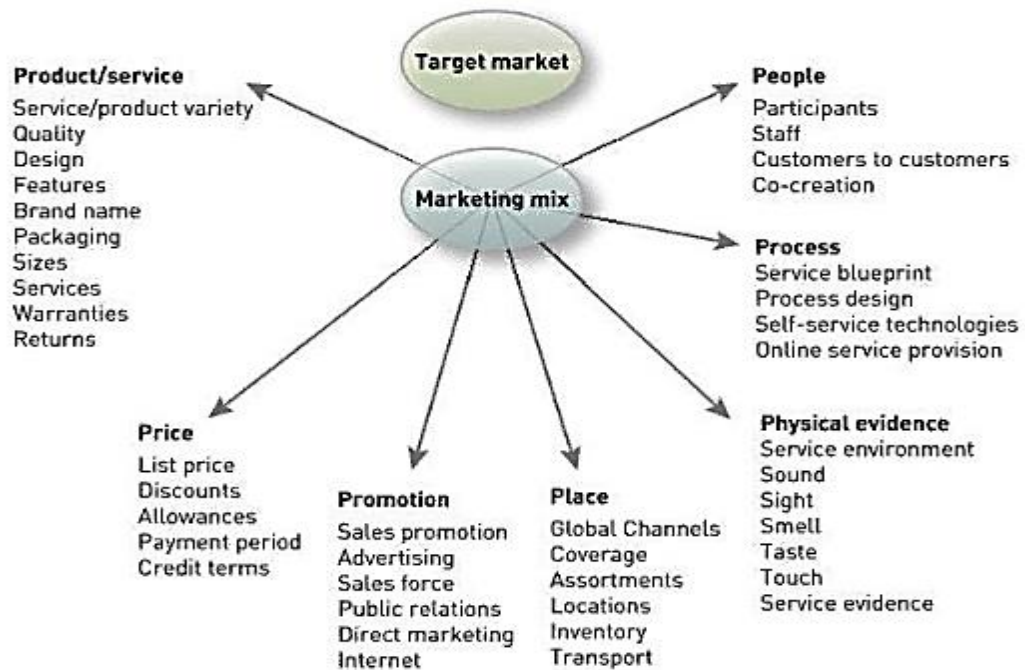


Figure 1. The 7 Ps components of the marketing mix (Tresidder R. & Hirst C., 2012, 51)

The purpose of marketing is to learn and understand the needs of the buyer to such an extent that the product or service being produced is ideally suited to it and sold as if by itself. This does not mean that sales and their promotion are not important, but they are part of a larger phenomenon called the marketing mix. These are marketing tools by which a "satisfied customer" is created (Figure 2). The way to offer and sell product more successfully is to determine the goals and needs of a customer. Then put what is valuable to him in a suitable package and put this package in an easily accessible place for him (Laws E., 2003, 102).



Figure 2. A simple model of the marketing process (Kotler et al., 2014, 13)

2.2 Market segmentation, targeting, positioning

For a marketing specialist, *market* is a complex of all real and potential buyers of a particular product. Trading organizations understand that they cannot contact all customers at the same time or in the same way (Kotler et al., 2014, 221). Too many buyers are too different in their needs and buying habits. In this regard, marketing has overcome three stages (Hudson S. & Hudson L., 2013, 154):

1. Mass marketing. In mass marketing, the seller is engaged in mass production, mass distribution and mass advertising and promotion of the sale of the same product to all customers. In favor of mass marketing, it leads to the lowest costs and prices and creates the largest potential market.
2. Product-oriented marketing. The seller produces two or more types of goods that differ in properties, style, quality, size, etc. The set of products is designed to offer customers a variety of products, and not match the differences in market segments. In favor of such marketing, it can be said that consumer tastes vary and change over time. Consumers seek diversity and change.
3. Target marketing. The seller determines the market segments, selects one or more of them and develops individual products and marketing impact complexes on the marketing mix market corresponding to each selected segment. For example, the development of a special menu to meet the needs of those who pay attention to diet.

Many companies refuse both mass marketing and product-oriented marketing, preferring target marketing. Target marketing helps sellers find the best market opportunities, and companies develop the right products for each target market segment. Instead of spraying their marketing efforts, they can focus on customers who are most interested in this particular type of product (Kotler et al., 2014, 221). As a result of the increasing fragmentation of mass markets into hundreds of micro-markets, each of which has its own different needs and lifestyles, targeted marketing is increasingly turning into micromarketing. Using *micromarketing*, companies adapt their market programs to the needs and desires of a clearly defined geographic, demographic, psychographic or behavioral segment of the market. The

highest form of targeted marketing is consumer-oriented marketing when a company adapts its offerings to the needs of individual customers or purchasing organizations.

There are three main stages of target marketing (Figure 3). The first stage is *market segmentation* – dividing the market into specific groups of customers requiring various products and (or) complexes of marketing impact on the market (marketing mix). The company defines different ways of market segmentation and develops profiles of the received market segments. The next step is to identify the *market targeting*, analyze the segments by their attractiveness for the company and select one or more target segments for subsequent marketing work. The third stage is the *market positioning* on the target market segment and the development of an appropriate marketing mix.



Figure 3. Steps in segmentation, targeting and positioning (Kotler et al., 2014, 221)

2.2.1 Market segmentation

The market consists of consumers who differ from each other in their needs and thereby separate the market. Ideally, the seller can adjust the sales program for each buyer, but usually, this is not profitable. For example, hotel needs for families with and without children are different, but Club Med resort has divided its territory for couples with children and couples without them, thereby satisfying the needs of each segment (Tresidder R. & Hirst C., 2012, 91). However, not all representatives of the hospitality industry can afford it. There are many ways to segment a market, but the main segmentation variables for consumer markets are (Strauss J., 2016, 202):

1. Geographic segmentation (world region/country, country region, city size, density, climate);
2. Demographic segmentation (age, gender, family size, family life cycle, income, occupation, education, religion, race, generation, nationality);

3. Psychographic segmentation (social class, lifestyle, personality);
4. Behavioral segmentation (occasions, benefits, user status, usage rate, loyalty status, readiness stage, attitude toward product).

Catering provides many examples of segmentation by various criteria (Khan M., 2006, 10). Because each group of customers in the restaurant services market makes its demands on the quality and variety of dishes, the restaurant cannot serve all customers equally efficiently. The restaurant should distinguish easily accessible groups of customers from hard-to-reach. To achieve at least a slight advantage in the competition, a restaurant should study market segments, single out one or several subgroups of customers within the general market and focus its efforts on meeting their preferences (Cousins et al., 2011, 35).

Even though at first glance it seems that segmentation is a very profitable technique and most marketers support this, there is an opposite point of view. Professor Denise Jarratt criticizes such tactics because of its possible consequences since there is a big difference in segmentation in theory and practice. Since segmentation is based on a not always objective opinion of a specialist, this makes it too narrowly focused, depriving the business of potential customers and profits (Jarratt D., 2012). The same problem exists in medium and small companies that do not have enough funds for data mining, which leads to under-segmentation, to not understand what exactly their customers want, or who exactly are the customers. To solve this problem, approaches of individualization, empathy, and co-creation are proposed to better understand the consumer and his desires (Kannisto P., 2016).

2.2.2 Market targeting

Segmentation reveals the potential of the company in the market. The company then selects the most attractive segment or segments, which should serve as the *target* of the marketing strategy to achieve the desired results (Hudson S. & Hudson L., 2013, 154). A firm can apply one of three market coverage strategies: undifferentiated marketing, differential marketing, and concentrated marketing (Figure 4).

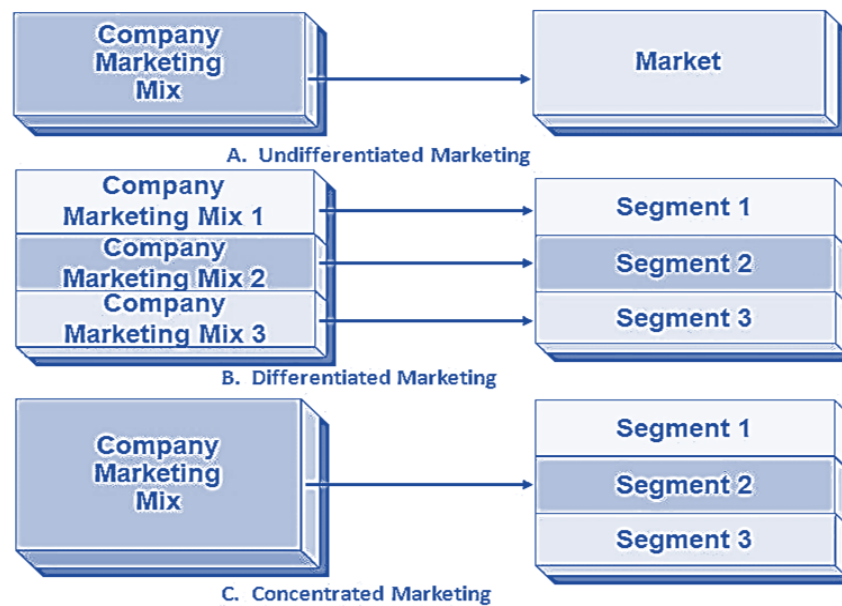


Figure 4. Three alternative market-coverage strategies (Kotler et al., 2014, 232)

Choosing undifferentiated marketing, it is difficult to create a new item or brand that can satisfy all or at least most customers. When a few companies coordinate their efforts to the biggest market segment, the inescapable result is furious competition. Small and medium companies constrained to fight for a certain specialty in the market and point at smaller sections, favouring product differentiation.

With differentiated marketing, the company focuses its activities on a few market segments and creates person offers for each of them. Differentiated marketing gives a more prominent turnover than undifferentiated promoting. The firm should create marketing plans, conduct market investigate, make forecasts, examine exchange turnover, improvement plans and promoting for each brand and market segment separately.

Concentrated marketing is a particularly attractive strategy for resource-limited companies. Instead of searching for a small share of an expansive market, the firm looks for a huge share of one or more small markets. By turning to concentrated marketing, companies accomplish a solid market position within the segments they serve, thanks to distant much better information about the requirements of these segments and a particularly high reputation. The company spares on operational costs by specializing in the place, promotion of the product and price. In case the company has effectively chosen a

segment, it will accomplish a high return on contributed capital (Kotler et al., 2014, 233-234).

Several factors must be considered when choosing a market strategy (Kotler et al., 2014, 234):

1. *Company's resources*. In case the company's resources are restricted, concentrated marketing is the most astute technique.
2. The *degree of product homogeneity*. For services such as restaurants and hotels that can be vary in many items, it is more reasonable to use a differentiated marketing strategy.
3. *The homogeneity of the market*. In case clients have the same taste, if they purchase the same amount of item, and if they react similarly to marketing techniques, at that point undifferentiated marketing is suitable.
4. *Competitor's strategies*. If a competitor's resort to market segmentation, undifferentiated marketing can be extremely inefficient. If competitors use undifferentiated marketing, the company can achieve an advantage over them by applying a differentiated or concentrated marketing strategy.

2.2.3 Market positioning

When the company has chosen the target segments, it has to decide what positions should be taken in these segments. Now consumers are overloaded with information about goods and services, and to simplify the decision to purchase, consumers divide goods into different *positions* (Laws E., 2004, 109). Marketing specialists prefer not to give a random position on their products. They pre-think the positions that give the product the greatest advantage in their chosen target markets and then develop a marketing mix strategy that creates the planned positions for their product. The positioning process consists of three stages (Kotler et al., 2014, 236):

1. Determining the set of possible *competitive advantages* on which to base a position;
2. Choosing the right competitive advantages and effective customer information about them;

3. Promotion of a selected position in a carefully selected target market.

A company can either differentiate its product or offer a product similar to that of competitors. Most products are trying to distinguish themselves from their competitors. Differentiation can take place according to physical attributes, level of service, staff, location or image (Kotler et al., 2009, 372). So, what differences should be preferred? Not all distinguishing features matter or justify the time and money spent. Therefore, the company should carefully choose those features by which it will favorably differ from competitors. The difference should contain the following functions and can be (Kotler et al., 2014, 241):

- Important - difference brings highly rated benefits to target customers.
- Distinctive - competitors do not offer this distinction or a company may offer it more strongly.
- Superior - the difference surpasses all other ways to obtain the same benefits for the consumer.
- Communicable - the difference can be shown, it is visible to customers.
- Preemptive - it is difficult for competitors to adapt or copy it.
- Affordable - buyers can bear to pay for this contrast.
- Profitable - a company can make a profit by introducing this difference. A company also needs to select which and how many differences it can use like competitive advantages.

An interesting example of the research of this STP-approach can serve as two well-known American companies - Starbucks and Dunkin` Donuts. Both of these cafes specialize in selling coffee, but Donuts is a "simpler" establishment when Starbucks has more pathos and higher prices. Regular customers of these establishments were paid 100€ per week to switch to a competitor's cafe.

As a result, after interviewing the two groups, Donuts customers, ordinary workers, did not like Starbucks, because the cafe was too fashionable for them, and the coffee was expensive. They were also annoyed by the laptop owners who liked to work there, because it was difficult to find a place, they did not understand such a concept. For regular Starbucks visitors, was difficult

to go to Donuts, because this place seemed too unoriginal to them and they did not feel special there.

Dunkin' researchers concluded that it was the ideal, and not the price, that respondents divided into two groups: Dunkin' visitors needed to be a part of the crowd, while Starbucks cafe guests desired to stand out as individuals (Delventhal S., 2019).

Speaking about this case, restaurant Bord is more like Dunkin cafe, because in Finland people are very practical, they will not overpay for the interior and atmosphere every day. Such guests will appreciate first of all the quality of food and will want to see on the menu what they prefer.

2.3 Consumer buying behavior

2.3.1 Model of consumer behavior

The hospitality market has become an arena of fierce competition. In addition to this, the industry is undergoing a process of globalization (Page S., 2011, 16). Firms spend large sums on marketing research, which should reveal what, where, how, how much and why their consumers are going to buy. A company that understands how consumers will react to their advertising, products, prices, has a huge advantage over its competitors (Hudson S. & Hudson L., 2013, 45-46). That is why researchers from various firms and universities are closely studying the dynamics of marketing incentives and consumer reactions. The psychological model of consumer behavior (Figure 5) indicates that marketing and other incentives are included in the “black box” of consumer consciousness, and it depends on marketing specialists what will fall into this “black box”.

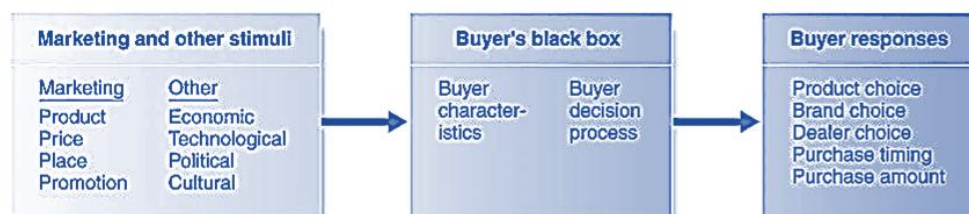


Figure 5. Model of buyer behavior (Khan M., 2006, 177)

The figure also shows the main 4Ps marketing incentives; the group of other incentives includes the main environmental factors for the customer -

economic, technological, political and cultural. All these incentives fall into the “black box” of the customer, where they are converted into certain decisions, which can be seen in the diagram on the right, namely: the choice of products, brands, dealers, time and amount of purchase. When conducting marketing operations, it is necessary to understand how, within the black box, certain incentives cause certain reactions. The “black box” consists of two parts: 1) the personal characteristics of the customer, affecting how he perceives the stimuli and reacts to them; 2) the decision-making process, which affects its outcome (Kotler et al., 2014, 167).

2.3.2 Factors influencing behavior

What and how a person buys are determined by his cultural, social, personal and psychological characteristics (Figure 6).

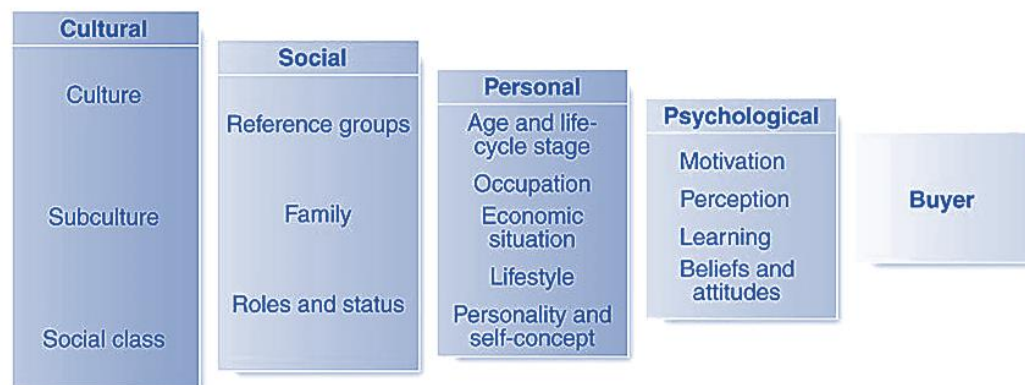


Figure 6. Factors influencing behavior (Kotler et al., 2014, 167)

1. Cultural factors

Culture is the main constrain that decides the human behavior and desire. Subculture - within each culture - various people sharing a common value system based on a common experience and life situations. *Social classes* are relatively stable and orderly subdivisions of society, whose members have similar interests, values, and behavioral norms (Khan M., 2006, 35).

2. Social factors

Reference groups are groups that have a direct (through personal contact) and indirect influence on the respective individuals, serving as a reference for comparison and as a source of the formation of norms, values, and behavior.

The *family* is the main unit of human society, whose members can greatly influence each other's purchasing behavior. A *role* is an action that others expect from a person. A person may need to show his *status* in society (Khan M., 2006, 51).

3. *Personal factors*

People's interest in a certain type of goods and services changes throughout their *age and life-cycle stages*. As a person grows, the range of products with which he is interested expands. The *occupation* of a person undoubtedly has a significant impact on the nature of his purchases of goods and services. The *economic situation* also affects the nature of the choice of goods and the nature of the purchases themselves. *Lifestyle* is the whole range of actions of a person in life and his interaction with other people. This concept, if used skillfully, helps to understand the changing value principles of a person's life and how they affect the nature of his purchases (Conaway R. & Laasch O., 2012, 114). *Personality and self-concept*, no doubt, affects his behavior as a buyer. Under the personality is understood the distinctive psychological characteristics that determine individual and relatively stable human reactions to the environment (Kotler et al., 2009, 231).

4. *Psychological factors*

The need becomes a *motive* for behavior when it reaches a sufficient level of intensity. This stressful state forces a person to act to remove it (Solomon et al., 2013, 187). *Perception* is the process by which an individual collects, organizes, and interprets information, creating his own, meaningful picture of the world. *Learning* - describes the changes in the individual's behavior that stem from their experience. *Beliefs and attitudes* are an unquestioned opinion that a person has about something. *Relation* refers to a relatively stable assessment, certain feelings, and sensations associated with any object or idea (Doole et al., 2005, 117-118).

It can be understood that many forces affect consumer behavior. His choice is the result of the addition of many factors: cultural, social, personal and psychological. Many of them are not controlled by marketing, however, knowing them, it will be easier to understand consumer behavior and their reactions, which sometimes may seem strange.

2.3.3 Buyer decision process

This chapter will describe how the process of making a purchase decision goes. It goes through the five main steps shown below (Figure 7). Thus, the purchase process begins long before the purchase decision is made and continues after the purchase is completed. Therefore, in marketing it is dangerous to focus on the purchase itself, forgetting that this is only one of the stages of the process (Hollensen S., 2005, 308).



Figure 7. Buyer decision process (Doole et al., 2005, 113)

Analysing the processes that occur in the consumer's head in more detail: the buying process begins with the buyer's awareness of the problem or *need*. Following the emergence of the need to buy something, there may be a need for *information* on goods that can satisfy it. If the need is too acute or there is an acceptable product at hand, it may be bought immediately (Doole et al., 2005, 114).

Unfortunately, it is impossible to bring into a single and simple scheme not only complex processes for *evaluating* information about products used by different customers, but also those processes that the same buyer uses when purchasing different products. There are different strategies for evaluating alternative products and services offered (Khan M., 2006, 140-141). At the assessment stage, a product rating is set among those positions from which a choice should be made. Next, the intention is formed to buy the product, which is the most preferred of all. Typically, the consumer *purchases* the goods of the most preferred brands (Kotler et al., 2014, 182). After the purchase, the consumer may feel satisfaction or dissatisfaction, and this *post-purchase behavior* is of great interest, as the consumer may experience a condition called "*cognitive dissonance*" when he is not completely satisfied with the purchase because there are no ideal products (Solomon et al., 2013, 309). This condition may lead to the fact that the buyer wants to return or exchange the goods or refuse the service. Besides, he can share a negative experience with other people, which will lead to losses for the company in the future.

Therefore, it is necessary to create the most positive customer experience. For example, by thankful letter or a discount on the following service (Hudson S. & Hudson L., 2013, 148).

It is very important to understand consumer behavior and very useful for companies to identify opportunities that have not yet been realized. An example in the aspect of consumer behavior is a change in eating habits, which has dramatically increased the demand for gluten-free or lactose-free foods. Businesses that have identified this market gap exploit this aspect. On the other hand, those companies that could not control consumer behavior were not able to fill this void in the market and were left behind (Farooq U., 2018). Even though Bord restaurant has a special counter with similar products, it only works during breakfast, that is, visitors do not have the opportunity to use it during lunch. In such a situation, the restaurant may lose potential customers.

2.4 Marketing in strategic planning

2.4.1 The role of marketing in strategic planning

Market-oriented strategic planning is the process of achieving and maintaining a sustainable balance of goals, capabilities, and resources of an organization and new market opportunities. The goal of strategic planning is to develop actions, products, services and a communication process that contribute to the achievement of objectives concerning the company's profit and growth. The head office of the company is responsible for the formation of a corporate *strategic plan* that directs the organization as a whole to achieve profit in the future (Blythe J. & Megicks P., 2010, 13). The marketing plan works on two levels: tactical and strategic. The subject of the strategic marketing plan is the target markets and value propositions that the company will make to the market based on an analysis of the most promising market opportunities. A tactical marketing plan establishes the characteristics of a product, measures to stimulate demand, sales tactics, pricing, distribution channels, and services. A marketing plan is the main tool for the orientation and coordination of all marketing activities. Marketing management includes four functions (Figure 8): analysis, planning, implementation and control (Kotler et al., 2014, 110).

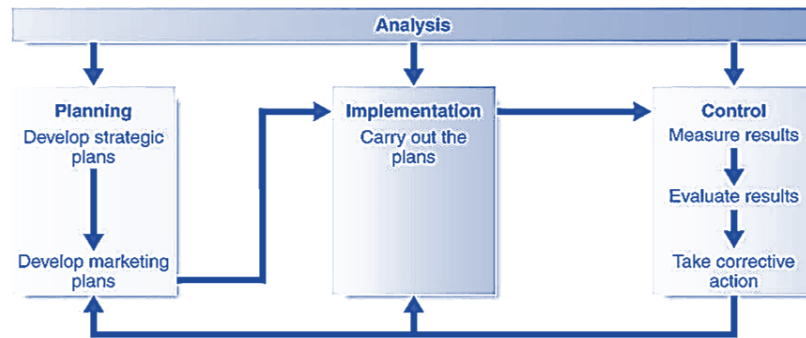


Figure 8. Four marketing management functions (Kotler et al., 2014, 111)

The strategic planning process includes eight stages (Figure 9). Each strategic unit of the company must determine its specific *mission* that fits into the framework of the overall mission. In the specific mission, the company indicates its specificity in goods and their scope of application, competitive position, market segments, vertical positioning, and geographical location. The company should also formulate its specific goals and policies as a separate area of business (Kotler et al., 2009, 101).

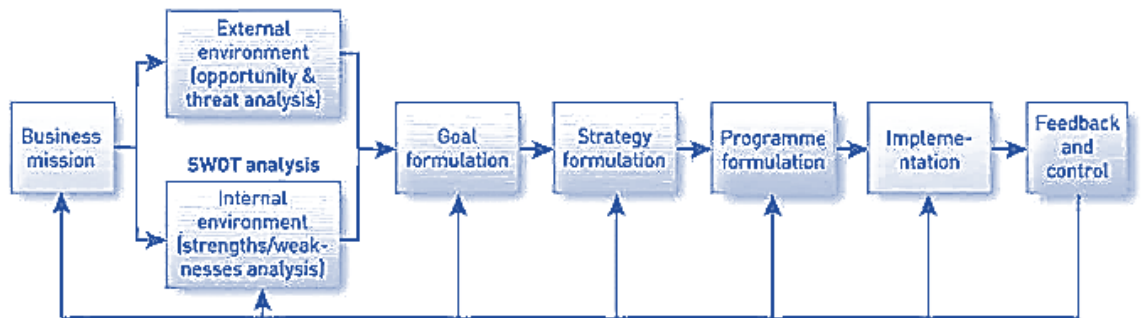


Figure 9. The business unit strategic-planning process (Kotler et al., 2009, 101)

2.4.2 Analysis of external and internal factors

It is also necessary to know what *external factors* should be kept under control for the company to achieve its goals. The enterprise must control the main environmental macro-factors (demographic, economic, technological, political-legal and socio-cultural) and its main micro-factors (consumers, competitors, distribution channels, suppliers) (Blythe J. & Megicks P., 2010, 80). The main objective of researching the external business environment is to recognize new marketing opportunities and threats. Marketing opportunity is an area of customer needs, the satisfaction of which is a condition for profit by the supplier. To assess the attractiveness of each opportunity and the likelihood of success, the company must conduct an analysis of market opportunities. Threats to the external business environment are the negative impact of

certain trends or the negative development of events that, in the absence of protective marketing measures, lead to a reduction in sales volumes and a decrease in the company's revenues (Kotler et al., 2014, 112).

A positive combination of circumstances of external factors alone is not enough. An enterprise must have the power to excel in these conditions. Therefore, it is necessary to know the level of the competitive strength of your company, regularly evaluating its pros and cons, i.e. *internal factors* (Blythe J. & Megicks P., 2010, 98). Checking the functioning of the enterprise in various aspects (marketing, financial, production and organizational) can be carried out by company management or a consultant invited from the outside. The purpose of the research is the correlation of strengths and weaknesses in deciding on the outcome of the implementation of opportunities with existing means or finding more attractive prospects for achieving which special competencies will be required (Cousins et al., 2011, 276). A good tool for assessing the external and internal positions of a company is a SWOT analysis. (Figure 10).

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (Attributes of the organisation)	S Strengths	W Weaknesses
External origin (Attributes of the environment)	O Opportunities	T Threats

Figure 10. SWOT analysis (Kotler et al., 2009, 101)

2.4.3 Formulation of goal, strategy, and program

After the company has determined the main, strategic mission and conducted the analysis of its strengths and weaknesses, opportunities and threats, it can formulate its *goals*. Further, after formulating goals, it is necessary to develop

strategies - ways to achieve goals (Strauss J., 2016, 34). After the company has developed its basic strategies, it proceeds to draw up *programs* supporting these strategies (Hollensen S., 2005, 110). If, for example, a highly profitable hotel has decided to achieve leadership in the industry in terms of customer service, it should develop appropriate employee recruitment programs, organize staff training programs, improve product quality and amenities, etc.

2.4.4 Implementation and control

Even a clear strategy and thoughtful programs can lead to nothing if the company cannot implement them. To *implement* the strategy, the company must have the appropriate resources, including qualified personnel capable of implementing it. As the implementation of its strategy, the company needs to verify the results and monitor new phenomena in the business environment (Conaway R. & Laasch O., 2012, 49). Some of the factors of internal and external nature remain relatively stable from year to year. Others gradually change predictably. Still, others are evolving rapidly. In other words, the environment is changing, and the company must reckon with it. And when these changes happen, the company needs to *control* and carry out verification, and sometimes revise its strategies, programs, and even goals.

To summarize, you can use a general scheme (Figure 11) presented below, which explains and simplifies the entire process of marketing research. At the centre of the circle is the consumer, our main goal. Next comes the marketing strategy, where the company chooses for which consumers (segmentation and targeting) and how (positioning and differentiation) it will create the product. Following the strategy, the company creates and integrates a marketing mix represented by 4 Ps - product, price, promo, place. To find the best strategy and marketing mix, the company conducts analysis, planning, implementation, and control. As a result, with all these actions, the company adapts to the forces of the marketing environment (Kotler et al., 2014, 108).

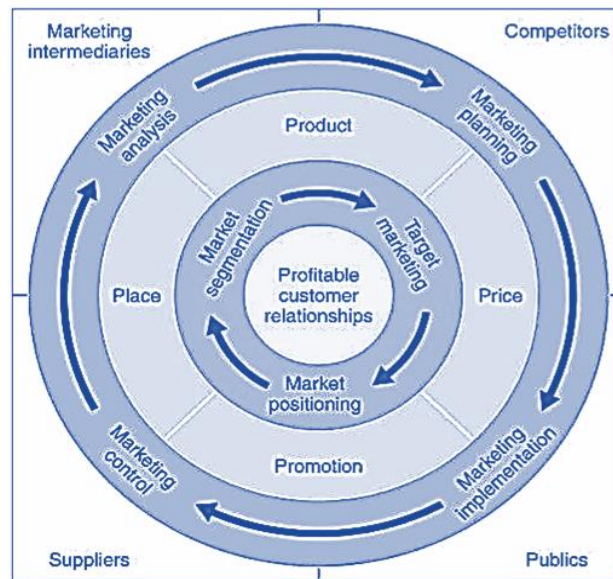


Figure 11. Marketing strategy, marketing mix, strategic planning (Kotler et al., 2014, 109)

2.4.5 The importance of strategic planning for Scandic Mikkeli

Any large company cannot build a business without strategic planning, and Scandic hotels are now the largest hotel operator in Finland. Planning is based on the formulation of a business mission; this is a kind of foundation that is laid at the beginning and on which the company's further behavior in the market is built. Restaurant Bord may have its business mission, but it should overlap with the mission of the hotel itself and not contradict it.

Besides, it is interesting that earlier Scandic Mikkeli hotel belonged to another hotel chain - Cumulus, which was bought completely in 2017 (Scandic Hotels website, 2020). After that, it was planned to make a global renovation in hotels, however, the hall, restaurant, and rooms of the hotel were not updated in the hotel Scandic Mikkeli. Despite this, the prices of accommodation have been increased. In the reviews, you can also read that prices have become higher in the Scandic chain itself, and the loyalty program has changed not in favour of the client. This approach suggests that Scandic covers its large expenses at the expense of its guests. If earlier it was possible to declare with confidence that the price of the hotel corresponds to its quality, now this important position does not find a response among the visitors of the hotel (Booking.com). Thus, we can say that the hotel either changed its business mission or lost it altogether.

An excellent example of a global rethinking of its mission and the situation as a whole is McDonald's, which began full rebranding in 2010. Against the background of negative criticism and falling sales, it became clear that it could not last so long. Accusations of poor-quality products that lead to obesity and other illnesses rained down on McDonald's. So, it was decided not only to completely change the concept, service standards and menus but also to rebrand all the restaurants in all countries, change the design and colours to wash away the negative that McDonald's restaurants began to associate with (O'Brien K., 2012). Of course, this cost the company enormous expenses, but due to this decision, the company opened new opportunities and again became very successful in the market.

Thus, Scandic Mikkeli hotel can make a kind of “rebranding”, refresh both the hotel and the restaurant with it, wash away the old memory of the past institution and start its own story with fresh impressions.

3 RESEARCH METHODS

This chapter highlights research methods chosen to improve the situation with attracting guests at lunch for restaurant Bord. Two methods were chosen as the most suitable – questionnaire and SWOT analysis.

3.1 Questionnaire

The questionnaire refers to quantitative methods of social research and allows you to interview more people than, for example, a personal interview. The purpose of such a study is to obtain and analyze reliable data subject to complex statistical processing, which allows the collection of consumer opinions (Bryman A., 2012).

For this research, a questionnaire of 10 questions was created using the SurveyMonkey service. The average time taken to complete the survey was approximately 3 minutes. The purpose of this survey was to find out the reasons why consumers choose a restaurant for lunch and their needs, to identify the main competitors, as well as to get an opinion about visiting Bord restaurant. Previously, the restaurant manager said what the main clientele come to them for lunch. These turned out to be adults who work in nearby business centers and retirees. Part of the answers was collected by interviewing random people on the street, matching the client's portrait, then in connection with quarantine, the survey was passed with the help of XAMK University staff. Questions from the survey can be found in Appendix 1.

3.2 SWOT analysis

According to Kotler (2014), SWOT analysis is an analysis of the internal and external marketing environment, with which you can evaluate the strengths (S), weaknesses (W), opportunities (O) and threats (T) of the company. Strengths include internal opportunities and positive factors that can help a company achieve its goals. Weaknesses include internal constraints and negative factors that can interfere with the company's operations. Internal factors include competitors, consumers, suppliers, distribution channels.

Opportunities are favorable factors or trends in the external environment used by the company in their interests. Threats are adverse external factors or

trends that create problems for productivity. External factors include politics, economics, demography, etc.

The purpose of the analysis is to correlate the strengths of the company with attractive opportunities in the environment while eliminating weaknesses and minimizing threats.

As mentioned in chapter 2.4.1, a full-fledged marketing analysis begins with determining the business mission of the enterprise. This is followed by a SWOT analysis, and then the formulation of goals, strategies, and programs. In this case, only a SWOT analysis was carried out for Bord restaurant and recommendations was made based on it.

4 ANALYSIS OF THE RESULTS

4.1 Questionnaire

Altogether 24 people answered the survey and the results are presented below by figures.

The first question was about age. The main category of people was 36-45 years old and accounted for 8 persons (Figure 12).

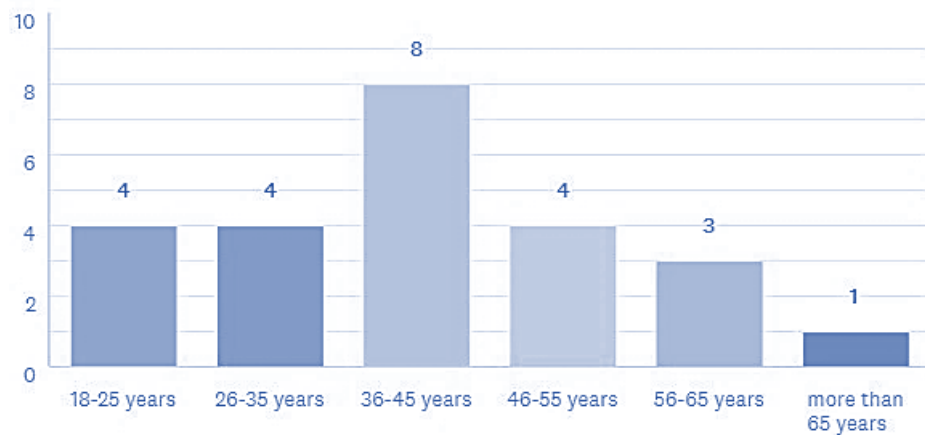


Figure 12. Age of respondents

The second question concerned the occupation. Almost all respondents were working (20 people), there were also a few students among respondents (Figure 13).

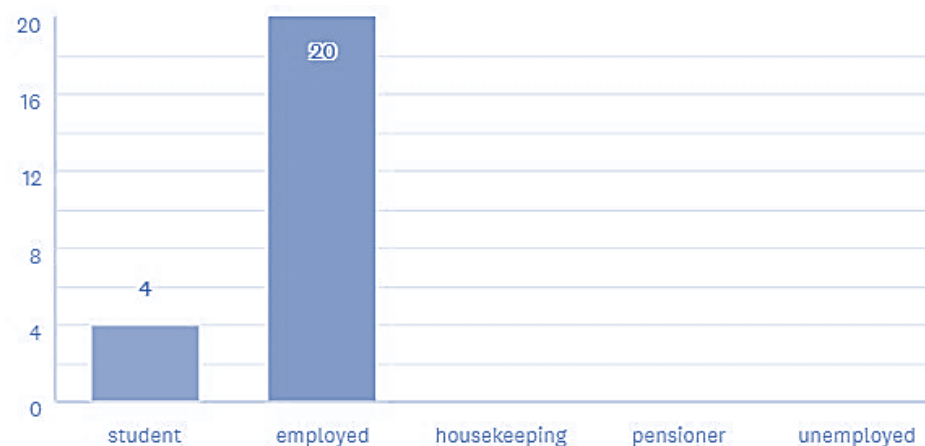


Figure 13. Occupation of respondents

The third question asked how often the respondents go to lunch (Figure 14). It can be a matter because if a person doesn't go for lunch, he is not our target audience. A minority of respondents do not go to lunch at all (4 out of 24

people). Most responded 3-4 times a week, which is a very good indicator. This means that lunches are in great demand in this town and there must always be a demand for a working group of people.

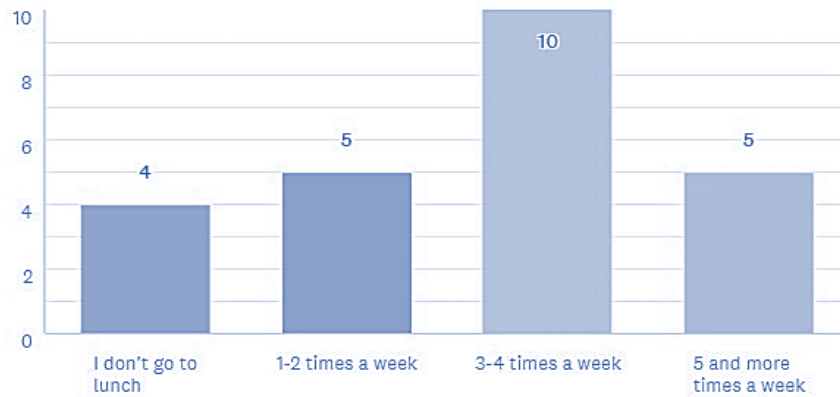


Figure 14. Lunch Frequency

Question about the Mikkeli town centre restaurants was very important. With its help, it was possible to determine whether Bord restaurant is popular among the people surveyed and to identify its main competitors. The map below shows the location of Scandic and its nearest competitors. (Figure 15). Unfortunately, there is no Bord restaurant on Tripadvisor.com website, there is only Scandic Mikkeli hotel.

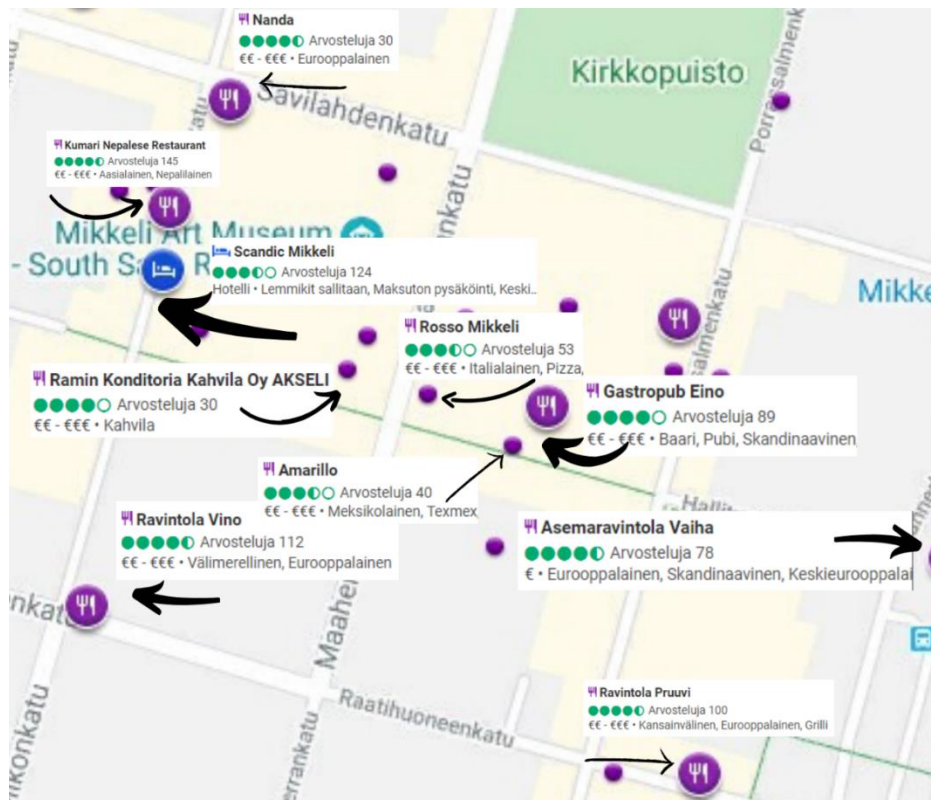


Figure 15. Mikkeli town centre restaurants (rating by Tripadvisor.com)

Survey participants could choose up to 5 restaurants. As a result, Vino became the most popular restaurant; it is usually visited by the largest number of respondents. The three leaders included also restaurants Bord and Vaiha (Figure 16). These results suggest that Bord restaurant is competitive, but there is a place for improvement.

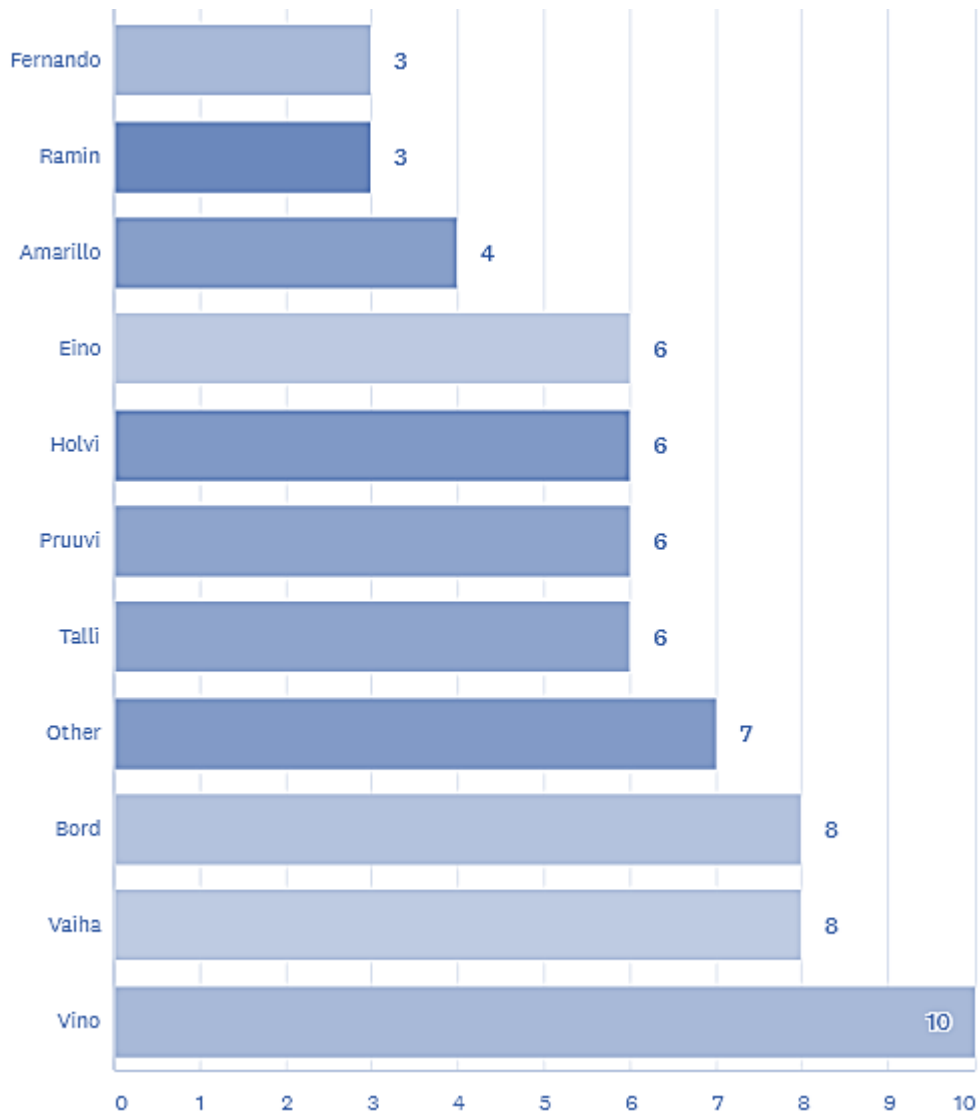


Figure 16. The popularity of Mikkeli town centre restaurants

The following two questions concerned only Bord restaurant. Respondents who have ever visited this restaurant were asked to choose which points satisfied them (Figure 17) and which did not satisfy them (Figure 18). These questions were optional. However, they show that the respondents considered the location of the restaurant to be the greatest advantage (11/13 replies), and the assortment provided for lunch was a drawback (5/10 replies).

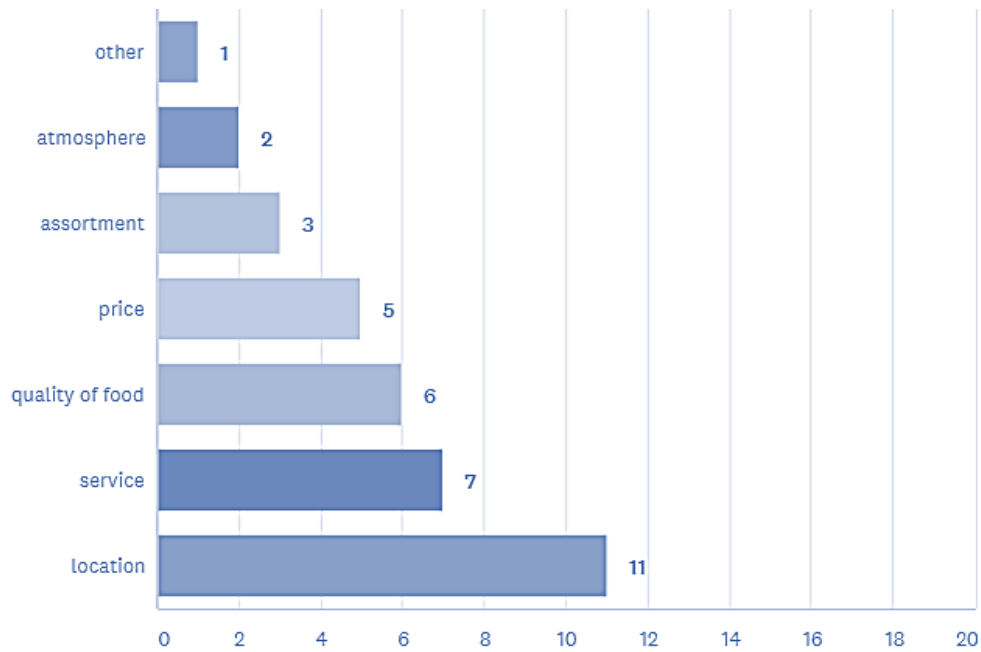


Figure 17. Advantages of restaurant Bord

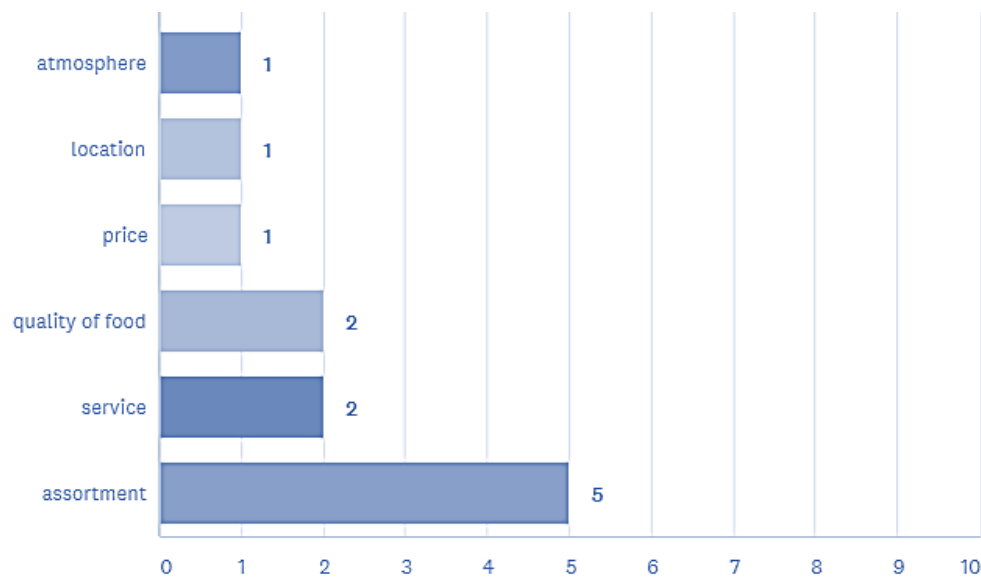


Figure 18. Disadvantages of restaurant Bord

In the next question respondents were asked to choose which items their lunch usually consists of (Figure 19). The most common answer was a hot meal that included meat or fish (20 respondents). Also, usually, people take a salad (16 people) and drink (14 people + 2 answers “coffee” in other). Fruits and soup are not very popular.

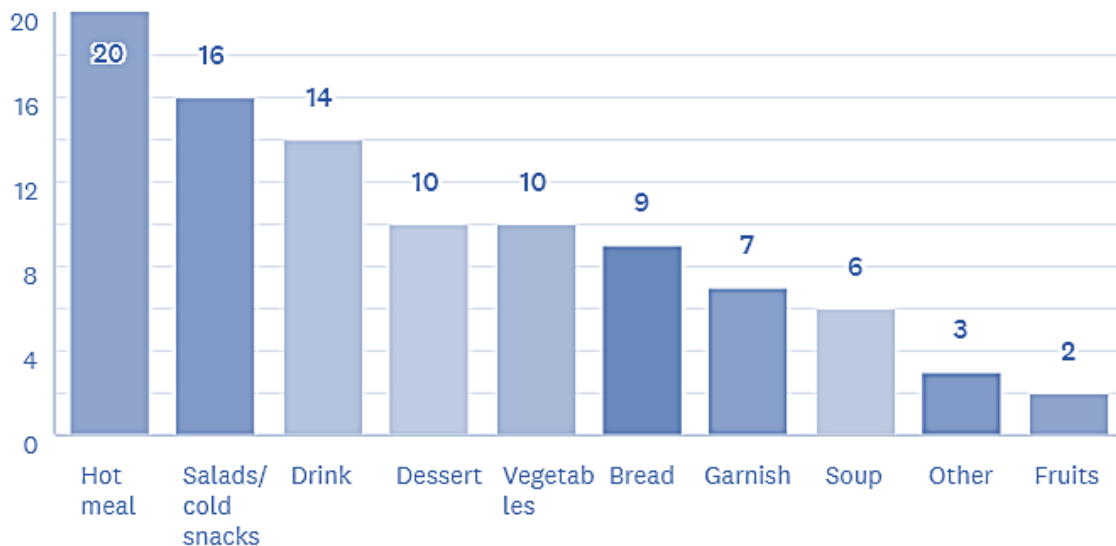


Figure 19. The popularity of the following lunch items

The question about how important the following options are for guests during lunch (Figure 20) also gave a lot of information. The *choice of soups* was not important for 14 respondents, but the *choice of the main course* (chicken, meat, fish) was important for 12 and very important for 10 people. From past answers, this result is very logical, because soups are not very popular right now, unlike a hot dish. For potential guests, it is important that they have a choice every day because someone may be allergic to fish or someone does not eat meat and so on.

The *availability of special products* for people with food allergies and vegetarians is not important for 13 respondents, although this figure outweighs, but not so much, especially since the preparation of special food that can be eaten by vegetarians, vegans or people who actively monitor their diet opens up new opportunities for the restaurant as an additional service sector. These days there are a lot of representatives of this segment, so restaurants cannot ignore them.

The *choice of salads and vegetables* is important for 11 and very important for 12 people. This is a very good result, which suggests that in Mikkeli, as in Finland as a whole, people take care of their health and eat a lot of fresh vegetables and salads from them. So, the restaurant needs to provide a good selection of these products. Also, the *choice of desserts* is important for 12 respondents and not important for 12 too. Opinions are divided, so here the restaurant can use the least-cost strategy and provide a minimal choice of

desserts or not at all, limiting it to only 1 position. The availability of fruit on lunch does not bother 15 respondents, which means that it is not so important for guests, it is better to diversify the assortment of vegetables, and serve fruit only at breakfast.

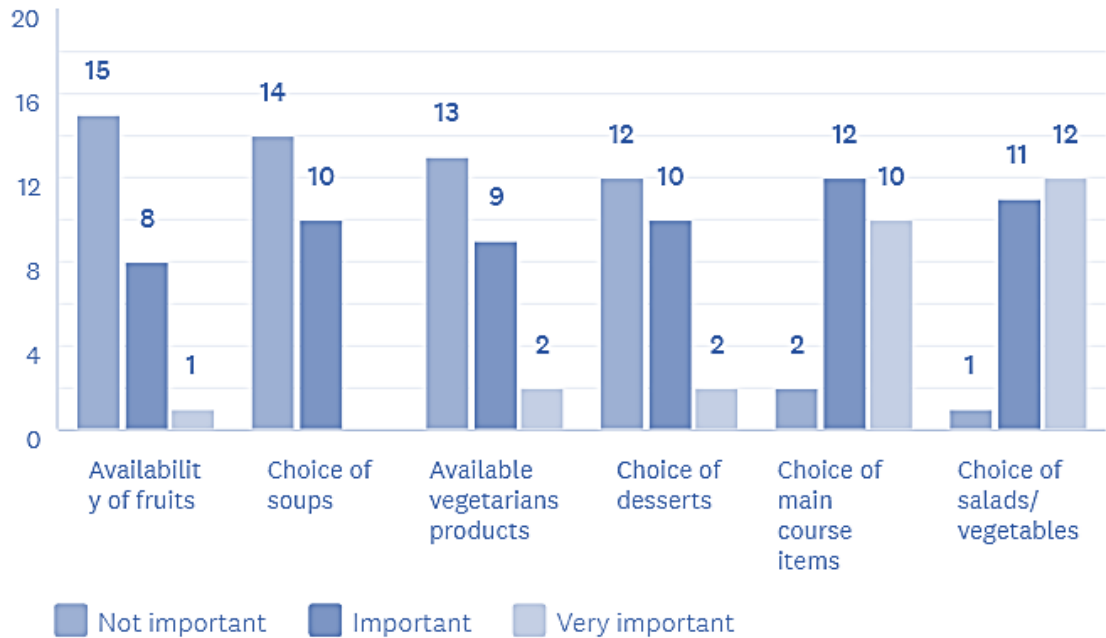


Figure 20. Importance of the following lunch options

In the next question, it was necessary to answer the statements. It was possible to answer “yes”, “no” and “not sure”, the questions concerned the reasons why the respondents could visit the restaurant for lunch (Figure 21). So, to the first statement that the respondents would go to a restaurant next to their work, 21 respondents said “yes”. Also, 15 people replied that they would not go to a restaurant for lunch, which is located next to their house, and 8 respondents were not sure. These statements confirm the manager’s words that the main clientele of the restaurant is people who work close to it.

14 respondents said that 10-12€ is a good price for lunch, 6 people were not sure, and 4 people answered “no”. In this town, 10-11€ is the average price for lunch, so for those who are usually eating out, this price is suitable. However, the survey also was passed by those who work at XAMK University and for them in the dining room and cafe on campus are more affordable prices. Also, some respondents answered that for lunch they are limited only to coffee and dessert or a sandwich, and for such options, the price is also lower.

To the next statement that the respondents would rather go to a restaurant where they have a discount, 18 people said “yes”, and 4 respondents were not sure. This large, but logical figure suggests that it makes sense for the restaurant to think about a system of discounts or other loyalty for regular customers or, conversely, for new visitors.

Further, 16 respondents said that they look at information about what is served for lunch at the restaurant that they want to visit. Fortunately, all visitors to Bord restaurant can find information about the menu for lunch on the website of Scandic hotel.

One more result to the question of whether the respondents will choose an already proven restaurant or better go to a new one. 8 people said they would rather go to a verified one. 9 respondents were not sure, and 7 people answered that they were going to a new one. This suggests that regular customers of Bord restaurant from this number will continue to visit their chosen restaurant in the absence of negative experience. And, that quite a lot of people want to try something new and there is always the opportunity to surprise someone with a good service, a warm atmosphere, and delicious food.

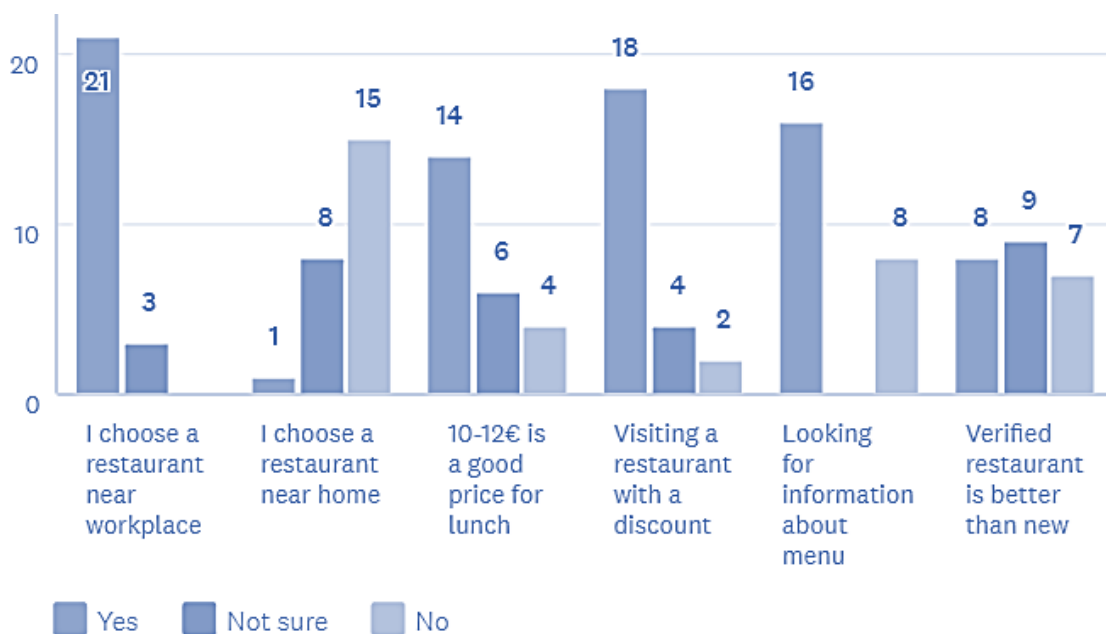


Figure 21. Possible reasons for visiting a restaurant for lunch

The last question contained information about the respondent`s attitude to such restaurant parameters as atmosphere, food quality, service, location,

price and assortment (Figure 22). The importance was evaluated on a 5-point scale, where 5 is very important, and 1 is not important. These criteria are not determined by chance. Back in 1981, Lewis R. S. identified 5 main factors that influence the choice of a restaurant: price, varied menu, food quality, atmosphere and convenience factors (Kim, S. & Chung, J. 2009). At the same time, Jang and Namkung (2009) suggested three other criteria: service, product quality and atmosphere, as the main factors affecting consumer experience. Thus, it turned out to combine the two proposed theories and select 6 main criteria, which in my opinion are more important among others. They were used for the research.

So, the most important parameter for every respondent was the quality of food. On average, this item scored the most of points (4.96). The following was the location of the restaurant (4.67 points). Further, the assortment of food (4.29) and price (4.21). The least important points for respondents were service (4.09) and atmosphere (3.79).

The results suggest that no matter how cool the restaurant is, with friendly waiters, good prices and assortment, the most important thing is the quality of the food. This is also important because the quality of food directly affects our health and the quality of our life.



Figure 22. The importance of the main parameters of the restaurant

Summing up the results of this research, a lot of information was received for further analysis. The part was necessary for SWOT analysis, the part for future recommendations. In general, the questionnaire method was very useful and quite simple for both conducting and analysing the information received.

4.2 SWOT analysis

Below is the SWOT matrix (Table 1) for restaurant Bord. This analysis was made based on information obtained during the practical training, as well as from the restaurant manager.

<p style="text-align: center;"><i>Strengths</i></p> <ul style="list-style-type: none"> • Supporting from Scandic Hotel – a big hotel chain with a good reputation and long history; • City centre location near railway and bus station; • Hardworking and experienced staff; • Young and creative managers; • A lot of offices nearby; • Average lunch prices; • Quality and fresh food; • Unlimited drinks (including coffee); • Organization of conferences; • Availability of basic equipment and dishes; • Lots of space in the kitchen; • Availability of theme lunches; • Parking and summer terrace. 	<p style="text-align: center;"><i>Weaknesses</i></p> <ul style="list-style-type: none"> • A lot of competitors nearby with the same prices for lunch; • Lack of necessary cleanliness on the workplace; • Insufficient number of employees per shift; • Outdated dining area design; • Scanty lunch assortment; • Lack of marketing program for lunches; • Lack of advertising; • Lack of necessary demand for special products for vegetarians and vegans; • Lack of inventory (bowls, mixers); • Static and rarely updated content.
<p style="text-align: center;"><i>Opportunities</i></p> <ul style="list-style-type: none"> • Creating a new restaurant image and restaurant customization; • Increase the number of customers; • Expanding the range of products; • Development the additional segment of customers; • Creating a loyalty system and special offers for regular guests; • Development and improvement of the food delivery and takeaway services; • Increase consumer reputation. 	<p style="text-align: center;"><i>Threats</i></p> <ul style="list-style-type: none"> • Lack of funds for modernization of premises; • Increased competition; • With an increase in the number of visitors, problems with service time • Increase product costs; • Reducing the number of guests for various reasons.

Table 1. SWOT analysis of restaurant Bord

Analysing the results, Bord restaurant has a lot of strengths, among which the main positive points are that the restaurant is located in the city centre, has many potential visitors, as well as quality food, trained staff, and average prices. The restaurant also has a good supply of equipment and space in the manufacturing facility.

At the same time, the restaurant has many competitors, including Vino and Vaiha restaurants. The first restaurant has a very good rating on the Internet, its website, there are a lot of photos of delicious food and a large assortment of lunch. The Vaiha restaurant has its zest, as it is located on the Mikkeli railway station and creating a magical travel atmosphere. This restaurant also has a high rating because of the delicious food and good assortment represented by Scandinavian cuisine, in which tourists and locals are interested so much. These two enterprises are worthy competitors and show the level to which restaurant can strive.

Other weaknesses of the restaurant, which are important to say, are the lack of staff and the poor range. Due to the lack of staff, service and cleanliness in the workplace and the hall suffer. A shortage of assortment was identified by the analysis of the survey; it also directly affects restaurant attendance.

Having weaknesses, the restaurant has many opportunities for improvement. In this case, with the necessary level of funding and advertising, the company can create a new image of the restaurant and attracting additional segments of consumers, for example, young people. The restaurant can also develop over new directions, such as delivery or improve takeaway service. The company needs to constantly analyse its capabilities and decide if it is necessary to strive for them and spend additional funds, or it is enough for the niche that already brings income. Threats should also be analysed and minimized or eliminated as appropriate.

5 CONCLUSION AND RECOMMENDATIONS FOR FUTURE DEVELOPMENT

This research was aimed at studying the basics of marketing and consumer behavior to develop questions for the questionnaire and conduct a SWOT analysis based on this information. To support the results, we can turn to more large-scale research. For example, in a study based on the BIG research's CIA survey, more than 8 thousand people were interviewed. As a result, the most popular reasons for going to a full-service restaurant were quality food, location, promoting, stylistic layout, cleanliness, respectful staff, healthy menu, discounts, and uncommon offers, assortment, portion size, price, quick service and kid-friendly (Kim, S. & Chung, J. 2009). This study attempts to deepen understanding of consumer decision making when choosing a restaurant and that. This will help determine which restaurant criteria are more important to target customers to meet their expectations. And in conclusion, the following recommendations can be made for Bord restaurant.

For regular visitors and new guests living in Mikkeli, the restaurant should not be taken as part of the hotel. To do this, it needs a separate entrance, a separate name, and a separate advertising campaign. With the last one, Bord restaurant has difficulties. The lack of a website and a group in social networks make the restaurant "invisible" to many potential consumers. The restaurant also does not reflect on such popular sites as Trip Advisor and Restaurant Guru, unlike its main competitors. Bord restaurant has placed on the Scandic hotel website, but the problem is that people cannot share their impressions about it, upload photos, etc. A person who chooses a place to go to lunch using the Internet is more likely to go to a place about which he can read good reviews. So, creating a site or channel on Instagram could help to attract new consumers from another segment of the clientele. And use it as a way of feedback and work on errors as well.

As for regular guests and residents who already know Bord restaurant, the company could create a loyalty program or a discount system. There are so many development options for discounts to bring more income. It can be a funded system, or a discount for the first lunch and so on.

Analysing the answers to the questionnaire it can be recommended to expand the assortment of products for lunch. For this, the restaurant can add more main courses. For example, a constant choice of meat and fish dishes on the lunch menu. It also makes sense to add variety to the assortment of vegetables on offer, as they are very much in demand.

A more global recommendation would be to update the outdated design. This will help to create a new image of the restaurant, give it a special atmosphere, which will surely attract new modern guests who are interested in such things as photos of the interior and food to share them with friends by the Internet, thereby making the best advertising for the establishment.

To be successful, the restaurant must be able to meet the expectations of consumers, understanding the reasons why customers choose this or that type of food. Moreover, as the consumer market becomes more fragmented, restaurants should be aware of the differentiation needs of the client segment and attract target customers, focusing on the important features of the restaurant when choosing a place for lunch. For this restaurant may require different marketing strategies according to customer selection criteria.

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Lunch demand survey for the restaurant "BORD"

Dear Mikkeli residents!

I ask you to pass this survey to help in the research of the marketing situation for the restaurant "Bord", which is located in the Scandic Mikkeli hotel.

The purpose of this survey is to understand the reasons how consumers choose a place to go for lunch.

Your participation in this survey is completely voluntary. All of your responses will be kept confidential. They will only be used for statistical purposes and will be reported only in aggregated form. It will take about 3 minutes to complete the survey. Thank you!

* 1. Indicate your age

- 18-25
- 26-35
- 36-45
- 46-55
- 56-65
- more than 65

* 2. Indicate your occupation

- student
- employed
- housekeeping
- pensioner
- unemployed

* 3. How often do you visit restaurants for lunch?

- I don't go to lunch
- 1-2 times a week
- 3-4 times a week
- 5 and more times a week

4. Choose the restaurants you usually visit during lunch (please, select no more than 5)

- Restaurant Vino
- Restaurant Amarillo
- Gastropub Eino
- Kumari Nepalese Restaurant
- Espin Grilli
- Bistro Holvi
- Restaurant Pruuvi
- Restaurant Bord (Scandic Hotel)
- Restaurant Rosso
- Cafe Nanda
- Restaurant Fernando
- Ramin Konditorio (Akseli)
- Restaurant Vaiha
- Kulttuuritalo Tempo
- Restaurant Talli
- Other (please specify)

5. If you visited restaurant Bord, select what satisfied you

- atmosphere
- quality of food
- service
- location
- price
- assortment
- other (please specify)

6. If you visited restaurant Bord, select what dissatisfied you

- atmosphere
- quality of food
- service
- location
- price
- assortment
- other (please specify)

7. What your lunch usually consists of?

- Soup
- Salads/cold snacks
- Hot meal (meat/chicken/fish)
- Garnish
- Bread
- Dessert
- Drink
- Vegetables
- Fruits
- Other (please specify)

* 8. Choose how important it is for you to have following options for buffet

	Not important	Important	Very important
Choice of soups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Choice of several main course items (meat, chicken, fish)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of special products for people with food allergies and vegetarians	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Choice of salads/vegetables	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Choice of desserts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of fruits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

* 9. Answer the following statements

	Yes	Not sure	No
I will visit a restaurant during lunch if it is near to my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will visit a restaurant during lunch if it is near to my home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10-12€ is a good price for lunch for me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would rather go to a restaurant where I have a discount	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Before visiting the restaurant, I am looking for information about what dishes are served for lunch today	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would rather go to the restaurant I tested than to the new one	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

10. Evaluate how important are the following options of the restaurant for you at lunch (where 1 - not important and 5 - very important)

	1	2	3	4	5
atmosphere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
quality of food	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
assortment of meal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments