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Students' Satisfaction with University Lunch Quality: Case Fox Mamselli Restaurant at KAMK

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Abstract

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The purpose of this thesis is to measure the students' satisfaction with university lunch service, at the same time, to identify the international perspectives and suggest new strategies for the upcoming renovation. The research was conducted for the sake of both students and university's restaurant itself, specifically, not only help them have a higher quality university lunch, but also provide Fox Mamselli restaurant with the students' expectations and develop ideas for a new canteen in the future.

Different concepts of customer satisfaction, customer expectation and measurements are discussed in the theoretical part. This section explains the customer perceptions as well as the correlation between customer satisfaction and six-core determinants based on the conceptual model of (Wilson, et al., 2012). The researcher applied the SERVQUAL model in evaluating service quality and its linkage with the satisfaction level. Essentially, the information of university lunch served by the institutions of higher education in Finland is introduced, followed by multi-cultural views of Finnish cuisine and Finnish school meal obtained in initial studies.

The author utilized two research methods, i.e. qualitative and quantitative methods to solve the research problems. An online survey was conducted with 117 participants, including both Finnish and foreign students at KAMK. A semi-structured interview with a representative of Fox Mamselli was then implemented via email to conclude in renovation strategies, which solve the remaining issues and expectations raised in the survey results.

The study outcome illustrates that lunch price and service quality were both hit the highest satisfaction level. The school meal offered by Fox brings a positive image of Finnish cuisine to international customers as well. Nevertheless, menu selection and food quality should be prioritized to improve in the next renovation. Kajaani Mamselli has proposed applicable solutions for the lunch variety and international development such as organizing theme weeks and tasting afternoons. The canteen premise will be upgraded with expanded spaces and other amenities. Extra services added to the Fox lunch are taken into consideration with appropriate price adjustment.

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1 INTRODUCTION

According to the World Food Program Organization (WFP), school feeding not only has a significant impact on the students' health but also on their learning ability and self-development. It is said that obtaining the nutritious meal in school can support students to become better learners as well as enhance their overall wellbeing (WFP, 2019).

In Finland, school feeding is also an integral and pivotal part of the Finnish education system which contributes to glorious achievements. Annually, it is estimated that there are 90-95% of pupils completing junior school and progressing to upper secondary school. Finnish students are ranked highly in the International Student Assessment Program (PISA) (Pellikka, et al., 2019). Besides, in the Finnish national core curriculum, the mealtime also contributes towards education by raising awareness of the importance of healthy diets and nutrition in food-related education. Finnish National Agency for Education asserted that school feeding is a coordinated piece of the educational structure of a school day, which must be arranged, monitored and assessed constantly (Pellikka, et al., 2019, p. 13). As seen, the students' satisfaction with food service is one of the biggest concerns for national institutions that are needed to have a frequent measurement.

For college students, food and the cultural factors of a particular cultural group forms a certain interaction (Gramling, et al., 2005, pp. 15-43). The diversity of student population from multicultural groups, different religions, ethnicity in universities is markedly increasing. Plus, the constant change in an individual's diet, physical and mental needs has required the consideration of food-service suppliers upon taste adjustment, menu variety and services development based on students' perspectives and expectations. (Kim, et al., 2009, pp. 11-12)

Known as a dynamic and highly international learning environment in the region, Kajaani University of Applied Sciences (KAMK) always notices to promote the quality of student services, in which, school meal is one of their priorities. For these reasons, the research on student satisfaction with the university lunch is necessarily conducted to find the solutions to improve the quality of lunch service provided by Fox Restaurant.

2 PROBLEM STATEMENTS, RESEARCH QUESTIONS AND OBJECTIVES

2.1 Problem Statements

According to Kemppainen (2019), a service designer of Kajaani Mamselli, there are surveys regarding Fox's lunch quality have been implemented annually and the latest one was done in autumn 2019. Based on the nearest research results, it was noticed that the scope of these researches was narrowed in the Finnish group and none of those has been done for international students.

Furthermore, as a main food provider of KAMK, Kajaani Mamselli has not had enough awareness of international students' perspectives towards Finnish food and a Finnish lunch offered by Finnish UASs (Universities of Applied Sciences) before. Thus, this research will give them an understanding of what foreign students think about the Finnish lunch as well as their improving ideas for the diversification in menu and services. (Kemppainen, 2019)

Fox Restaurant was planned to be under construction from the end of March 2020. However, due to Covid-19 situation, the renovation has been moved to spring 2021. In this period, they will start implementing food products and service quality improvement plans for a new Fox. Based on the students' satisfaction results, Kajaani Mamselli desires to investigate the services needed to develop as well as deliver extra services for future actions (Kemppainen, 2019). For the above reasons, the research is necessary to specify three key problems:

- To study the satisfaction level with university lunch of KAMK students (from both Finnish and international groups).
- To study the international students' perspectives on Finnish lunch at KAMK.
- To study the services needed to develop in the university lunch.

2.2 Research Questions

Following these problems, the thesis is going to find the answers for three main questions:

- How satisfied are the KAMK students with the lunch service at Fox restaurant?
- What are international students' perspectives on Finnish food in the university lunch?

- What should be improved in the lunch quality at Fox restaurant?

2.3 Research Objectives and Aims

In general, the study is designed to assess the students' satisfaction with university lunch offered by Fox, thereby proposing solutions to upgrade the lunch service quality in the future renovation.

To specify, the research aims at three particular objectives as follows:

- To help students have a higher lunch quality at KAMK.
- To enhance the variety of lunch due to international perspectives.
- To determine the services that Fox need to develop in the future.

For businesses, evaluating student satisfaction as well as providing foodservice suppliers with important information will help them meet customers' needs more effectively, at the same time discovering solutions to improve the quality of services and food products. Accordingly, they target to boost sales, profits and image of the company. Furthermore, this is an opportunity for students to express their personal opinions. They can objectively assess the quality of service and contribute constructive ideas to enhance lunch at the canteen. This is not only instrumental to personal benefits, but also those who have been and will use this service in the future.

3 COMMISSIONING PARTY

3.1 Kajaani Mamselli

The Kajaani Mamselli Business Center in Kajaani offers high-quality catering and sanitation services. Mamselli serves approximately 11,800 meals daily and maintains the property in an area of approximately 170,000 m² (Mamselli, 2019). Their services are provided in kindergartens, elementary schools, secondary schools, polytechnics, lunch and staff restaurants, sports facilities (sanitation), on-demand restaurants, health centres, hospitals and nursing homes and home meal services in the Kajaani economic area. Their missions are providing quality and competitive meal, sanitation services in sustainability and collaboration with partners.

Concerning catering services in higher educational establishments, Kajaani Mamselli offers a student lunch made from Finnish and local ingredients, an attractive salad table and bread assortment which prepare for students a varied meal. Meals for polytechnic students are subsidized by state funds with food aid paid by Kela (Finnish Social Security Authority). The support allows students to enjoy a varied meal at a reasonable student price. Students can get a cheaper lunch by showing a valid student card at checkout.

3.2 Fox Mamselli Restaurant at KAMK

Fox Mamselli Restaurant operates under the management of Kajaani Mamselli Business Centre. This student cafeteria is located inside Tieto 2 building and has been running for 17 years so far. Fox serves approximately more than 300 customers daily including students, university staffs and visitors. There are three kinds of menus: a standard meal with two main dishes (in line 1 and 2), a vegetarian meal and a special dish (both are in line 3). Besides, different diets are also included such as lactose-free, milk-free, gluten-free, Kela's recommendation for UAS, vegan and pork excluded. The price is flexible depending on different groups and meal choices. The regular price applied for KAMK students at the moment is 2.60 euros per meal.

The food sources are mainly originated from regional ingredients. In specific, most meat and vegetables come from Finland, bread from the Kainuu region and some other ingredients can be imported from other countries and regions depending on the seasons and agricultural conditions. Currently, the Fox menu consists of Finnish dishes mostly. Rice is considered as the second option

for international students. The menu is designed based on KELA's guidelines and students' feedback gathered by KAMO. The menu is always changed weekly and it rotates in 6 weeks.

As regards the previous research results, the food taste & appearance as well as customer services were highly appreciated. However, salads were evaluated at a lower level because they were not diversified, still in frozen condition and not rich in energy. This situation has been solved by changing to another food provider. (Kemppainen, 2019)

In spring 2021, Fox will temporarily close to prepare for the renovation which is estimated to finish next summer. In this time, Fox Mamselli is also planning the food quality and services upgrade. For instance, the raw ingredients can be delivered from Lounatuuli kitchen, a direct order can be applied, the line will be arranged to go faster and smoother, no cashier available, food waste minimization for environmental-friendly concern, an application can help receive immediate feedback from students. (Kemppainen, 2019)

4 LITERATURE REVIEWS

4.1 Customer Satisfaction in Restaurant Business

Customer Satisfaction is considered as the key objective of every organization (Gegeckaitė, 2011, p. 4). Customer satisfaction measurement has a mirror function of how the products and services quality worth or even surpass customer expectation, which determines the business survival and success (Singh, 2006, pp. 1-2).

In the restaurant business, several factors impact on customer satisfaction. In 1995, Steven et al. (pp. 56-60) developed a DINESERV (Dining Service) instrument to assess the perceived quality in the restaurant industry. According to Kim, et al. (2009, p. 12), their investigation of the significance of institutional DINESERV factors including the ambiance, service quality, convenience, food quality and cost were conducted to evaluate the influence of student satisfaction on return intention and word-of-mouth endorsement. The results concluded that food quality was the strongest indicator of customer satisfaction, moreover, service quality was ranked the second and third most instrumental variable affecting both customers revisit and fulfilment. Besides, due to the increase in meal choices, the expansion of cultural diversity and the higher demand in foodservice quality of the students, university foodservice providers necessarily catch up with their consumers' expectations about campus dining experiences.

This chapter firstly introduces the concept of customer satisfaction, which aims to bring the general idea of how this term is defined from different angles. In the next part, the significance of customer satisfaction measurement is analyzed. This part focuses on the measurement methods as well as its application in quantitative and qualitative research.

4.1.1 Customer Satisfaction Definition

"Customer Satisfaction" is a debatable term which has been defined differently by many scholars and experts. According to Oliver 1997, the "Satisfaction" word derives from a Latin word which composes of "Satis" – sufficient and "facere" – to do or make (Güngör, 2007). This means that "satisfaction" refers to the fulfilment achieved when the customer's evaluation of a product or service meets their needs and expectations. Hoyer & MacInnis (2001) suggested satisfaction can be associated with feelings of acceptance, happiness, help, excitement and joy. However, in

"Marketing Metrics" book, Farris, et al. (2010) implied customer satisfaction based on "the number of customers, or percentage of total customers, whose reported experience with a firm, its products, or its services exceeds specified satisfaction goals". In this case, Paul Farris emphasized on "the number", which means that satisfaction level can be measured through the satisfied respondent amount.

Besides, many researchers think that satisfaction is the difference between customer expectations and the reality perceived. According to Fornell (2001, pp. 120-121), satisfaction or frustration after consumption, is defined as the response of customers to judging by perceiving the difference between pre-consumed expectations and the actual perception of a product after consuming. In respect to the theory of Levesque & McDougall (1996, pp. 12-20), this term is described as the status or perception of customers towards the service supplier after using the service. In particular, it is "an overall attitude of a customer to a service provider or an emotion that responds to the difference between what the customer predicts before and what they receive, in response to certain needs, goals or desires" (Hansemark & Albinsson, 2004, pp. 40-57). Similarly, customer satisfaction is explained as "a person's feeling of pleasure or disappointment, which resulted from comparing a product's perceived performance or outcome against his or her expectations" (Kotler & Keller, 2006).

As seen, customer satisfaction is that customers base their knowledge on a product or service that constitutes subjective expectations or evaluation. It is a form of psychological feeling after the needs of customers are satisfied. Customer satisfaction is formed based on experiences, especially accumulated when shopping and using products or services. After buying and using the product, the customer will have a comparison between reality and expectation, thereby assessing satisfaction or dissatisfaction. Understandably, the pleasant or possibly frustrating feeling arises from the consumer comparing the actual benefits of the product and their expectations. The purchase depends on their comparison between the actual benefits of the product and their expectations before buying. The concept of a product here is understood not only as a physical material object but also as a service.

Overall, customer satisfaction is a comparison between perceived real benefits and expectations. If the actual benefits are not as expected, then the customers will be disappointed. If the actual benefits meet expectations, customers will be satisfied. If the actual benefits exceed customers' expectations, it will create a phenomenon of higher satisfaction or satisfaction exceeding expectations.

4.1.2 Customer Satisfaction Measurements

Understanding the concept of customer satisfaction shapes a solid foundation to conduct the measurement process. Customer satisfaction measurement (CSM) can be seen as an indispensable step for any organizational development, which the suppliers use as a tool to evaluate the performance of products and services provided to customers (Hill & Alexander, 2006, p. 2). Likewise, the definition of Hill, et al (2017, p. 7) highlighted the assessment of “how the ‘total product’ performs”, however, this rating is based on the requirements imposed by consumers. These authors also explained that the measurement is necessarily taken by two steps, which are called “expectation part” – the identification of the customers’ requirements and “satisfaction part” - a demonstration of how satisfied they are with the organizations’ performance corresponding to the earlier requirements.

Customer satisfaction measurement should be implemented for many reasons. “Customers”- the key object that businesses are always aiming at. To bring the satisfying experiences to them, the businesses never neglect to thoroughly understand their customers, including their needs, desires, requirements or expectations of the perceived products or services. Importantly, each customer represents a unique need and they have thousands of different perceptions about your product. Measuring will help businesses learn about who are the potential customers, categorize target groups, and identify relative criteria to satisfy their current and future needs as well.

Besides, from the basis of customer understanding, the measurement is an effective tool to solve the gaps. According to F. Gerson (1993, pp. 26-27), these gaps are rooted from the mismatch or heterogeneity between the suppliers’ belief of the products or services they offer and the perception of what customers actually received. To exemplify, in restaurant service, this occurs when the food or drinks are not served in the promised time, the dishes are not the same as its description in the menu, or when the staff service is too poor compared to what customers expect in a luxury restaurant. Therefore, the critical method to close these gaps is conducting the customer satisfaction measurement, for example, asking directly their feedback, open a survey or analyze customer support metrics.

To date, a majority of customer satisfaction measurement methods were introduced such as the Swedish Customer Satisfaction Barometer (SCSB) in 1989, the American Customer Satisfaction Index (ACSI) in 1994, the European Customer Satisfaction Index (ECSI) in 2000. However, some of them are proven and widely used in practice. The table below depicts three popular metrics that can be applied in the customer satisfaction measurement process:

CSM Metrics	Description	Measurement Method
Customer Satisfaction Score (CSAT)	A direct measure of how a customer feels during the experience process. This index has a score between 1-5, 1-3 or 1-10 or is represented by different emotional icons. The Likert scale ranges from “very unsatisfied” (1), “unsatisfied” (2), “neutral” (3), “satisfied” (4), “very satisfied” (5).	CSAT is measured by the division of the number of satisfied people on the sum of respondents engaging in the evaluation process. The higher score, the better.
Net Promoter Score (NPS)	The indicator measures customer loyalty and sentiment for the product or service. It indicates the number of customers who readily recommend the products or services to others and who give negative feedback on the perceived quality. The rating level is normally from 0 to 10 point Likert scale.	It is calculated by the subtract from the percentage of “Promoters”, who is considered as loyal or satisfied customers and the percentage of “Detractors”, who are dissatisfied and refuse to return or repurchase. The higher score, the better.
Customer Effort Score (CES)	It indicates whether a customer is advantageous in accessing a product or service. This also refers to the level of effort and how easily the customer can address the problem. CES can be evaluated on the Likert scale from 1 (very easy) to 5 or 7 (very difficult), or from 1 (agree) to 7 (disagree) onto a certain statement.	CES score is solved by dividing the sum of customer effort score by the total number of respondents. The lower score, the better.

Table 1. Three popular metrics of customer satisfaction measurement (Willlott, 2019)

In Table 1, Likert-scale is mentioned as a typical scale to evaluate customer satisfaction in the format of numerical values at 5, 7 or 10 points. Invented by Rensis Likert (1932), this psychometric scale is very popular in current scientific research, especially for designing survey questions. It provides options for respondents to express their attitudes, behaviours and perceptions such as the level of frequencies, importance, likelihood or agreement with a series of statements (McLeod,

2019). This method uses only one rating scale so answerers do not need to give their own opinions and even choose a neutral option. It enables researchers to easily draw conclusions, reports and graphs from the feedback results. However, the true attitude may be measured inaccurately due to the limitation in scaling scores. (LaMarca, 2011)

Indeed, each type of metric has its pros and cons. Its effectiveness and applicability are determined and varied in different researches' situations. Thanks to a variety of questionnaires, CSAT is versatile to all types of businesses. CSAT enables rapid assessment due to its conciseness, simplicity and accessibility. Because it solely centralizes on specific interaction activities, it does not show the broad relationship between customers and businesses or foresee future problems. In comparison, NPS is more highly appreciated since the customer's experience of the product and service can be clearly seen. Nonetheless, owing to the general questions, it is difficult to specify the "problematics" arising in which stage unless a series of consecutive questions are used. Whilst CES can solve this challenge easier to plan the improvement, it is still considered as a weak problem predictor and unable to explain why customers encounter such problems at the beginning. (Buenaventura, 2014)

Besides, in the qualitative research, the level of customer satisfaction can be easily accessed through observation, interviews or personal experience but these qualitative data are quite difficult to quantify afterwards (F.Gerson, 1993, p. 55). Undoubtedly, qualitative methods provide a wide range of in-depth information, which allow the researchers to approach the problem in multidimensional aspects. On the flip side, this process needs the thorough knowledge of research problem as well as a great amount of time spent on synthesizing the results so as to draw the accurate conclusions (Queirós, et al., 2017, p. 378). Quantitative methods are commonly applied in several customer satisfaction surveys by means of generalizing all data in the numerical and statistical form. Though this quantified information enables more reliable results in a shorter time, the method restricts a deeper insight into the phenomenon and connection between researchers and respondents (Rahman, 2016, p. 106).

In general, customer satisfaction measurement methods are diverse and multifaceted. This means none of the evaluation instruments works perfectly with any research context. A single method may not precisely represent the objective outcomes. As a result, the combination of different methods is recommended to address the issue even more effectively. In this study, the author uses both quantitative and qualitative methods in the survey and interview process. Some of the survey questions are designed based on Likert scale (from "very dissatisfied" (1) to "very satisfied" (5); from "strongly disagree" (1) to "strongly agree" (5)).

To recap, customer satisfaction measurement not only provides the organizations with a better understanding of the consumers' preferences and future needs, but it also acts as a motivator to promote the productivity and performance level in the company (F.Gerson, 1993, p. 31). Significantly, the consideration of both advantages and disadvantages of measurement methods should not be neglected. Then, companies can wisely decide which ones are proper to maximize the efficiency of the whole process. As referred in section 4.1.1 and 4.1.2, the quality of a perceived product and service performance also constitutes the level of consumer satisfaction. Therefore, to estimate this extent in a more comprehensive manner, section 4.2 frames a concept of service quality and SERVQUAL model, followed by its integral linkage with customer satisfaction explained in the next part (4.3.1).

4.2 Service Quality

4.2.1 Service Quality Definition

A numerous of definitions and theories regarding "service quality" has been publicized by several researchers and experts. Among these authors, Dr Chuck Chakrapani defined that customers can experience the "quality" of the product or service offered when they find the enjoyment of it transcends their perceived value of the money they paid. In extended definition, the greatest enjoyment the product and/or service provides that is the one brings the highest quality. However, the quality as defined had better go beyond the limits of the product and service, in other words, the author aims to centre on customer satisfaction aspect, which is considered as a critical subset in service quality measurement (Chakrapani, 1998).

F.Gerson (1993, p. 7) stated another simplistic perspective on what quality accurately means, which is: "Quality: whatever the customer says it is". It is understood that the quality definition can be based on the customer perception, what values they really perceived and how satisfied or the enjoyment levels they experienced towards that product or service.

As a Finnish professor in service and relationship marketing, Grönroos (1984, p. 36) claimed that a concept of service quality should be customer-based. He defined the perceived service quality as "the outcome of an evaluation process, where the customers compare their expectations with the service they have received." Compared to Gerson's viewpoint, Grönroos similarly emphasized on the customer perception of the service quality and denotes that this is the key determinant affecting the service quality assessment. In his model, it also illustrates the dependence of service quality

on the comparisons between these two elements: the expected service and its actual quality perceived by the customers (Grönroos, 1984, pp. 36-37). Aspects regarding technical and functional quality formulate “the corporate image” of a firm. This image influences what customers see and experience the services in the reality. However, it should be noted that this model is only used when the problems regarded to independent measurements of customer expectations are identified during the performance process.

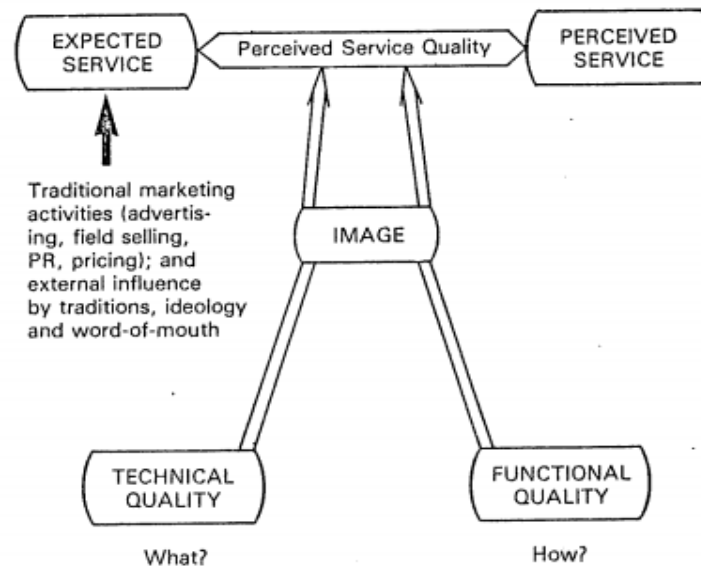


Figure 1. The Service Quality Model (Grönroos, 1984, p. 40)

To understand the full meaning of service quality, Parasuraman et al. (1985, p. 42) denoted three core characteristics of services that must be thoroughly acknowledged. First, services are **Intangible** because it is not physically seen, touched, felt or tasted by the consumers. As a result, it becomes a challenge for both the service provider and customer to investigate how the services are perceived properly as well as to conduct any evaluations.

Second, services are **Heterogeneous**, which refer to the variability or uniqueness of the service. This means the heterogeneous services can be different due to the modification between providers, customers’ perceptions and demands. For instance, although two restaurants sell the same food product, their catering service would be different for each customer owing to their own desires and expectations of the perceived service quality. It results in the difference in customer experiences, hence impacts on the service evaluation and satisfaction levels.

Third, the **Inseparability** of service means that the production and consumption of the service are inseparable from the service provider. It requires customers to participate in service consumption. Most goods are produced, then sold and consumed, whereas most services are sold first, then

produced and consumed at the same time. For example, a car can be produced in Germany, shipped to Finland and sold after four months from the date of manufacture, and the process of consumption or use is for a long period of years afterwards. However, barber service or health care, service is produced and consumed at the same time. Customers have a presence in manufacturing activities and participate in this process. They can interact with each other in the production process of the service and may affect service quality.

After these following features of services were discussed, Parasuraman et al. (1985, p. 42) concluded three main themes. First, it made the customers harder to evaluate the quality of service than physical goods. Second, the difference between customer expectations and the actual quality achieved shaped their perception and perspectives upon service quality measurement. Third, they insisted on a process-based quality assessment, rather than merely on the “outcome” of the service.

Depending on the knowledge of services mentioned above, Parasuraman et al. (1985, p. 47) conducted qualitative research to develop a conceptual model of service quality. From this study, 10 categories of criteria for evaluating service quality, also known as “service quality determinants”, were established. The ultimate service quality is the result of a process of comparing customer expectations and perceptions from the effects of these criteria. These ten dimensions were then compiled into five components, namely *Reliability*, *Responsiveness*, *Assurance*, *Tangibles* (include the original communication, competence, credibility, courtesy and security) and *Empathy* (includes the original access and understanding the customers).

The author found that the theoretical framework of (Parasuraman, et al., 1985) is applicable in this current study because it can generalize the most essential aspects of “service quality”. The analyzed definitions above mostly indicate the importance of customer perceptions and the comparison in measuring the perceived service quality. However, only the criteria of Parasuraman, et al. are compatible to assess the quality of service in the research problem. These dimensions will be specifically described in the next subchapter.

4.2.2 Service Quality Measurement

In 1985, the SERVQUAL (Service Quality) model initially identified ten criteria for evaluating service quality, namely: 1. Reliability; 2. Responsiveness; 3. Competence; 4. Access; 5. Courtesy; 6. Communication; 7. Credibility; 8. Security; 9. Understanding or knowing the customer; 10. Tangibles. With these 10 criteria, Parasuraman (1985, p. 47) has built a relatively effective service quality scale

according to the comparison of service expectations and perceived services from service users. As a result, the SERVQUAL service quality assessment model has been applied and deployed in many different service sectors such as restaurants, hotels, hospitals, schools, airlines, and tourism. In 1988, in a later study, Parasuraman et al. collapsed these criteria into five dimensions (Figure 2).

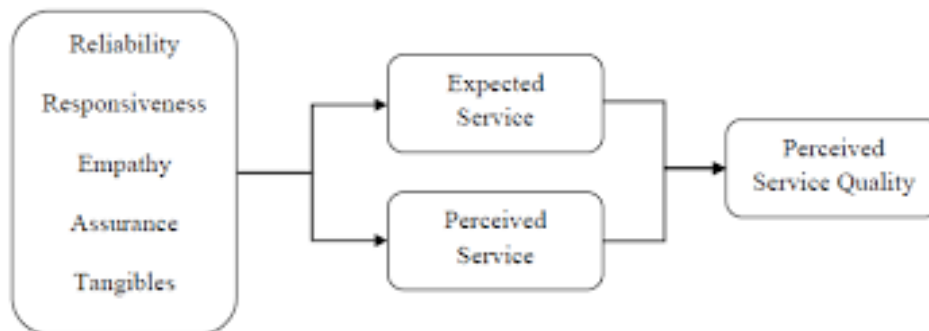


Figure 2. SERVQUAL Model (Parasuraman, et al., 1985)

Reliability emphasizes the ability to deliver promised services reliably and accurately. It also includes the consistency and stability that the company must provide from the very beginning. The reliability is manifested by whether the service is performed on a predetermined time, or if the company support enthusiastically in the event of a problem? Moreover, the service is implemented as committed in the first time will bring trust and confidence of customers with the company and products.

Responsiveness is expressed through the willingness to help customers in a positive and enthusiastic manner promptly. For example, can the company estimate and schedule a specific time for unusual activity such as troubleshooting, or routine maintenance for customers? Is the activity carried out quickly, saving customers time? Or are company employees ever too busy to meet requirements?

Empathy is achieved when the company provides caring and personal attention to the customers. Each customer has different needs, expectations, attitudes and emotions, in turn, they want to be served as separate individuals.

Assurance is the service provided with courtesy and respect to customers, expressed through professional qualifications and efficiency when serving them. The assurance in service delivery can bring the inspiration, trust and confidence to the service users. For instance, the company welcomes guests with friendliness and enthusiastic support; the staffs have knowledge and expertise to answer questions and deal with any problems from the customers.

Tangibility refers to the appearance of facilities, equipment, personnel and communication materials. (Parasuraman, et al., 1985, p. 47). An overview of the decoration, colours, interiors at the service location may create a homogeneous feeling and enhance the customer experience. The equipment used by the company can be assessed whether they increase the service experience compared to other businesses or not. Do the employees wear the right uniform, be neat, elegant and politely welcome according to the prescribed standards? Or do leaflets and introductory presentations appear appealing, according to the intended design? These are service evaluation questions that can be stated by the company itself and the consumers as examples.

4.3 The Determinants of Customer Satisfaction and Customer Loyalty

Customer satisfaction is driven by numerous factors. In the opinion of (Zeithaml, 2000), these factors constitute price, service quality, product quality, situational and personal characteristics. In the food industry, (Suchanek & Kralova, p. 164) proved that customer satisfaction was determined by customer expectation, perceived quality and perceived value. Their study also concentrated on testing the demographic and personal variables, however, the outcome surprisingly did not show any influences. In line with these scholars, Wilson et al. developed a customer perceptions model which depicts the relationship between customer satisfaction and five key determinants (Figure 3).

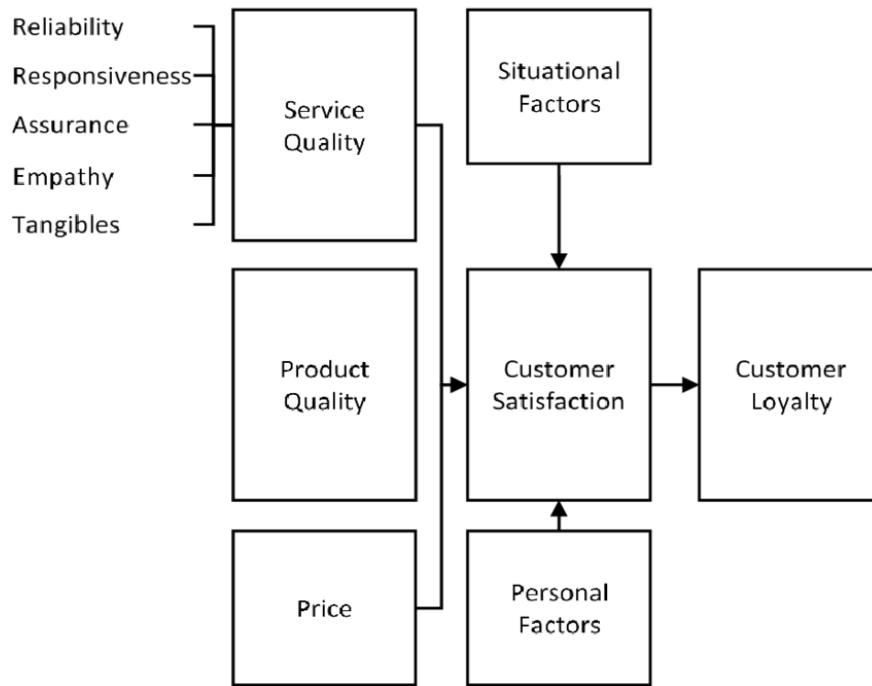


Figure 3. Customer Perceptions of Quality and Customer Satisfaction Model (Wilson, et al., 2012, p. 74)

Compared to the mentioned studies, this model highlighted the impacts of customer perceptions concerning reliability, responsiveness, assurance, empathy and tangibles on service quality evaluation. These variables together with product quality, price, personal and situational attributes formulate the perspectives on satisfaction, which leads to the final concept of customer loyalty. The characteristics and correlations among these determinants are specifically explained in the sub-chapters below.

4.3.1 Service Quality

The relationship between service quality and customer satisfaction has been the subject of ongoing discussion by researchers over the past decades. Several studies of customer satisfaction in the service industry have been conducted. Despite being two different concepts, service quality and customer satisfaction are both closely connected (Parasuraman, et al., 1988). Previous studies have shown that service quality is the cause of satisfaction (Cronin & Taylor, 1992; Spreng & Mackoy, 1996). The reason is that the quality of service is related to the provision of services, and satisfaction can only be assessed after using the service. Customer satisfaction is considered as a result while service quality will be a cause. Whilst satisfaction is a predictive target, service quality sets up ideal

standards. Although service quality and satisfaction are interrelated, only a few studies have focused on testing the interpretation level of service quality components for satisfaction, particularly for a specific service sector (Lassar, et al., 2000). Cronin and Taylor tested this relationship and concluded that the perceived quality of service leads to customer satisfaction. Other results denoted that service quality is the premise of satisfaction (Cronin & Taylor, 1992; Spreng & Mackoy, 1996) and is the main component affecting satisfaction (Ruyter, et al., 1997).

When the service providers offer customers quality products that meet their needs, they succeed in creating the customers' happiness and fulfilment. The more service quality has been improved, the better customer satisfaction level is escalated (Olajide, 2011). The causal relationship between these two factors is a key issue in most customer satisfaction studies. The improvement of quality which is not based on the needs of the customer will never satisfy them with the services. Hence, if customers feel the service is of high quality, they will be satisfied. Conversely, if a customer perceives a service as being of low quality, dissatisfaction will appear.

4.3.2 Product Quality

It can be said that product quality is a quite abstract technical and economic category. When looking at products from different approaches, we have different notions about product quality. First, according to transcendent approach, product quality is the excellence of products compared to similar products. Nevertheless, regarding the product-based aspect, it is thought that product quality is a set of attributes that reflect the useful function of that product (Claessens, 2018). Third, from the perceptions of producers, they think that product quality is the suitability and attainment of a product compared to a set of standard requirements and systems designed in advance. The concept of quality according to the market explains that product quality is consistent with the purpose and requirements of the user, which are mainly derived from the needs of the market. Particularly, in terms of price (the relationship between the benefits of the product and the cost), quality is to provide products and services at prices that customers can accept. On the other hand, from a competitive perspective, quality is to provide the characteristics of products and services that competitors do not have. (Nguyen, 2018)

In the field of catering business, the restaurant's products are tangible, meaning food, drinks, solid or liquid products used to serve the needs of customers and tastes. Product quality according to the European quality control organization (EQO) is the product's conformity to consumers' requirements". According to International Organization for Standardization (ISO), product quality is

defined as “the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs” (FAO, 1998). This study discusses “food quality”- one of the prerequisites that directly determines customer satisfaction level in the restaurant. The evaluation of food quality in this research is based on the following criteria: freshness, appearance (colours, decoration), condition, taste, and food hygiene.

4.3.3 Price

When experiencing a product or service, one of the overriding concerns to customers is the price. To define, (Zeithaml, 1988) and (Bei & Chiao, 2001) agreed that price is “what is given up or sacrificed to obtain a product or service”, whereas Claessens (2015) emphasized on the amount of money charged and the total value that a customer trades off for the opportunity to gain that product or service. The comparison between the quality achieved and the price they paid for an experience is a measurement of their satisfaction and loyalty to a brand. Nazari, et al. (2014, p. 131) asserted that price satisfaction directly influenced on customer satisfaction. Also, price satisfaction and price fairness have a close linkage.

A reasonable or fair price is the price point of a product or service that is fair to both buyer and seller. In food & beverage services, the price fairness can be decided when the diners compare the food quality to the price charged. If the dishes are overpriced, it limits the number of customers visiting the restaurant and may cause disappointment or dissatisfaction when the quality of service and food is not worth the money. Conversely, when the customers achieve fairness of price, they have positive impressions on the products, even develop trust, retention and loyal relationship to that brand (Kaura, et al., 2015).

When prices change, customers' perceptions of the product's value also change. People will doubt whether poor service quality is paired with low prices and vice versa. A product with a higher price may attract customers due to the assumptions of better quality, its uniqueness and additional benefits. However, raising the price can result in the risk of losing both potential and loyal customers. Also, the underpricing adversely impacts on the organization's revenues, profits and brand image. Hence, setting the price that is neither “too expensive” nor “too cheap” should be taken into account by every business in pricing strategies.

4.3.4 Situational Factors

Situational factors refer to the external influences which are out of the marketers or retailers' control. These factors are associated with the environment, time, social aspects or state of mind that impact on individual behaviour in making a purchase decision (Severson, n.d.). A similar view was shared by Belk (1975, p. 152) who considered situational factors as those regarding "a time and place of observation which do not follow from a knowledge of personal and stimulus attributes and which have a demonstrable and systematic effect on current behaviour". These circumstances are unavoidable to every consumer at once or any time (Tanner & Raymond, 2012a). Thus, managing these influences as a significant tactic for the organizations to satisfy their customers, at the same time, develop effective selling strategies (Brown & Fiorella, 2013; Docrat, 2007).

Situational factors are categorized into five dimensions: physical surroundings, social surroundings, temporal perspectives, task definition and antecedent states (Zhuang, et al., 2006, p. 19). First, physical situation refers to the stores' location, its atmosphere (lighting, temperature, smell, music), weather, facilities, interior and exterior decor and other visible surroundings. Second, consumers' buying behaviours are affected by the attendance of other people, crowding and interpersonal interactions. In food intake studies, it was proved that the meal size is larger when eating in a group than eating alone. A majority of people in the group can lengthen the meal duration, even increase the calories intake for a single meal (Hirsch & Kramer, 1993). Third, the timing of purchase and the amount of time can affect the purchase decision and quality evaluation. For example, due to time constraints or hectic schedule, the customers make faster decisions and lack of insight experiences to a perceived product or service. Next, task definition refers to the reasons or what motivates the consumers to shop such as for relaxation, friends meeting, reasonable price or time convenience. Last, internal conditions such as customer mood, anxiety, financial problems, illness, emotional states and other personal issues can cause a significant change in buying behaviours. (Zhuang, et al., 2006)

4.3.5 Personal Factors

Regarding personal factors, the behaviours of customers depend on their characteristics, self-concept, age, gender and lifestyle (Tanner & Raymond, 2012b). Each person has a distinct personality that influences his or her behaviour. Personality is often described by powerful self-confidence, independence, respect, harmony, confidentiality and adaptability. Personality can be a useful variable in analyzing consumer behaviour since it is possible to categorize the characteristics

and correlate certain personality types to product choices or brand. For example, careful and conservative people are not the pioneers of new products, on the contrary, who are dynamic and creative more likely to take risks with unfamiliar ones.

The preferences and requirements of goods and services are also different in customers' ages. Youngster generation tends to constantly change the products and not being loyal to a certain brand, meanwhile, older customers have a more stable commitment to buy from their familiar brand (San & Yazdanifard, 2014, p. 41). As suggested by (Noble, et al., 2006), the appeal of a unique product to women made them more willing to pay a premium to get it compared to the opposite gender. In the study of (Gelfand, et al., 2006), to harmonize the relationship with sellers, women did not hesitate to accept purchases at higher prices. Aside from this, personal lifestyle is influenced by common factors such as cultures, occupation, social group, economic status and family circumstances. Thus, finding the correspondence between lifestyle and consumer behaviour of goods is as a basis for marketing mix strategies. They can also lead society's consumer needs by creating innovative products that well match different lifestyles. (Nguyen, 2016)

4.3.6 Customer Loyalty

Customer loyalty is a powerful "weapon" that determines success for all businesses in the future. The definitions of customer loyalty have been conceptualized by numerous marketing professors. The loyalty of consumers is revealed through their commitment to repurchase the preferred products and services or revisit the organization in the future (Oliver, 1999; Chaudhuri & Holbrook, 2001). Beyond repeated purchasing experiences, the loyal customers are referred to whom has the "feelings of devoted attachment to the loyal object" (Casidy & Wymer, 2016) and positive beliefs towards a brand purchased (Uncles, et al., 2003, p. 6). As seen, customer loyalty can be understood in terms of two aspects, which are the acts of repurchase frequencies (loyalty behaviour) and the loyal attitudes or feelings about a product, services or brands.

Customer satisfaction and customer loyalty have a tight relationship. As mentioned in section 4.1.1, satisfying experiences occur when the perceived products or services meet and surpass customers' expectations. These positive feelings drive their decisions to continue buying again as well as the willingness to recommend the product or service to others. The customers tend to lower price sensitivity and more engage in positive word-of-mouth (Chen & Wang, 2009). In opposite, whenever customers are dissatisfied with the products or services, their loyalty to this brand will decrease accordingly. However, it is arguable that a satisfied customer does not always commit to

being loyal to a business and vice versa. For instance, customers can quickly turn their back on a satisfying product to come up with a cheaper and more trending product from elsewhere. On the other hand, Apple is a clear testament to the fact that customers are not completely satisfied with all their products and services, but they still keep spending a whole day long queuing to buy the new releases.

Measuring customer loyalty is such a pivotal step that every business cannot ignore. The Net Promoter Score (NPS) introduced in section 4.1.2 is an example of the loyalty measurement method. Besides, Customer Lifetime Value (CLTV), Customer Retention Rate or Customer Loyalty Index (CLI) are named as measurement alternatives. According to Hayes (2008, p. 80), customer loyalty questions commonly used in the surveys are, for example, the likelihood to rebuy; the recommendation possibility; the likelihood to purchase additional products or services; the likelihood to continue or switch to other providers. In this case, the students' loyalty should be measured through their overall satisfaction with the Fox lunch. This concept will be then more clarified through their eating frequencies and readiness to recommend the lunch to the fellow students.

4.4 School Meal in the Finnish Education System

4.4.1 School Meal in Finland

In the past 70 years, Finland was the first leading country in running a free-of-charge school meal system in the world (JAMK, 2020, p. 1). The law on providing the school feeding for the pupils started to be enforced by the government decree in 1943. In the recent decade, school feeding has become an indispensable part of a national core curriculum and student welfare due to its health-beneficial emphasis, educational, social and cultural significance. A balanced school meal which contains adequate energy and attains the required nutritional norms according to nutrition recommendations, not only promotes the students' physical and mental health effects but also raises their consciousness of food and nutrition (Pellikka, et al., 2019, p. 3).

Nowadays, the subsidized school meal is offered differently correspond to different grades of the educational system (Appendix 1). Since 1996, the subsidized meal has been granted to the students of Universities of Applied Sciences in Finland. According to Kela's meal subsidy regulations, the student is eligible for a discounted meal with only 2.6 euros cost per lunch and up to 4.95 euros for the special option by showing the valid student ID card, Kela subsidy card or Lyyra payment sticker (Kela, 2016).

The Form of Students' Meal in Finland

In Finland, the food service provider of each institution has the right to decide independently the meal services for students. However, the services and food design follow the guides of Finnish Nutrition Recommendation issued by National Nutrition Council, which apply to the whole population and separate segmentations (National Nutrition Council, 2019, p. 17).

University meal in Finland is organized in the form of a self-service "buffet" for students. The volume of their meal or special diet is decided by individual preferences and needs. The university canteen is arranged as a collective dining area, where students can freely gather in groups, in pairs or in private. Following the National Nutrition Council (2019, p. 32), two to three options of a meal are recommended to be offered at the school lunch so that the students can select their appropriate meal. Moreover, salad is one of the indispensable components in the main course and served with fish, meat or as a side dish.

The Food Pyramid and Model Plate

Food pyramid and model plate are used as the food guides in Finland (Figure 4 and Figure 5). The figure depicts the ingredients of a standard diet regarding their relative weight in the whole diet (FAO, 2020). A meal includes essential nutrition should be formulated with vegetables, berries and fruits (recommended consumption of a minimum of 500 grams per day, excluding potatoes). Then, it is topped up with wholegrain cereals, dairy products and low-fat products from nuts, seeds, vegetable oil as well as other products rich in protein, for example, fish, egg, red meat and white meat. The random food at the peak of this triangle is not considered as a healthy choice for the meal. It is also not recommended for regular consumption. (Valtion ravitsemusneuvottelukunta, 2014, p. 19)

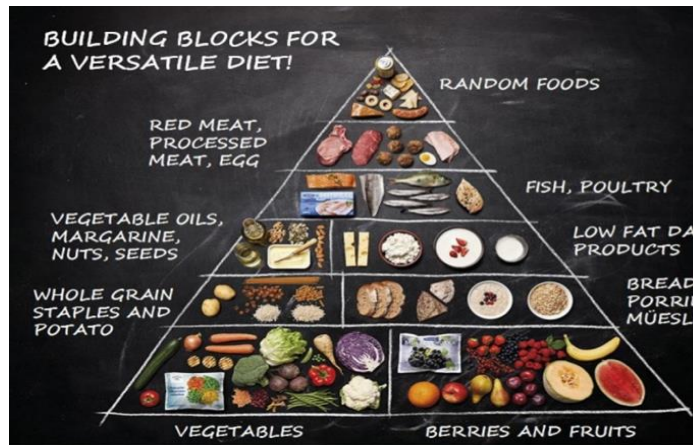


Figure 4. The Finnish Food Pyramid (FAO, 2020)

The concept of “model plate” helps people design themselves a healthy and balanced meal. Following the recommendations of National Nutrition Council, a single meal provides about 400 calories including a half plate of veggies (with vinaigrette); a quarter plate of starchy food (potatoes, rice, pasta); a quarter plate of protein-rich food (fish, beef, pork, legumes); a drink (water, skim milk or sour milk); rye bread and margarine spread; a small number of fruits for dessert. (Finnish Government, n.d., p. 20).



Figure 5. A Model Plate (FAO, 2020)

The Purposes of School Meal

A school meal designed as the description above targets to provide the necessary nutrients and energy consumed during a school day. Following the recommendations of the National Nutrition Advisory Board, a student from 18 needs 1420 to 3310 kcal (kilocalories) per day, with the smallest in small-volume low-mobility women and the highest in large-size high-mobility men. The student

meal should cover about one-third of the students' daily energy requirements. In practice, the school meal can supply the energy in an average of 700 – 800 kcal, minimum of 500 kcal and 1000 kcal in maximum (Kela, 2016).

On top of that, school meal is also a part of educational objectives. Marjaana Manninen from the Finnish National Agency for Education believed that the school lunches were about learning about food and nutrition knowledge, and as the bonding time for eating together (Yle, 2018). They are aware of how a healthy and balanced meal should be, which is significant to their physical and mental wellbeing as well as learning ability. Besides, the mealtime also stimulates the communication and interaction in the group, strengthens the relationship, and raises the understanding of cultures, interests and table manners in the learning community. (National Nutrition Council, 2019, p. 30)

The meal choice based on the nutrition recommendation helps minimize an environmental load of food consumption. Students are encouraged to combine their meal following the plate model with the adequate forecasting of their demand, which in return, the school canteen can manage the quantities of food purchase, avoid overbuying, overproduction and spoilage. Plus, it saves more costs and ensures students to have the following meals in the right way.

4.4.2 University Meal Supported by Kela

The meal subsidy managed by Kela is part of the state aid scheme. It is based on a government decree on the presentation of the Ministry of Education - the conditions for granting the subsidy and the eligible meals. The decree mentions eligible meals as follows: "A student meal is a meal consisting of a main course, a drink, a salad, a bread and a spread. A special portion is a meal set made from more expensive ingredients that match a student meal". The purpose and amount of the meal subsidy are determined annually in the state budget. The cost of a student meal is reduced by the amount of the meal subsidy. Since 1996, community colleges, in addition to universities, have also received food aid.

Kela's Purposes of Subsidized Meal

As stated in Kela nutrition recommendation book (2016, p. 12), student dining plays an indispensable role for the following reasons. First, the student meal has an immediate effect on the day-to-day course of study. The student receives energy and nutrients essential for their health. A

meal break also gives them a chance to rest and relax while studying. Second, student dining provides an opportunity for natural interaction with other students. This strengthens the sense of community and thus promotes the well-being of the student. Third, since the majority of young people study far from home and take responsibility for their lifestyle as they begin their studies, the student meals can serve as a model for students' food choices at home and during their after-school life. Last, low-cost meals also have significant financial support for students. (Kela, 2016, p. 12)

The Content of Kela's Subsidized Meal

It is important to ensure that student meals have a balanced composition in terms of fat, protein and carbohydrate content and quality, and are consistent with the National Nutrition Committee's nutritional guidelines. Firstly, for student meal menu planning, the recommended target percentages of energy nutrients are described below. E-% stands for energy percentage. It is calculated as the share of each energy nutrient in the total amount of energy obtained from food. (Food Information Association, 2020)

- Fat :30-35 E-%;
- Protein: 13-17 E-%;
- Carbohydrates: 50-55 E-%

Moreover, meals should pay special attention to the quality of fat and the amount of fiber and salt. Meals should also be of such a composition as to allow for a varied and recommended intake of vitamins and minerals. Kela does not require the calculation of E-% of energy nutrients in meals. However, it is useful to calculate the nutrient content of meals for a 4-6-week period because it will give an idea of their quality compared to the recommendations and can assess the meal development needs.

Secondly, according to the recommendation, the student restaurant should display model meals. It is a tool that guides food and portion size choices and illustrates how to make a recommended meal. A meal set according to a plate model of a particular dish of the day shows the different parts of the meal and their relative proportions. It includes a main dish with possible warm toppings, milk or buttermilk, bread, fat, salad or vegetables and salad dressing. Furthermore, Kela also illustrates three sample meals of a "lacto-ovo" vegetarian meal, a soup meal and a "hearty" salad meal as a suggestion (Kela, 2016, p. 26).

The Finnish Ministry of Social Affairs and Health in 1999 issued a ban on junk food, sugary drinks and other unhealthy snacks from the school grounds (Cross & MacDonald, 2009, p. 86). According

to the National Board of Education and the National Institute for Health and Welfare in 2007, the list of food which is not allowed in the school menu includes French fries, fried food in general, hamburgers, crisps, tinned spaghetti or meatballs (Finnish Government, n.d., p. 40). This kind of food not only exceeds the nutrients intake recommended in Kela's guidelines but also raises the risks of associated-diet diseases and the meal costs if they are included.

In Finland, all Finnish nutrition recommendations are based on Nordic Nutrition Recommendations (NNR, 2012). Kela's guidelines in terms of nutrient amounts and menu planning need to be followed by the Finnish university cafeterias in purposes of providing a healthy diet with sustainable nutrition. Otherwise, a subsidized meal by Kela is not allowed to serve, and that will consequently increase the meal price for students.

4.5 Studies of International Perspectives on Finnish Food

In the field of tourism and restaurant, the experience and impression of international diners with local cuisine is a prominent factor affecting the image of the tourist destination, satisfaction levels and customer retention. A global report on food tourism of UNWTO (World Tourism Organization) in 2012 indicated that each culture has its views of satisfaction and criteria of service quality. The report also emphasized that international customer satisfaction not only shows their expectations and food choices but also demonstrates fidelity standards and the possibility of repeat purchasing behaviours (UNWTO, 2012, pp. 8-9). Based on that, service providers can develop local food and current experience services. Accordingly, studying the views of international customers with national cuisine is one of the concerns.

Cultural diversity is increasingly evident in developed countries, of which Finland is not an exception. This diversity stimulates the performance of many types of research among the international customer segment. Some of them are related to customer expectations, travel experiences, and destination's image. For instance, Liu (2017) and Wang (2018) researched the image of Finland to Chinese tourists; Weaver (2015) recorded the culinary and travel experiences of international travel bloggers when discovering the country; Japanese tourists' preferences of South Coast - Finland (Tenneh, 2018) and tourism services improvement for Russian customers (Svetlanova, 2013; Palvaaho & Kaikkonen, 2011). Meanwhile, the studies of the foreigners' opinions on Finnish cuisine have not been intensively explored (Pusa, 2013, p. 17). Nevertheless, the findings described below can partly reflect the concept of national food through the eyes of some countries.

The research of Pusa (2013) shared a study result of Finland Statistics in 2009 which was investigated on food experiences of Russian, German, English, Estonian and Swedish travellers. When asked about positive and negative experiences, customers chose fish and fish dishes were the strength of Finnish cuisine. Other than that, reindeer meat, bread and service quality were also highly appreciated. However, the food in Finland was considered as quite costly that did not truly satisfy these international visitors. In addition, an interview on 112 interviewees from 24 different countries in his research presented the thoughts of Finnish food that brought to foreigners' minds. One more time, about half of respondents impressed fish and salmon. Besides, the freshness of food, as well as high-quality water, were preferably mentioned. On the negative side, people commented Finnish food is not attractive, high price and unimpressive coffee quality. (Pusa, 2013, p. 38)

In the eyes of the Japanese, Finnish food is quite bland and simple. Plus, the food was stated too creamy and greasy because they are almost cooked with heavy cream, cheese, dairy products and a high amount of flours. Some desserts such as cakes are extremely sugary to them. They find the Finnish food ingredients are mainly nature-based, freshly grown and taken from the garden, for examples, berries, mushrooms, seasoned vegetables and herbs (Matilainen & Santalahti, 2018, pp. 25-26). Following Xing Liu (2012), Finnish food is "organic", "wild", "safe" and "healthy" to Chinese people. On the other hand, the Chinese claimed that local cuisine lack of spices and diversities. Also, the bread is hard and chewy for them. Other dishes do not have an appealing presentation, not engaging in colours and flavours.

Another qualitative research was carried out in a small multinational group at Matka Nordic Travel Fair 2013, where they were asked about their opinions of Finnish cuisine. Generally, all interviewees enjoyed Finnish food, however, a lot of divergent opinions were raised. For instance, Finnish food was too salty to the Chinese respondent. It was said that not interesting enough for the Indian interviewee to eat more than once. Despite having tried salmon in Finland, an Italian citizen did not consider it as an original Finnish dish. Furthermore, this study indicated that food appearance and serving are the important factors that aroused both attraction and appetite to the dishes, but also confusing and doubts in the interviewees (Tillgren, 2013, p. 43). Notably, these are only personal perspectives, which means they do not generalize or represent the entire perception of one ethical group.

The international community is nowadays strongly expanded in Finnish higher education institutions. According to statistics recorded in 2017, the percentage of foreign students at universities and UASs was approximately 7%. In particular, nearly 80% of international students came from non-EU/EEA countries such as Russia, Vietnam, Nepal and China (Finnish National Agency For Education,

2017, p. 3). In 2018, Finland welcomed over 10,400 foreign exchange students, which accounted for 4% higher than the previous year (Finnish National Agency For Education, 2018, p. 2). This growth has led to a diversity of culinary perspectives as well as students' experiences of Finnish cuisine. Yet, the initial researches about international students' views of Finnish food or Finnish school meal have been extremely limited. Recently, Yle News' trainees conducted an interview to explore the study abroad life of Erasmus exchange students in Finland. In the podcast, many students said that they had a positive impression on Finnish food. Especially, the salmon soup was always picked as a recommendation. Some also added that 2.60 euros for a student meal were affordable or even cheaper than what they got in their countries (Yle, 2020).

In short, the above research results are listed to illustrate four main problems. Firstly, the perceptions of foreigners in Finnish cuisine is very diversified in different countries and individuals. That becomes a big challenge for food service providers to adjust and diversify the menu. Secondly, researchers can understand which dishes are their favourite and leave a good impression on foreigners, such as salmon or fish in general. Thirdly, it shows what customers are expecting from Finnish food, for example, menu variety or improvement in presentation. Lastly, the organization has a better awareness of what people are concern about, or even what adversely influences their purchase decisions, for example, high price or unfamiliar taste.

5 RESEARCH METHODOLOGY

According to the theoretical basis in chapter 4, this part structures various research methods that the author used for collecting data and interpreting results. This chapter starts providing an introduction to the research groups and how to engage them in the research. Then, two types of methodologies and research methods are discussed separately, followed by the sections on the ethical considerations and implementation process.

5.1 Research Groups

The research is conducted on all students who are currently studying at KAMK. This population is categorized into two sub-segments: Finnish and International groups, who are varied from different genders, ages and fields of study. The clarification of these aspects enables the researcher to determine whether personal factors (section 4.3.5) impact on the satisfaction level or not. Plus, the segmentation of the sample size aims to shift the international students to the appropriate survey question, which particularly addresses the second problem stated in chapter 2.

The author sent a link of an online survey to all students via email on 18th of May, 2020 (Outlook). The information of this research was also introduced on the newsletter board by KAMO (KAMK Student Union). To encourage the cooperation of students in answering the survey questions, there was a random draw among respondents for a reward of three gift cards (3 x 10 euros) offered by Kajaani Mamselli. If the respondents are interested, they can give their contacts at the end of the survey. Three luckiest people are chosen for the prize afterwards. Notably, their information is kept confidentially and will not be used in other purposes.

The second target group is Fox's employees and two representatives from Kajaani Mamselli. Thanks to the cooperation, the author can conduct preliminary research on the operating model as well as the problems that have been arising in the restaurant. The commissioning party also provides important information about food origin, menu design and what they are expecting in this research. Especially, their participation in the second interview contributes to the feasibility of the action plans given after the survey step.

To clarify, these groups are researched by dint of qualitative and quantitative method. The combination of these two methodologies is illustrated through the questions given in the survey and interview sessions.

5.2 Qualitative Method

Qualitative method is an approach that describes, investigates, and explains the research problems based on the experiences, personal opinions or beliefs of particular populations. Especially, this method emphasizes on the effectiveness in identifying the “intangible” aspects as well as reflecting the “human side” through their behaviours, attitudes, perceptions, demographic or social factors (Mack, 2005, p. 1). Qualitative method is used when the perspectives of participants are studied in purpose, meaning the information is freely revealed, not always be measured in the format of numerical data (Hammarberg, et al., 2016).

In qualitative research, Mack (2005, p. 2) proposed three popular qualitative methods including observation, in-depth interviews and focus group. From which, in-depth interview is an appropriate way for exploring individual opinions and feelings, preferred to use in sensitive issues (Mack, 2005, p. 30) as well as interpersonal communication through structured and unstructured methods (Surbhi, 2017). Whereas structured interview uses questions in a fixed format, the questions asked in the unstructured interview are not prepared beforehand. Moreover, Given (2008) and Doyle (2019) mentioned a semi-structured interview as a combination on which predetermined questions are based. But their order and ways of asking depend on the context and characteristics of the object. It is implemented in several ways such as face-to-face, telephone, in texts or via email (DeJonckheere & Vaughn, 2019). This method not only breaks the restrictive sequences and limitations in eliciting opened answers of a structured interview, it also addresses the difficulty of systematizing the information and data analysis in unstructured technique. However, it takes time and effort to pre-explore topics of interest and carefully prepare questions in advance (Adams, 2015, p. 493; Keller & Conradin, n.d.).

For these advantages, the researcher applied qualitative method, and semi-structured interview in this study to gather information concerning the organizational operation and problem-solving ideas through open-ended questions. This type of questions allows free-format answers when interviewing Fox’s representatives, at the same time, leaving rooms for students to share their comments and recommendations in the survey (Appendix 3 – Question 18 and Appendix 4).

5.3 Quantitative Method

Quantitative method is used to quantify relationships or to test research hypotheses in mathematical models, numbers, statistical data, tables or graphs (Streefkerk, 2019). In the comparison of

analytical objectives, qualitative methods are deductively used for concepts and ideas explanation, meanwhile, quantitative methods lean towards measuring them inductively, and confirming the assumptions (Mehrad & Tahiri, 2019, p. 4; Shields & Twycross, 2003, p. 24).

Following (Showkat & Parveen, 2017, p. 3), the quantitative data is easily and directly collected by conducting a survey. The survey uses a questionnaire as a cost-effective strategy to generalize the behaviours and attitudes of a control group (Blackstone, 2012; Mathers, et al., 2007, p. 5). The questionnaire in the quantitative survey mainly involves closed-ended questions. For example, questions for the answers of "Yes" or "No"; "True" or "False"; multiple-choice questions; checking-list, rating or Likert scale-based questions as introduced in section 4.1.2.

Quantitative research method and a survey designed to represent the satisfaction level in this case study. Plus, this technique saves time for the author to test the assumptions, for example, the perspectives on Finnish food (Question 7), and prove the influence of given aspects on satisfaction evaluation through straightforward and simple responses. To sum up, the author integrated both quantitative and qualitative methods in this research thanks to their flexibility and advantages in specific circumstances.

5.4 Ethical Views

Reliability and validity are two of the ethical issues required in assessing the quality of scientific research methods. The reliability highlights the consistency (Kirk & Miller, 1986; Charles, 1995), which refers to the stability of the results over time or even when it is repeatedly verified by similar methods. Meanwhile, validity is expressed in the accuracy and soundness of an instrument (Heale & Twycross, 2015).

In this case, the survey validity is evidenced through a questionnaire formed following credible theories and research problems. Moreover, the interpretation of abbreviations, symbols and terms used in the survey have been precisely provided to both readers and respondents. To ensure reliability, every step of the research process is supervised by a peer and supervisor. The writer complies with the regulations on citations, using reliable references and avoiding plagiarism.

On top of that, confidentiality and anonymity are guaranteed in this research paper. In particular, the research results provided by the commissioner and participants' information must not be public or used for other purposes. The answers of the respondents must be completely deleted after the data analysis has been done.

5.5 Research Implementation Process

The process of this research is briefly described in the figure below. It consists of 8 stages which depict the major tasks needed to be performed.

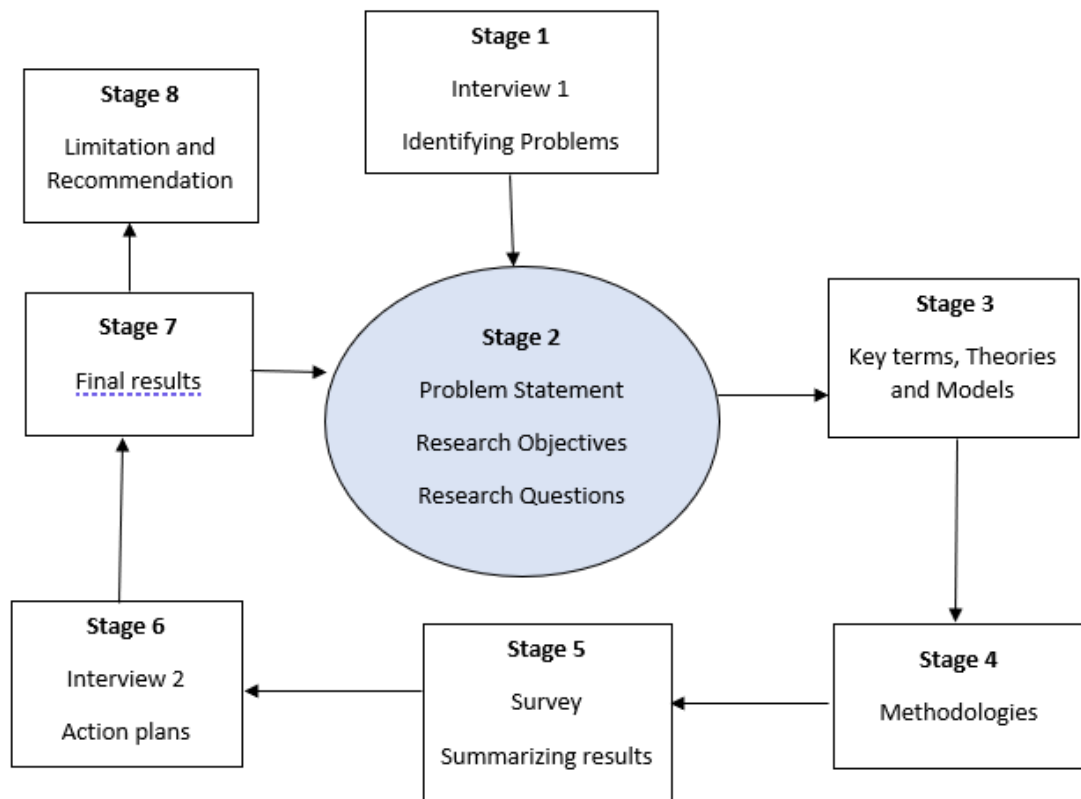


Figure 6. The Process of Research Implementation (adapted by the author)

In stage 1, the author conducted a face-to-face interview with Fox's manager and Mamselli's representatives to acknowledge the insights of the commissioning party, to clarify the issues and the win-win benefits achieved thanks to the cooperation between two parties. This stage shows the necessity for deploying the topic as well as motivating the researcher to develop subsequent ideas.

Stage 2 is the most important step because it laid the first bricks to create a solid foundation for this study. In here, the key problems, objectives and research questions are determined logically. This stage answers the question: "What" is the research topic about?

Stage 3 is going to identify the theoretical models, definitions of the key terms through literature materials and related studied found from physical books, e-books, journal articles and websites. Also, it forms a knowledge background for the readers to approach the topic more smoothly.

Stage 4 explains how the research problems to be addressed and in which methods the data collection is going to be done effectively. This stage also specified the reliability and validity of the research.

Next, a survey is designed and sent to the research group (KAMK students). After analyzing the data from the survey results, the author conducts a semi-structured interview via email with the representatives of Kajaani Mamselli. This step aims to show the first results, then identify the service providers' perspectives and their solutions for the matters had been found initially.

Stage 7 illustrates the final results, draws a conclusion of what is obtained in the previous stages. The outcomes should be reconciled the problems and objectives set in stage 2, followed by the shortcomings and recommendations in the last stage.

6 RESEARCH RESULT

6.1 Survey results

The online survey was carefully designed by Google Forms and was tested by the author and six participants in advance. Plus, the questionnaires were thoroughly checked by Fox's representatives and supervisor before the survey was officially published to all students on the internet. The link to the survey was sent to all students' emails in Outlook on 18th of May, 2020 and the total time for collecting responses lasted for two weeks. In overall, the survey consists of 18 questions and the last one is respondents' contact details for the reward. The survey collected 117 responses in total, in which, the participants are varied in genders, nationalities, ages and opinions. The sub-chapters below analyze the survey's statistics which are specifically demonstrated through tables and charts.

6.1.1 Personal Factors

Ages, Genders and Fields of Studies

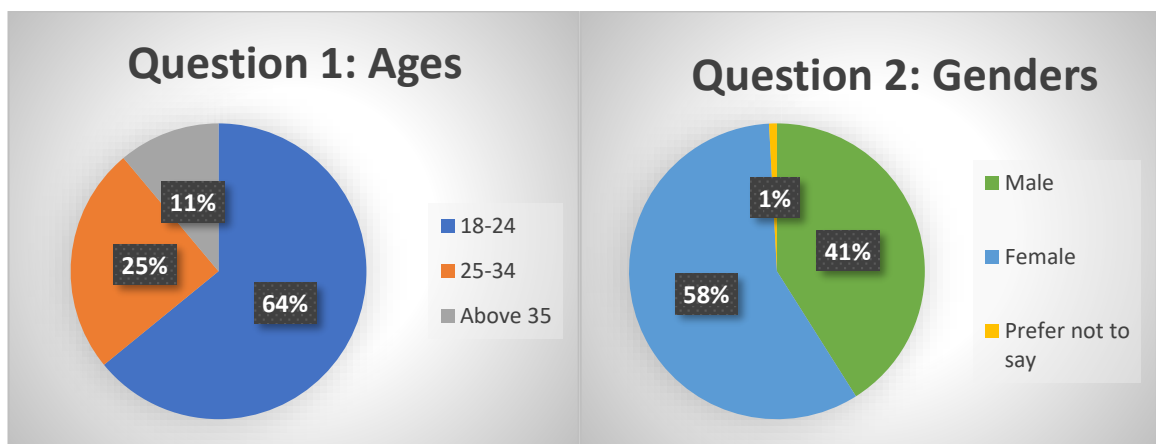


Figure 7. Ages and genders of respondents (n=117)

As illustrated in Figure 7, the biggest age group which is from 18 to 24 constitutes 64% of total respondents. 29 of them (25%) are at the age of 25 to 34 and the smallest number of participants are above 35 (11%). This outputted data indicates that the young diners of Fox restaurant predominate the entire population. In which, almost 60% of them are female. The survey appeals to the participation of students who are from 10 different fields of studies (Figure 8). Out of the total

amount, Tourism students represent the largest number, which makes up 30% of the whole respondents. Sport and IT (Information Technology) students are both the second biggest groups who are interested in the research topic. The specific distribution of these segments is described in the figure below.

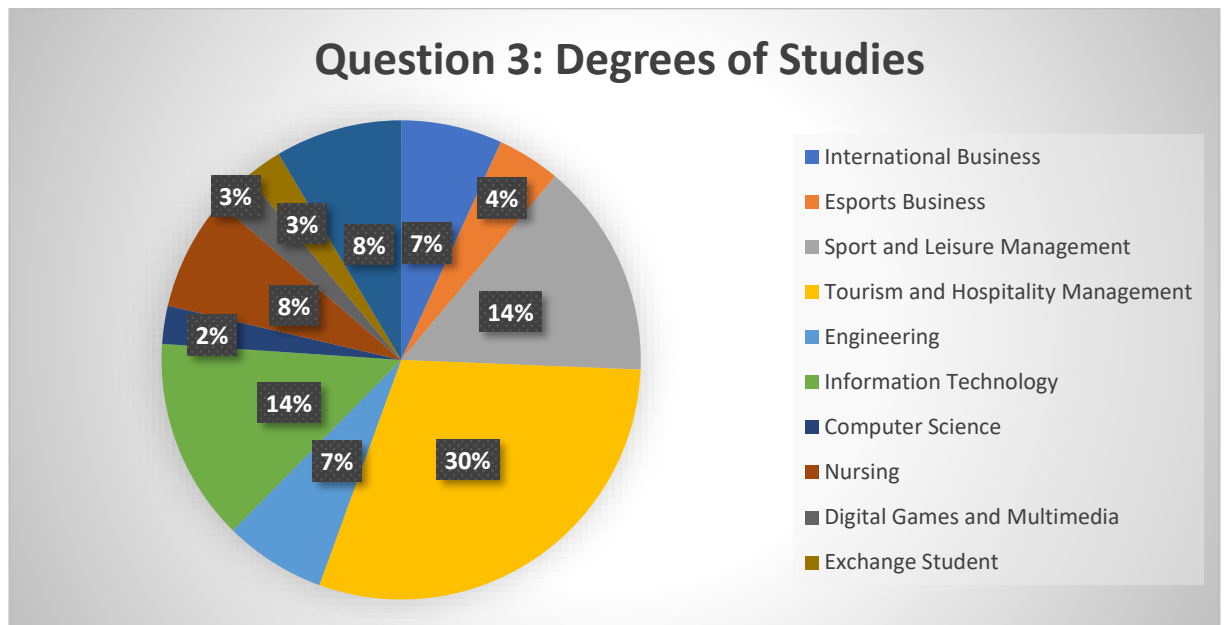


Figure 8. Fields of study (n=117)

Nationalities

The students studying at KAMK is diversified in cultures. Finnish customers comprise of 72% and almost one-third of the students are from 16 different countries. The percentage of Asian people is 17%, American and European accounted for 11% (Figure 9). These outcomes show that a majority of customers at Fox are Finnish people. Finns are also their loyal dinners so that maintaining and developing a standard Finnish lunch with perfect food quality and service should always be Fox's criteria. However, as seen, international students at KAMK also account for a significant number (nearly 30%). Thus, this can be Fox's potential target group. Ethic diversity requires flexible changes in the menu selection, to stimulate new tastes and experiences of every customer. Importantly, it helps students learn about their culinary cultures, which is an essential part of education in an international learning environment.

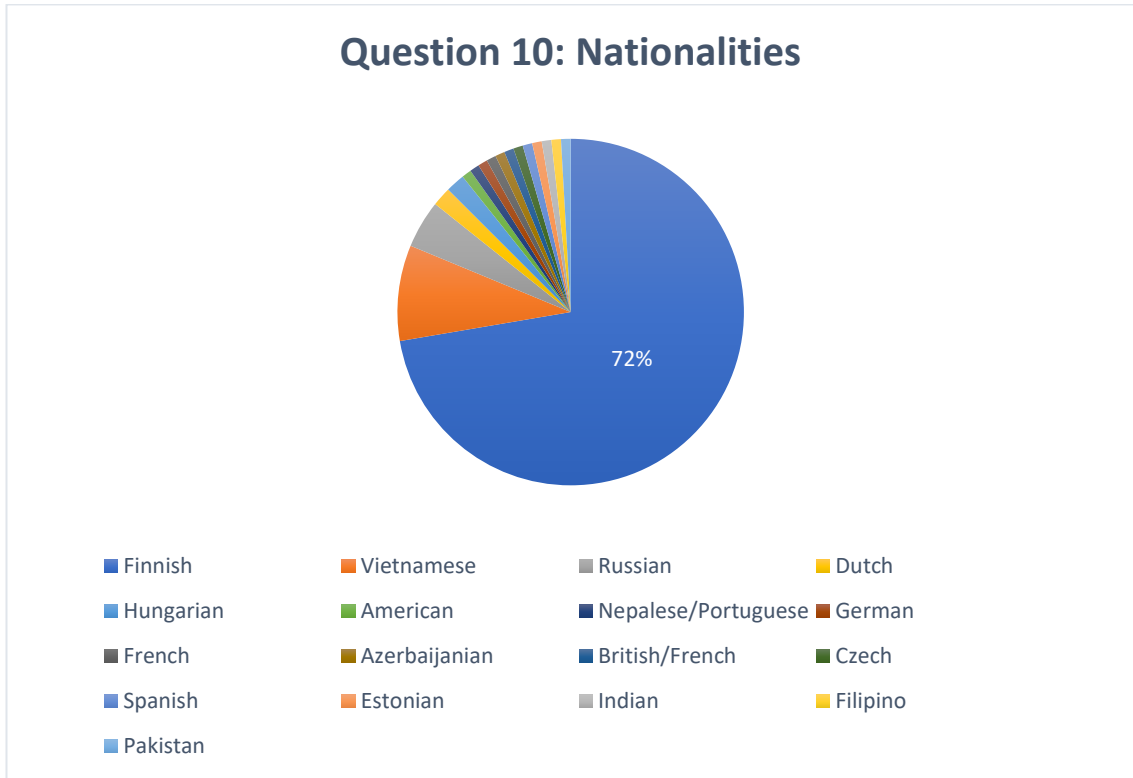


Figure 9. Nationalities of the participants

6.1.2 Frequencies and reasons for having lunch at Fox

Question 4 was asked with the aims of understanding the frequencies and eating retention of students at Fox. Then, the purposes of choosing Fox lunch and the reasons for not visiting the restaurant are both clarified. Regarding the results shown in Figure 10, nearly half of respondents having lunch at the restaurant daily (45%). 21% of the students visit Fox for a few times per week, 16 people have been there monthly and 19 out of them decide not to go to the restaurant more than once. However, there are still 5 respondents who have never experienced the Fox lunch service, or they chose not to visit the place anymore due to some of their bad experiences.

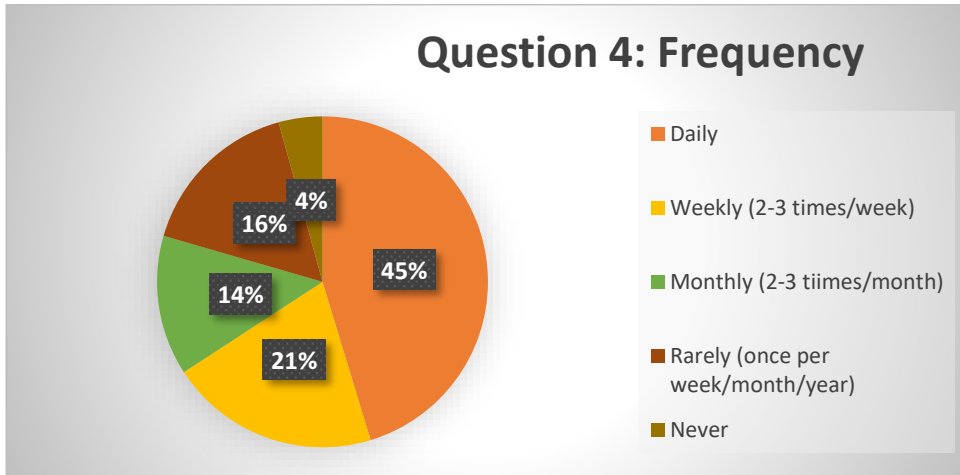


Figure 10. The frequency of having lunch at Fox (Daily – n=53; Weekly – n=24; Monthly – n=16; Rarely-n=19; Never- n=5)

When being asked about the reasons for having lunch at Fox (Figure 11), price is always the top priority of most students. It is understandable that Fox is offering a reasonable price for its customers, or the lunch quality is worth what they paid for a student meal on the campus. Next, time convenient is their second main reason, which accounts for 30% of agreement. Fox is open for lunchtime from 10:00 daily until 14:00 so that the students can flexibly have lunch right after morning classes from 12 AM onwards. Plus, the school meal is served inside the university campus, which let the students turn back to the next classes after lunch in a time-saving manner. What is more, approximately 10% of people claimed that forgetting their meal and food quality are the reasons persuading them to visit Fox for lunch. Meanwhile, a minority of participants chose Fox for the selection of the menu (4%).

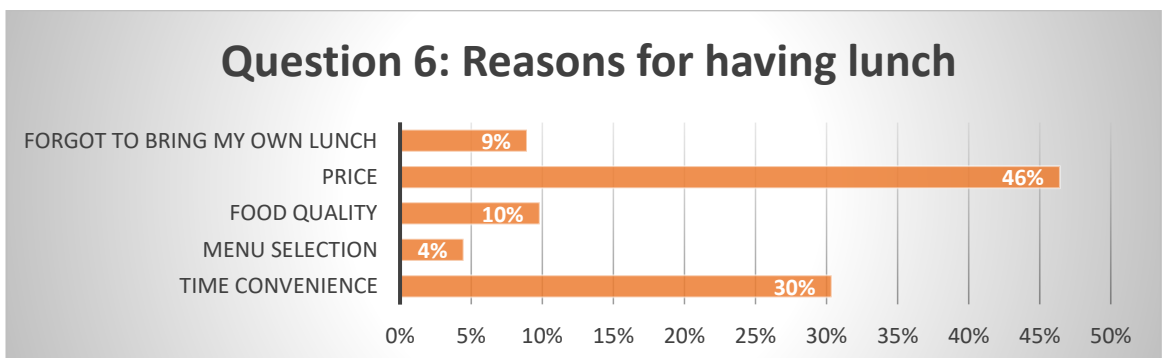


Figure 11. The reasons for visiting Fox for lunch (n=112)

Furthermore, 5 respondents who answered “Never” were directed to the next question (Figure 12) to clarify the reasons for not having lunch at Fox. They were possible to choose multiple options at

once or even suggested extra answers to open more thoughts and perspectives on the statement. Among all responses, the decision of having lunch at school is affected by both objective and subjective factors. Particularly, some of the students do not have classes at school because they are attending online courses or their study schedule did not allow them to eat at Fox more often. Besides, other reasons such as long queue, limit portion, price, food variety and food taste influence their frequency to visit Fox. Therefore, the restaurant manager should pay more attention to deal with these problems in the future renovation of Fox.

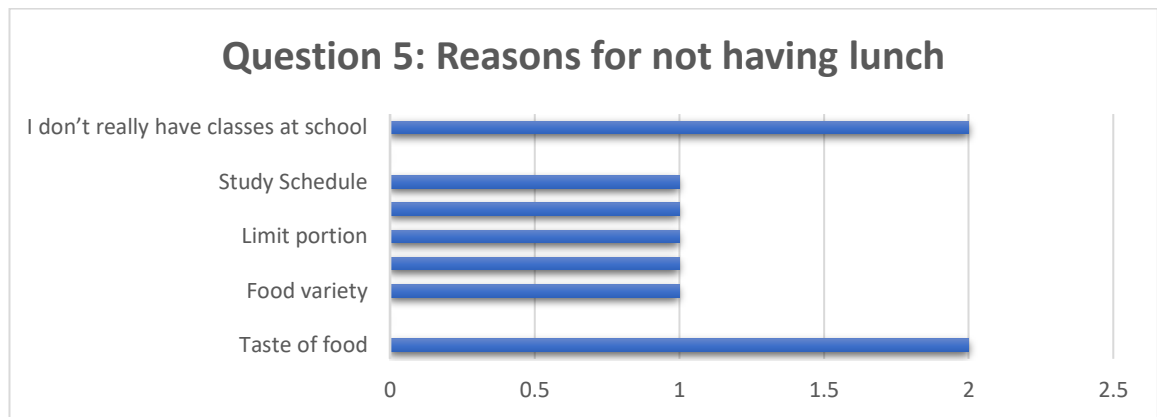


Figure 12. Reasons for not having lunch at Fox (n=5)

6.1.3 Students' Satisfaction Evaluation

In this section, the survey aims to measure the satisfaction level of students in terms of four main factors including food quality, perceived service, price and the overall evaluation. Figure 13 describes 8 elements of food quality listed to rate on the scale from 1-5, in which 1 represents "very dissatisfied"; 2 means "somewhat dissatisfied"; 3 is for "neutral" opinions; 4 means "somewhat satisfied"; "very satisfied" level can be ranked as 5.

It can be seen that food temperature and food hygiene both hit the highest peak. The number of respondents who are utterly satisfied with the food hygiene composes nearly 45%, followed by 40% of customers are completely pleased with food temperature. The proportion of other factors regarding food display, food taste, its freshness and drinks are all above 30% of satisfaction at level 4. Notably, there were a lot of neutral opinions on menu selection (31%), even the percentage of dissatisfied feeling experienced the highest level among all aspects (20%). Plus, the quality of salad and food taste also received a great number of neutral states, which means students are having undecided attitude on satisfaction assessment. The extent of satisfaction, in this case, is not highly

appreciated overall. Hence, the top three concerns should be upgraded in the upcoming renovation are menu options, salad and food deliciousness.



Figure 13. Food Quality Satisfaction

In terms of service quality, four aspects of satisfaction were evaluated. As shown in the graph below, customers are extremely satisfied with staffs' behaviours and customer service, which constitute nearly 80% of people rated at 4-5 point of satisfaction level. Meanwhile, other factors such as restaurant's atmosphere and hygiene; timely serving and service speed were all graded 4 at the highest point. People who were thoroughly fulfilled with Fox's service comprise approximately 30%, about 35 out of the total customers. Accordingly, it can be understood that there had been some minor problems in the serving pace and ambience of the restaurant which were not completely pleased by the students. However, in general, satisfaction with service quality was ranked at a high level, especially staffs' friendliness and assistance. Fox had better pay attention to the remaining weaknesses to find the causes and solutions in a timely manner.

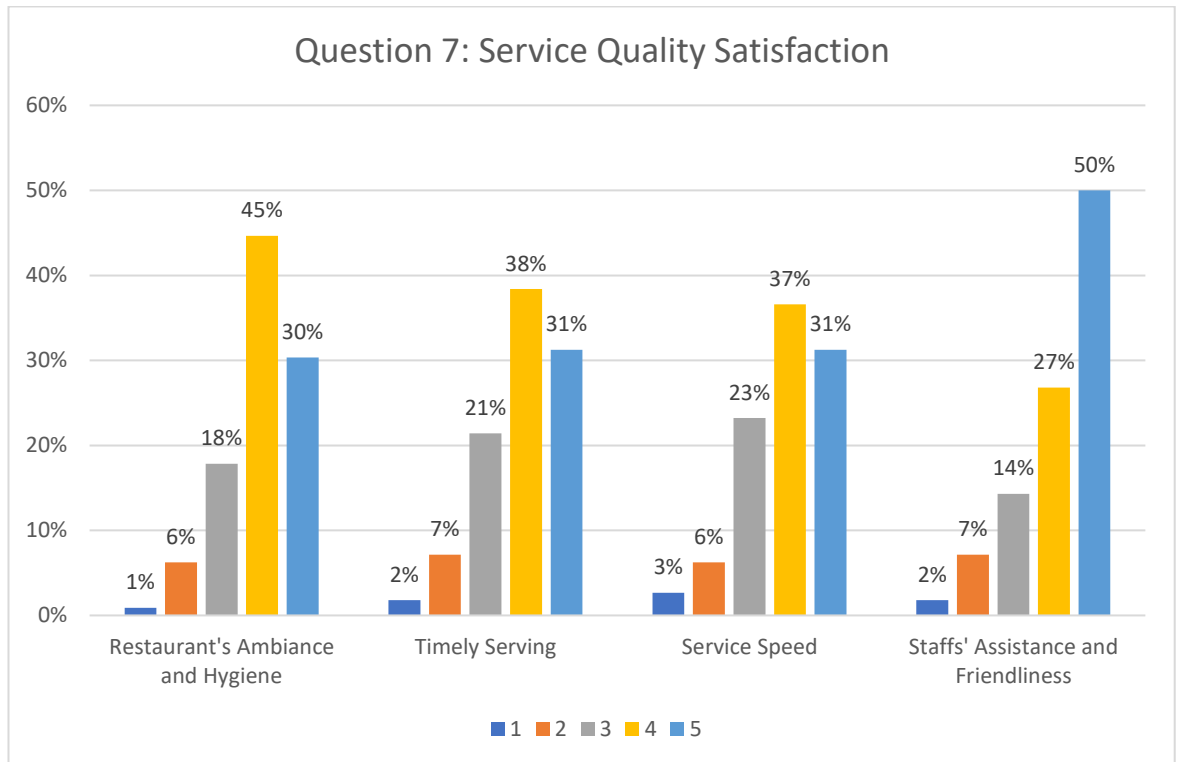


Figure 14. Service Quality Satisfaction

In a total of 112 responses, 53 participants are strongly satisfied with the current price. There are only three of them do not accept the meal price, which represents 7% to 13% of the whole amount. In the last section, students voted for overall satisfaction (Figure 15). The results illustrate the positive responses, which show almost 70% moderately satisfied and very satisfied customers. However, owing to the low level of some problems as stated above, Fox should consider so that their customer satisfaction will be raised more significantly in the future. When being asked about the willingness to recommend Fox lunch to other students (Question 8), 93% of students answered "Yes". 11% of others said "No" because there are limited options for different diets, food is bland, low in nutrients, carb-based and uninviting. Some people complained that food quality and taste in relation to the price were really bad, the food selection was lack of variety and sometimes run out of serving proportion in the middle of service.

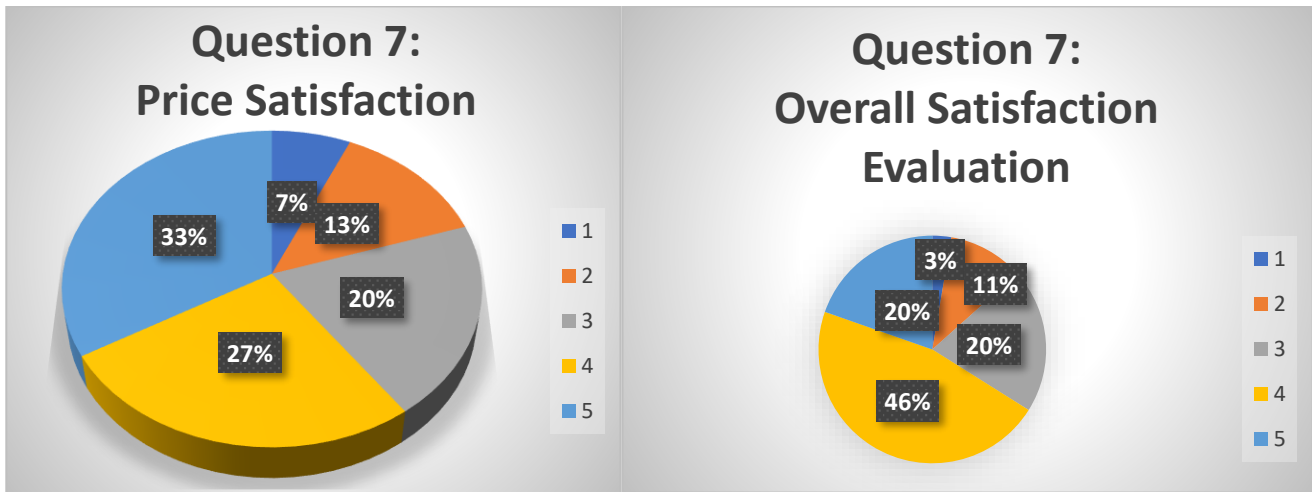


Figure 15. Satisfaction with the price and overall satisfaction assessment

6.1.4 International students' perspectives on Finnish school meal

This is a separate part designed specifically for 31 foreign students. The researcher focuses on analyzing the international students' thoughts on a school meal in Finland based on 8 statements. As shown in Figure 16, 45% of this group strongly agreed that the price is reasonable for them. Among all foreign customers, 28 people are provided sufficient energy with a Fox lunch, which constitute 52% of confirmation and 35% of fully agreed responses. Likewise, the statement related to easy adaptation with Finnish food shared a great amount of approval (58%) but only 3% of people extremely agreed with this. Finnish food culture is acknowledged considerably through Fox lunch. International students who believed Finnish food at Fox is tasteless and unstimulating represents a small percentage (under 20% of the agreement amount). Nevertheless, the outcome received a lot of neutral opinions in accordance with food taste, nutritional and healthy level, as well as impression on Finnish cuisine in general.

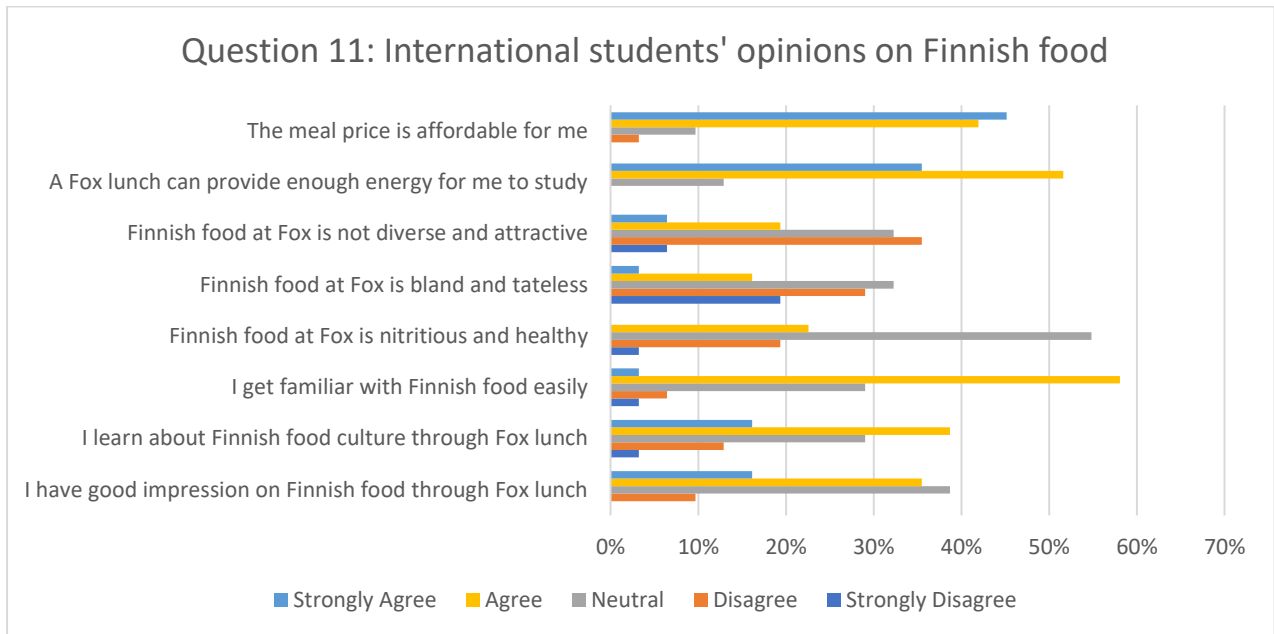


Figure 16. International students' perspectives about Finnish food offered by Fox

The graph in Figure 17 depicts the most enjoyable meal selection of foreign students. Almost 80% of them chose the main course, 16% of others were fond of the salad option. Surprisingly, no one opted for a drink. One respondent claimed that the tasty vegetarian menu offered on Fridays is his or her favourite and the only reason to visit the restaurant every Friday.

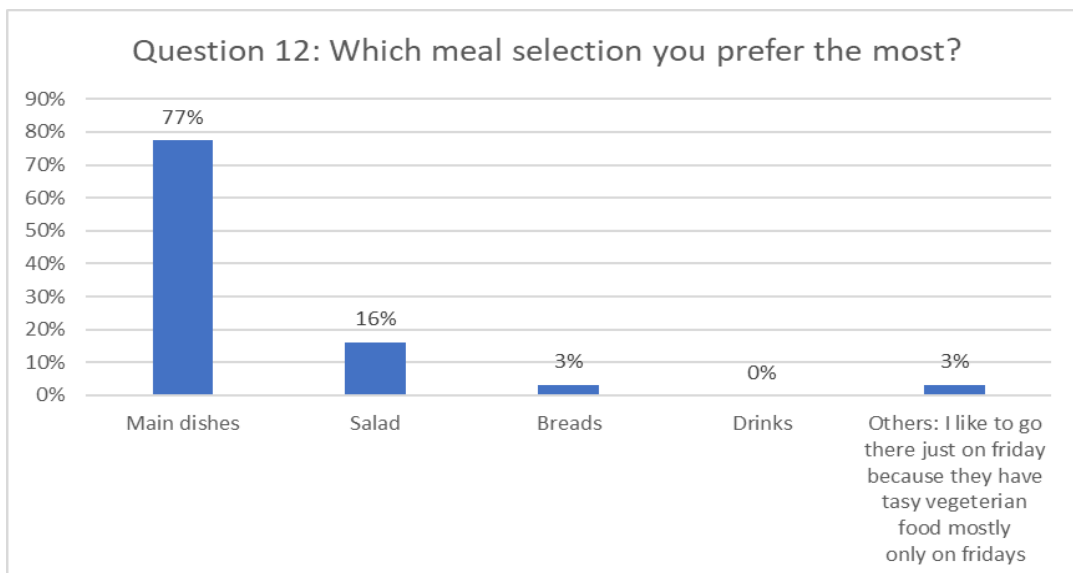


Figure 17. Students' favourite meal selection in the Fox lunch

The next questions are going to indicate the adaptation and preference of a typical school lunch designed following Kela's criteria. According to (Kemppainen, 2019), Kela supports university

students by paying 1,94€/day of their lunch. For getting that support, the content of a student's meal must follow the KELA's guidelines of nutrition recommendation. Therefore, the question asked to make sure whether the information has reached the population properly. Importantly, the result is essential to Fox in order to understand if their lunch is appropriate to the multi-cultural segment at KAMK. Fortunately, 23 out of the respondents are familiar with it, which shows 74% in the pie chart (Figure 18).

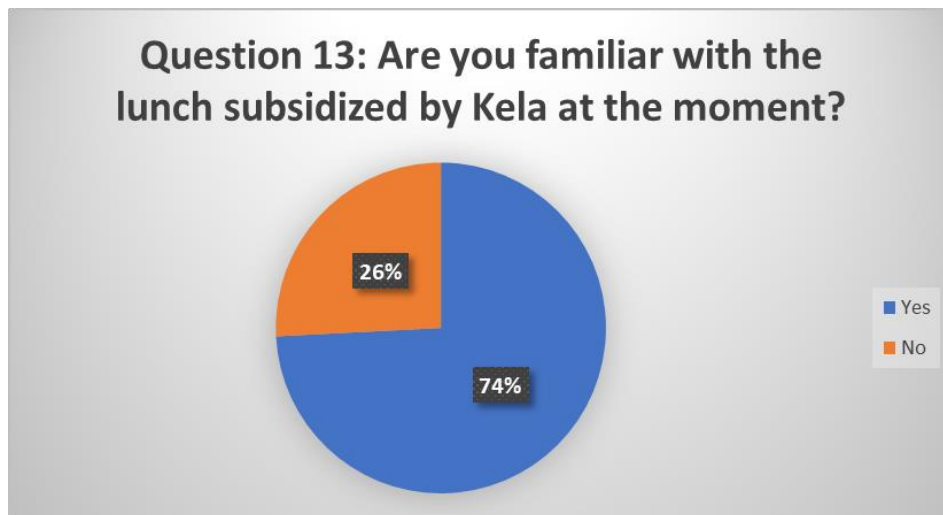


Figure 18. Students' adaptation with lunch subsidized by Kela

6.1.5 Students' recommendations

The following questions target to investigate which of the lunch services at Fox should be improved, at the same time, to gather the students' suggestions for the renovation of Fox in the near future. According to Figure 19, among 112 responses, menu variety (n=47) and food quality (n=25) are the most significant factors that need to be taken into consideration. This result is linked to the satisfaction level evaluated in the previous part, which clearly shows the lower grade in menu selection. Although the current food quality is highly rated in general, 22% of students still wish to enhance this better in numerous ways of thinking. The "other" option collected 21 of different individual opinions. Among these responses, 12 participants all agreed that Fox lunch should provide consistency in food quality and menu variety. Notably, the special meal choice should not be offered on Fridays only. 4 other answerers voted for cafeteria loudness and more varied options. Some participants suggested that the price can be reduced if possible, milk machine should be filled up, and ethnic food can be added to diversify the canteen menu. Besides, it can be seen that Fox customers are completely satisfied with the staffs' friendliness and assistance, as a result, they did not

think this is necessary to improve for the time being. However, a small number of people still put more expectation on upgrading restaurant facilities, ambience, interior decoration and service speed in rush hours.

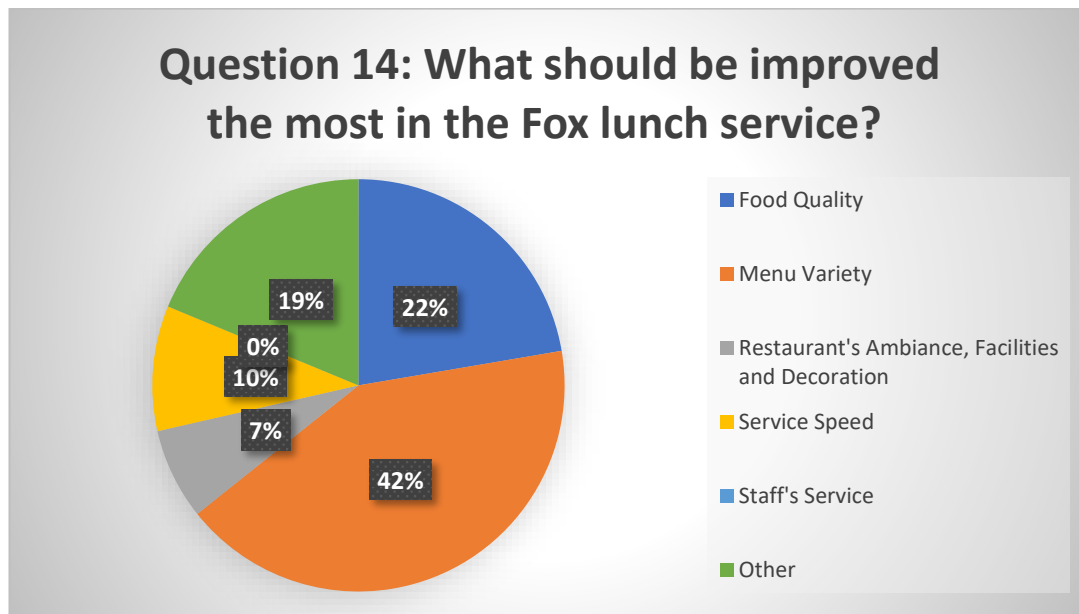


Figure 19. Services that are recommended to improve the most

In question 15, a different kind of lunch was mentioned as a suggestion for the students (Figure 20). However, the change in the school meal has not been determined in specific. This question mainly emphasized on their willingness to pay a higher price for a well-made meal with better quality than usual. The outcome represented 29 people (26%) said "Yes", 33 (29%) answers are "No" and nearly half of others are "not sure" about this offer. As seen, a lot of students are still uncertain to decide because the change to a new lunch has not yet been implemented in practice. Once the cafeteria devises a plan and tests the renovation of service and meal quality, the willingness to pay extra depends on their experience later on.

Question 15: Would you accept a higher price for a different kind of lunch?

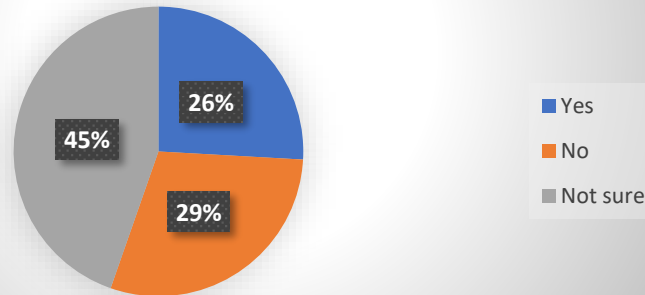


Figure 20. Students' acceptance of a higher-price lunch at Fox

The question "Would you like to know more about the food origin of Fox?" was suggested by Fox representative because they would like to understand if their customers are interested in where their groceries come from (Kemppainen, 2019). For instance, which are ingredients coming from the local suppliers? What comes from the wholesalers? How much of all the food is from Finland in percentage? Do they use MSC¹ products? In the pie chart below, the number of "Yes" responses comprised 26%, while the other who think this was unnecessary accounted for merely one third. Consequently, Fox can consider updating specific information regarding the origin of what they prepare in a student lunch.

¹ MSC products: Seafood products that qualify for sustainable fishing standards which are set by Marine Stewardship Council (MSC). (Marine Stewardship Council, 2020)

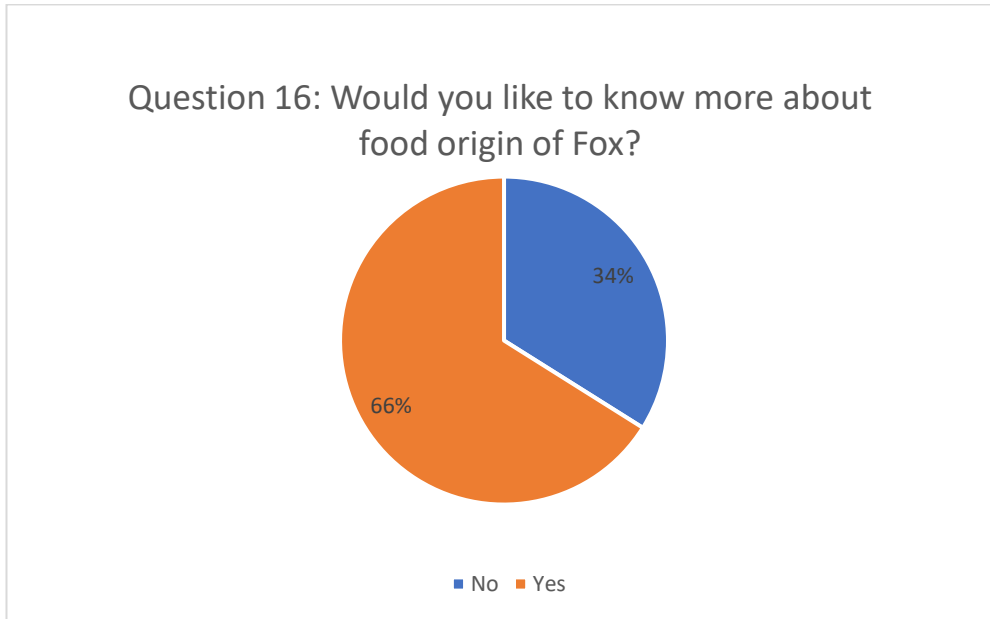


Figure 21. Students' wish for the updated information of food origin

The following question discloses the most practical suggestions that can be implemented in the upcoming renovation of Fox. A list of options was built based on the results of the initial research process and the first interview with a Fox representative. In this question, students will select three ideas for the development of a lunch service that they find most necessary and feasible. Besides, they can also share their own opinions, based on that, other respondents can vote for those ideas. From the statistics shown in the chart, the three most concerning factors to develop the quality of student meals are multicultural menu (27%), updated menu notification in applications (22%) and 18% of students would love to have extra dessert at lunch. In particular, this topic also attracts a lot of creative ideas, accounting for 19% of the suggestions contributed by students. 27 of them recommended Fox to provide healthier options, better salads and proteins, some suggested a ketogenic lunch as well as more salad dressings and toppings. Two respondents claimed that the variety of vegetarian meal got worse significantly than last year, for example, there had been two times of veggie wok offered in the same week. Other students wish for expanding space, more Asian dishes and larger food quantities.

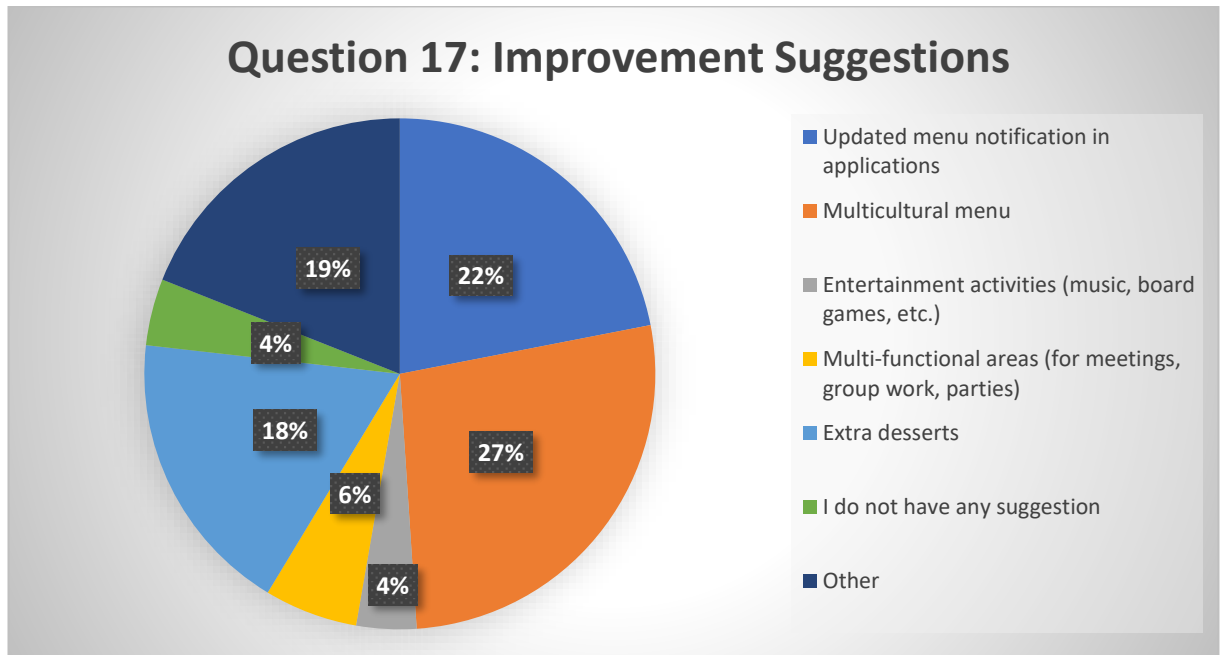


Figure 22. Suggestions to improve the Fox lunch

Last but not least, the final question is such a key part where students can freely share their thoughts and further recommendations on the improvement of Fox in the future. The survey collected 20 answers, including their compliments, complains and constructive ideas. In general, Fox was highly appreciated in customer service and food pricing in accordance with current quality. Nevertheless, there remain some shortcomings. For example, people are complaining about the icy bread and veggies, empty milk dispensers, limited sitting space in busy times and not fresh salad as always. On top of that, vegan dinners are not satisfied with the salad options in their meal, in particular, salad is lack of variety, proteins and better nutrition values added in the ingredients. In terms of suggestions of food quality, some individuals said that Fox menu can be diverse in salad selection, drinks such as HYLA milk, Kotikalja juice, and more spices in the main courses. Additionally, serving space should be expanded because sometimes it is stressful for students to find a seat during busy times. Some had to skip their lunch and bought something else from the café which caused energy deficiency for whom having a long school day. Staffs should be able to speak English. The information of the menu needs to be updated regularly in real-time. Premade lunch boxes can be transported to the cafeteria because they are considered to be appropriate with whom glue to their work and study schedule.

6.1.6 Summary of the survey results

After two weeks, the survey successfully obtained the most realistic results thanks to the contributions of KAMK students. Hereby, it leads to the following five main conclusions.

Firstly, the research helps Fox identify their target customers and potential segment. In specific, the largest number of dinners at Fox is young students whose age from 18 to 24. They are mostly female and studying in the fields of Tourism, Sport and IT. Obviously seen, Finns make up a majority of the total population, whereas foreign dinners account for merely one third among those. However, understanding this demographic group and developing suitable products are such useful strategies that Fox can easily engage a lot of potential customers.

Secondly, Fox is having its loyal customers who always commit to visiting for its time convenience and price satisfaction. This can be considered as Fox's strengths due to its advantageous location and the meal cost subsidized by Kela. Nevertheless, to enhance the return of this loyal group, Fox ought to clarify customer satisfaction as well as their demands and expectations to improve the current services.

Thirdly, overall satisfaction is highly appreciated. For the time being, students feel fulfilled with price and service quality Fox offered in their lunch. Meanwhile, menu selection and salad should be noticed since they are getting quite a bit of neutral responses and negative feedback.

Fourthly, most of the international students are satisfied with the meal price and adapted to Finnish food easily. They also agreed that Fox lunch can provide sufficient energy consumed during a school day. The outcome collected many undecided opinions on the diversity in food selection, its taste as well as nutrition quality and health benefits. Besides, students are fond of the main dishes mostly, except for salad and drinks. Thus, a significant improvement in terms of these two selections should be done in the upcoming renovation.

Finally, menu variety and food quality are the top two factors that in need of development in the future. What is more, some aspects relating to the sources of ingredients, nutrition content, allergies and dietary should not be neglected. In light of renovation ideas, the three most widely accepted suggestions are a multicultural menu, an extra dessert and menu notification frequently updated on applications. Apart from that, many other comments and recommendations were raised that Fox had better consider and decide which are feasible plans to enforce them in practice.

6.2 Results of the interview

For the second interview, the researcher built a list of questions to identify the solutions and strategies of Kajaani Mamselli in the future renovation. There are 16 questions in total. They are divided into five topics relating to the target group, food quality, service quality, price and students' suggestions. The main purposes of this division link to five factors affecting customer satisfaction stated in Wilson's model (chapter 4), and to solve the problems identified through the survey findings (section 6.1).

After being approved by the supervisor, the questionnaires were sent to the commissioning party, together with the survey results and its analysis on 25th of August, 2020. The interview was conducted via email only owing to the limitation in time and geographical barrier. Due to the position change in mid-August, Marika Jaakola, a new meal service designer will take charge of this interview and all inquiries regarding the research.

The first four questions (section I) concentrate on customer segmentation. These questions target to address personal effects in customer satisfaction management of the restaurant itself. In other words, Fox can specialize in customer behaviour analysis and purchase stimulation plans. Their target groups include Finnish and international students as well as staffs of KAMK. To reach the student segment, Kajaani Mamselli is offering a healthy, nutritious and affordable meal for them. Especially, they are implementing strategies to engage more international customers by providing multicultural and various menus. Question 4 indicated that Mamselli plans to run different Finnish cuisine theme weeks or a tasting afternoon in collaboration with tourism students. It will help them promote Finnish food to foreign students through Fox lunch, at the same time, enhance the lunch quality thanks to their feedbacks and improving ideas.

With respect to food quality, four related problems were stated. Jaakola (2020) suggested that Mamselli can improve the salad quality by diversifying its selection with more seasoned vegetables and international flavours in salad menus. She added that the new flavours in component salads will significantly develop the menu variety in general. Furthermore, they can also bring multicultural menu weeks for the students. However, the price can be a limiting factor. The cost issue may affect extra services provided in the future, for example, extra dessert will be served sometimes or it can be an option with extra payment. According to the survey results, nearly 70% of students are interested in food origin, Mamselli can update this kind of information in Jamix Menu (mobile application).

Section III aims to service quality and situational factors management of the organization, which influence significantly to their customer satisfaction and effective selling strategies (Brown & Fiorella, 2013; Docrat, 2007). Following five dimensions of (Zhuang, et al., 2006) and SERVQUAL model (Parasuraman, et al., 1988), the questions designed to acknowledge Fox's ideas of physical surrounding, service pace and time-convenient product. In question 11, the representative of Mamselli said that all changes in the restaurant's ambience, background music, interior decoration, design theme and architecture are in Fox renovation plan during the next summer. The upgrade in serving space will be taken into account that can effectively increase the service speed. The application development team will help them in keeping the menu notification updated frequently in applications. Unfortunately, the idea of premade lunch boxes given in question 13 was rejected. Jaakola (2020) thought that this is out of the main responsibilities of the student restaurant Fox.

The following question is regarding the price adjustment in accordance with the upgrade of lunch quality. The interviewee confirmed that the price may rise mostly due to the increase in raw material and production costs. She did not specify how much the new lunch can be and how it influences the buyer behaviours afterwards. Otherwise, they will try their best to produce a quality and tasty student food most cost-effectively.

Lastly, for the improvement plans, the interviewee has not yet proposed specific ideas. On the other hand, she only emphasized that: "The next summer's renovation is part of Fox's strategy to develop restaurant operations to increase student comfort." (Jaakola, 2020). Furthermore, they will try to consider feasible suggestions of students as well as all the feedback they receive. Generally, the renovation of Fox aims at promoting all conveniences and taking internationality into account.

7 DISCUSSION

The results collected from the above survey and interview help the researcher solve the main research problems, at the same time, answer three key questions stated in subchapter 2.2. This section interprets the key findings, then evaluate and discuss their implications in correlation with existing knowledge from the literature review. It is also important to indicate the limitations, which demonstrates the credibility of the whole study. From that, the author can state personal recommendations for practical implementation and future research in the last chapter.

For the first research problem, the level of students' satisfaction with Fox lunch was successfully measured through all aspects. Their positive responses to each of those demonstrate a tight correspondence between customers' expectations and the real experience perceived subsequently. It means that there was no big difference to be considered. This analysis supports the theories of (Hansemark & Albinsson, 2004; Kotler & Keller, 2006) but it does not emphasize on the gaps between suppliers' beliefs and customers' perceptions of the reality as explained by F. Gerson (1993, pp. 26-27).

Next, service quality and price are two leading factors contributing to the high ranking of overall satisfaction. In facts, the quality of lunch service was measured based on the SERVQUAL model (Parasuraman, et al., 1985) and the outcome shows the fulfilment upon five dimensions. Fox is offering a good price for their customer group as well as a fair price for both parties. The price even becomes the pivotal reason to visit the canteen. Although menu selection and salad were slightly underestimated, it does not influence on the whole satisfaction extent. To compare, these findings are similar to the results in the previous surveys conducted by Fox.

Situational and personal factors do not show many shortcomings, in contrast, the data supported Fox to reshape the customer segment and review all essentials for the renovated premise. High satisfaction level promotes customer loyalty in turn, which was evidenced by eating frequencies and recommendation possibility (Hayes, 2008, p. 80). These results further confirm the relationship among all determinants displayed in the model of customer satisfaction by Wilson, et al. (2012, p. 74).

International students at KAMK mostly show positive impression on Finnish food. Plus, they are totally satisfied with the meal price and adapt to this subsidized content easily. The same results were shown in the study of Yle (2020) which is exemplified in section 4.5. One-third of the students do not think that Fox lunch is less diverse and attractive. This contradicts what Pusa (2013)

investigated through his research. Moreover, the generalizability of the results is constrained by the pre-made list of perspectives so the individual opinions were not conveyed in specific by the students. As a result, the research was limited in providing the common thoughts of one cultural group as it used to be implemented in the studies of Pusa (2013), Xing Liu (2012), and Tillgren (2013).

The third research problem regarding the improving services has been solved thanks to Fox's renovation plans and students' suggestions provided in the survey and interview session. Particularly, Kajaani Mamselli is considering the appropriate change to the menu variety, salad selection, notification in application and restaurant space. Nonetheless, the email interview set bounds for the researcher to extend interviewee's answers. For instance, the information regarding menu adjustment and price change was not clarified with specific ideas. Furthermore, it was conducted in the busy time of interviewee so this challenge inhibits the data collection and discourages the partner's participation.

As seen, the research method has not brought significant efficiency compared to an oral interview. However, the study has supported Kajaani Mamselli to acknowledge their weaknesses and contribute to the upgrading plans. Essentially, the researcher can grasp the picture of their developing objectives, thereby propose applicable ideas for future implementation.

8 LIMITATIONS

Email interview is an effective method to solve the geographical obstacles and financial concerns (Walker, 2013, pp. 18-20). The author selected this method instead of an oral interview because it is time-saving and easy to absorb and record data in written responses. At the same time, as discussed with the commissioner, they agreed to choose this method since there is no availability in the schedule to conduct an online face-to-face interview at that time. Moreover, the interviewee was in a busy situation. This method hindered the possibility of psychological observation and giving extended inquiries. Perhaps, the interview questions have been done in hasty and time constraints so that results in some succinct and concise answers. Lacking the direct interaction between two parties adversely impacts on the quality of data collection.

Another drawback of this thesis is lacking the resources of previous studies on the same topic. Especially, the topics of international students' thoughts on Finnish cuisine or Finnish lunch offered by their universities are still limited. Some findings stated in section 4.5 are written in Finnish so it triggered confusion for the writer to understand the accurate research results when translating into English. Also, the survey restrained the participants by solely expressing their agreement with available hypotheses. It has not concentrated on exploring the views of one cultural group about Finnish food.

9 RECOMMENDATIONS

Lunchtime does not stop at the recharging purpose that the customers are merely provided with essential food and services. The school lunch now ought to offer outstanding values which are stick to the customer's engagement and the development opportunities in education. This study will therefore not be completed without some recommendations for the upcoming renovation. The suggestions aim at escalating the current food quality, promoting new services and resolving the limitations mentioned in the previous part.

Theme day or theme week refers to a sample school meal offered to students without having to commit to a fixed school meal all year round. According to Jaakola (2020), Fox can start to diversify their menu selection by launching a theme week or tasting sessions. This idea is recommended to take actions in cooperation with KAMK students. To assume, some projects related to the same topic can be organized for the Tourism and Hospitality students from the first or second year. They can be added to the ActivityLab or Event Management course as an optional or compulsory task. Event Management course offers students essential event planning skills as a project leader. ActivityLab also reinforces these skills by putting into real projects suggested by KAMK.

The concept allows our students to put acquired theories into practice, strengthen their professional skills and get more credits from the project hours. After having specific ideas of theme dishes, the project group should discuss with Fox chefs and managers to build a new recipe and then gather feedback on the project outcome after one week. Outstandingly, international theme week brings a good chance for the school chef to learn cooking foreign dishes. However, serving foreign food can become a big challenge for the time being. Hence, this idea should be narrowed down as a theme day first because students need time to get used to an unfamiliar taste. On top of that, the restaurant can manage all risks beforehand and then make some changes with a careful understanding of culinary culture and menu design.

Every autumn semester, KAMK always run an "Open Day" or "Open Doors" event for the high-school students to visit and get to know the learning environment in the university. KAMO (KAMK Students Union) can take advantage of this event to grant the guests a free lunch at Fox if they complete all activities required on that day. Afterwards, Fox will collect their assessment and expectations about university lunch through a quick survey or face-to-face interview. What is more, KAO (Kainuu Vocational College) and KAMK are suggested to organize some exchange tasting workshops where international students can learn about Finnish cuisine and make a local dish with

Finnish students. In reverse, Finnish students will be open-minded about different taste of food from various culinary cultures in the world.

For the educational and professional benefit, Fox is encouraged to open internship vacancies or part-time jobs in the university canteen. As a cafeteria worker, the student can contribute to the foodservice and menu design, or perform in-depth researches on food quality and service development. Besides, Kajaani Mamselli had better focus on marketing and promoting the Fox brand via an application and social media where frequently updates ingredients' resources, new dishes, inviting discounts and promotions. Next, to reduce the long queue in rush hours, Fox may add an online payment function in the application or provide a self-service cashier machine at the restaurant premise. The canteen area should be significantly expanded and used in multi-purposes such as student parties, meetings, teamwork activities and event organization.

Above all, the thesis needs to deal with two problems identified in the research results and data collection step. In particular, the method of the interview should be switched to oral communication. The interview ought to be conducted in good time manner without psychological pressure. Lastly, future studies had better centralize exploiting personal perspectives of a certain international group by the qualitative method.

10 CONCLUSION

This study succeeded in tackling with both research problems and questions stated at the beginning of the paper. The author examined the satisfaction level of KAMK students with lunch service at Fox. Importantly, she collected the perceptions of Finnish food through a Finnish school meal from international points of view. Understanding the needs and expectations of the target groups has supported Fox in reaching more potential customers, at the same time, escalating the lunch service to a higher standard in the future.

The survey aimed at students who are learning and experiencing the lunch service at KAMK. It successfully collected a total of 117 responses, which is out of expectation of the researcher. The first face-to-face interview with Kajaani Mamselli representatives brought the inspiration and motivation for the author to conduct the study without further ado. Following the results of previous researches taken from the meeting, the author can develop new ideas and determine the appropriate research methods to reach the goals of both parties. The second interview via email is an effective reflection from the commissioner on the possibility of implementing renovation ideas suggested by KAMK students. Although the developing plan should be more clarified, Mamselli has demonstrated the general strategies for the next renovation.

The survey results showed that almost students were satisfied with the Fox lunch in terms of price and service quality. Plus, international students can get used to the Finnish food quite well. They are having a good impression on Finnish cuisine and pleased with the meal price and adequate energy supplied in their lunch. Nonetheless, among 112 responses, a majority of students agreed that menu variety (n=47) and food quality (n=25) need to be significantly upgraded. Besides, the customers are most concerned about the implementation of a multicultural menu, extra dessert and updated notification in the application. Following Mamselli's plan, Fox will begin opening theme week or tasting afternoons and increase the salad quality and selection. They will expand the restaurant space as well as consider the price adjustment consistent with extra services. These changes targets to boost the student comfort and enjoyment in the university lunch.

In future study, the researcher needs to solve the remaining weaknesses in terms of data collection and research methodology. Besides, the extensive studies should exploit other aspects of customer satisfaction, service quality and international perspectives on the local cuisine. Through this paper, the specialized theories and research skills have been reinforced effectively. The author has finally achieved the research goals, which bring the win-win benefits to both students and service provider.

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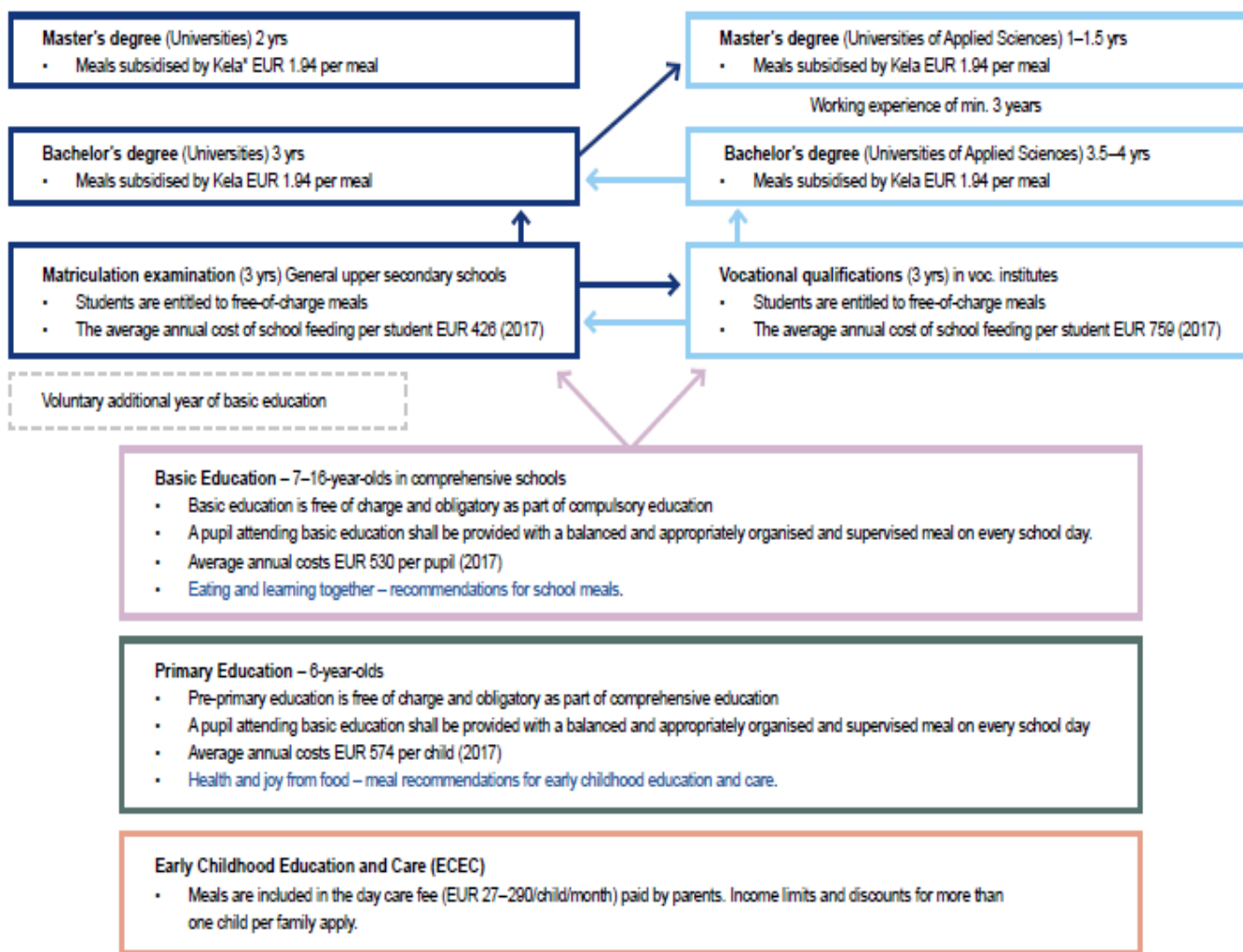
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Appendix 1: The Finnish educational system and school feeding implementation (Pellikka, et al., 2019)



Appendix 2: Interview 1: Face-to-face interview

All answers are hidden for confidential information!

I. Fox Restaurant at KAMK (09/12/2019)

Interviewer: My Linh Hoang

Interviewees: Kirsi Maata (Fox's manager) & a cook at Fox

1. When did Fox start operating as a student restaurant at KAMK?
2. On average, how many customers does Fox serve per day?
3. What is the operating time?
4. Could you please describe Fox's vision and its future targets?
5. What kind of food selection does Fox have and how is the price charged for each portion?

The next questions are mostly regarding food sources, menu design and service development. Because the interviewees are not responsible for this expertise, the interviewer decided to conduct the second interview with Kajaani Mamselli's representative as introduced by the Fox manager.

II. Kajaani Mamselli Company (20/12/2019)

Interviewer: My Linh Hoang

Interviewees: Taru Kempainen and one staff

1. How could you design the menu and which sources you base on to create an appropriate menu for the university students?
2. What is the origin of the lunch's ingredients? And how Fox prepares the food for students?

3. How have you ever noticed to international students' demand?
4. I and my friends are using the application called "Tuudo", it shows the Fox menu every day but sometimes, there is always a problem in the system that I could not see the menu updated or the food is served different from what it showed in the app. How could you deal with this problem?
5. According to previous researches on students' satisfaction, the result shows that "salad" was not highly evaluated. The vegetables were claimed as icy and frozen still. How have you improved this situation?
6. What are your current plans for the future renovation of Fox?

Appendix 3: Online survey

Students' Satisfaction Survey about Fox Lunch

Hello, I am Linh Hoang, an international Tourism Management undergraduate. As a part of my Bachelor thesis, I am conducting a survey to study the satisfaction of KAMK students with Fox lunch and your suggestions for future improvement. Answering the survey only takes 2-3 minutes. Your responses will be kept anonymous and used for research purposes only.

If you are interested in a survey reward, please leave your contacts (phone number or email) at the end of the survey. A random draw will be done to pick three luckiest people for a 10€ gift card used in university cafes.

Thank you for your participation!

*** Required**

1. How old are you? *

- 18-24
- 25-34
- Above 35

2. What is your gender? *

- Male
- Female
- Prefer not to say

3. The degree for which I am studying *

- International Business
- Esports Business
- Sport and Leisure Management
- Tourism and Hospitality Management
- Engineering
- Information Technology
- Computer Science
- Nursing
- Other: _____.

4. How often do you have lunch at Fox? *

- Daily

Skip to question 6

- Weekly (2-3 times/week) *Skip to question 6*
- Monthly (2-3 times/month) *Skip to question 6*
- Rarely (once per week/month/year) *Skip to question 6*
- Never *Skip to question 5*

5. Why do you never have lunch at Fox?

You can choose more than one option.

- Taste of food
- Prefer home cook
- Food variety
- Price
- Limit portion
- Long queue
- Study schedule
- The origin of food
- Other: _____

6. What is the main reason for having lunch at Fox?*

- Time Convenience
- Menu Selection
- Food Quality
- Price
- Forgot to bring my own lunch
- Other: _____

7. Students' Satisfaction Evaluation*

On the scale of 1-5:

1= Very dissatisfied;

2= Somewhat dissatisfied

3= Neutral;

4= Somewhat satisfied

5= Very satisfied

To what extent you rate your satisfaction with Fox lunch?

	1	2	3	4	5
Food Quality *					
Food Display					
Food Taste and Deliciousness					
Food Temperature					

Food Freshness					
Food Hygiene					
Menu Selection					
Salad					
Drinks					
Service Quality *					
Restaurant's Ambience and Hygiene					
Timely Serving					
Service Speed					
Staff's Assistance and Friendliness					
Price *					
Overall Satisfaction Evaluation *					

8. Would you recommend Fox lunch to other students? *

- Yes *Skip to question 10*
- No *Skip to question 9*

9. If your answer is "No"

Please specify the reasons: * _____

10. Student Groups*

What is your nationality? *

- Finnish *Skip to question 11*
- Other: _____

11. International Students' Perspectives on Finnish food at Fox

To what extent you agree or disagree with the following statements? *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I have a good impression on Finnish food through Fox lunch					
I learn about Finnish food culture through Fox lunch					
I get familiar with Finnish food easily					
Finnish food at Fox is nutritious and healthy					
Finnish food at Fox is bland and tasteless					
Finnish food at Fox is not diverse and attractive					
A Fox lunch can provide enough energy for me to study					
The meal price is affordable for me					

12. Which meal selection you prefer the most? *

- Main dishes
- Salad
- Bread
- Drinks
- Other: _____

13. Are you familiar with the lunch subsidized by Kela* at the moment? *

**KELA (Finnish Social Security Authority) supports university students by paying 1.94euros/day of your lunch. For getting that support, the content of your lunch must follow the Kela's guidelines of nutrition recommendation. Do you get familiar with the lunch designed like this?*

- Yes
- No

14. Suggestions for improvement*

In your opinion, what should be improved the most in the Fox lunch service?

- Food Quality
- Menu Variety
- Restaurant's Ambiance, Facilities and Decoration
- Service Speed

- Staff's Service
- Other: _____

15. Would you accept a higher price for a different kind of lunch? *

- Yes
- No
- Not sure

16. Would you like to know more about food origin of Fox? *

- Yes
- No

17. Choose the improvement suggestions you would like to have in a new Fox? *

You can choose more than one option (at most three options)

- Updated menu notification in applications
- Multicultural menu
- Entertainment activities (music, board games, etc.)
- Multi-functional areas (for meetings, group work, parties)
- Extra desserts
- I do not have any suggestion
- Other: _____

18. If you have further comments on Fox Lunch and suggestions for its improvement in the future, please share your thoughts: _____

Thank you for your participation!

If you are interested in the survey reward, please leave your phone number and/or email. I will contact you if you are luckily selected. Thank you!

INTERVIEW QUESTIONS & ANSWERS

All answers are hidden for confidential information!

I. TARGET GROUP

1. How have you defined your target customers so far?
2. Following the target group identified in the survey result, what strategies will be done to reach this target customers?
3. Which strategies can be done to engage more international customers?
4. How can you promote Finnish cuisine to foreign students through Fox lunch? For example, your marketing plans?

II. FOOD QUALITY

5. How the quality of salad can be improved in future renovation?
6. In which ways Fox can diversify the salad selection?
7. How the menu variety can be developed?
8. What do you think about the multicultural menu suggested by the students? If it is feasible, how can it be implemented in practice?
9. In which ways you can provide information about food origin to students?
10. Will Fox offer extra desserts?
If yes, how can it be done? Does it affect the current price?
If no, can you specify the reasons?

III. SERVICE QUALITY

11. Does Fox have any plans to change the restaurant's ambience (for example, background music, interior decoration, design theme) and architecture?
12. What are the changes in serving space that can increase the service speed significantly?
13. What do you think about the idea of premade lunch boxes?
14. How will Fox update the menu notification in applications?

IV. PRICE

15. Will a new price be applied to the upgrade of lunch quality?
If yes, how do the food cost change? How does it influence buyer behaviours?
If no, how can the quality of Fox lunch be changed?

VI. RENOVATION PLANS

What are the other improvement plans will be done for the future renovation of Fox?

VII. STUDENTS' SUGGESTIONS

Among all the suggestions of students, which are feasible to be conducted in practice? How will Fox implement them? What are the benefits and shortcomings?