

MARKETING STRATEGY FOR RESTAURANTS TO RECOVER FROM COVID-19

Case: Pedro's Pizza Restaurant Cao Bang

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The thesis aimed to formulate an effective marketing strategy for Pedro's Pizza, the commissioning restaurant, to recover from the serious impacts of covid-19 on their customer number. For the strategy to be appropriate for the operating environment and the restaurant's capabilities, a thorough analysis was conducted to analyse the external environment, internal situation, and target customer behaviours.

To achieve the thesis goal, a theoretical foundation was formed, including the strategic marketing process, competitive positioning and customer loyalty. In addition, the qualitative methodology was used to collect data about the commissioner. A semi-structured interview was conducted with the owner and manager of Pedro's Pizza; and an online customer behaviour survey was conducted with the target respondents being international tourists in Cao Bang or interested in visiting the place in the future.

The research results revealed that Pedro's Pizza does not have effective online marketing channels, but the restaurant significantly focuses on creating high-quality products. Therefore, although they do not interact much with their customers online, it can be observed from Google and TripAdvisor that most of their customers are highly satisfied with the experience. A marketing strategy focusing on customer loyalty was created by the authors. Implementing this marketing strategy, especially at the current time when Cao Bang starts to have international tourists again, could encourage customers to come back to Cao Bang and visit the place again, and thus help the restaurant attract and retain customers.

Key words marketing strategy, customer loyalty strategy, covid-19, competitive positioning, customer behaviour

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1 INTRODUCTION

Covid-19 has been causing a significant decrease in the restaurant revenue all over the world, in general, and in Vietnam, in particular. According to Sieu (2021), most of the tourist accommodations and tourism companies had to close, temporarily or permanently because of the delay and cancellation of both domestic and international flights (Sieu 2021, as cited in Le 2021). As a result, many restaurants with international tourists as the target customers in Vietnam had to suffer with losing a significant number of customers.

To recover and re-develop after the pandemic, restaurant and business owners need to have a suitable marketing strategy. Marketing strategies help businesses not only spread their popularity and reach their target market but also create suitable products for their customers and keep loyal customers (Carmicheal 2022). This thesis paper aims to create a cost-effective and productive marketing strategy for the recovery of an international restaurant in Cao Bang, Vietnam. The research question this thesis attempts to answer is “What marketing strategy can be applied to the recovery and growth of Pedro’s Pizza restaurant after Covid-19?”.

The commissioner of the thesis is Pedro's Pizza, a restaurant specializing in serving Italian food in the mountainous city of Cao Bang, Vietnam. This restaurant is also the first and only restaurant serving authentic Western food in Cao Bang city. The restaurant's target market is mainly international visitors visiting Cao Bang. (Vieira 2022.)

The paper implements the qualitative research methodology. A semi-structured interview was conducted with the commissioner to learn more about the restaurant before, during and possibly after covid-19. In addition, an electronic survey was sent out to the restaurant’s target customers to study their consumer behaviours, needs, wants, and demands in the business.

2 PEDRO'S PIZZA BEFORE AND AFTER COVID-19

Pedro's Pizza is one of the most popular pizza restaurants in Cao Bang, Vietnam. They offer a wide range of products, including vegetarian and vegan options as well, for people with different tastes, diets, and preferences. Their main products are authentic Italian food, with pizza as the signature ones. (Appendix 1)

The restaurant operates as a family restaurant and has a quite small business model. Before the pandemic, on days with an average customer amount, there were only one waiter or waitress and one chef working at the restaurant. Their total employee number, including waiting staff, kitchen staff, and manager, was approximately 3 - 5 people during the pre-pandemic period. During the pandemic time, Pedro's Pizza only offers takeaway or delivery food, and the owner is the only staff member who works as both a waitress and chef. At some worse periods, the restaurant was entirely closed. (Vieira 2022.)

The restaurant's target customers include international tourists visiting Cao Bang. They usually come from Western countries, such as America, Germany, France, or Italy. Pedro's Pizza has many highly satisfied customers who visited the restaurant nearly on a daily basis during their stay at Cao Bang or came back to visit the restaurant when they came back to visit Cao Bang. (Ngoc 2022.) The restaurant is of the first rank among 16 restaurants in Cao Bang, according to TripAdvisor reviews (TripAdvisor 2022). It has a good reputation among international travellers thanks to its high-quality Western food, which can be very hard to find in the Northern mountainous area of Vietnam (Adventure We Chase 2018).

Covid-19 has been leaving huge impacts on the tourism and hospitality industry in Cao Bang. According to Cao Bang eNewspaper, the city observed a drastic fall in the number of domestic and international tourists in 2021. be more specific, the number of domestic tourists decreased by 32.6% and that of international tourists decreased by 88.6% in 2021. (Cao Bang eNewspaper 2021a.)

Cao Bang was the city receiving the least impact from covid-19 in Vietnam and was expected to observe a recovery in the tourism industry before December 2021. According to Cao Bang eNewspaper in November 2021, it was possible that several safe tourism programs in different tourist attractions in Cao Bang could be organized gradually to create favourable conditions for tourism re-development in the area. (Cao Bang eNewspaper 2021b.)

As the tourism industry in Cao Bang has been slowly recovering and observed a gradual increase in the number of international visitors (Cao Bang eNewspaper 2021b), it is a good time for Pedro's Pizza to start forming a marketing strategy to spread awareness to its potential customers. Pedro's Pizza has great potential to grow and develop, but it has never had a clear and well-prepared marketing strategy (Vieira 2022). Therefore, this thesis paper offers the authors' suggestion idea for creating an effective marketing strategy for the commissioner's recovery after the pandemic and further development.

3 STRATEGIC MARKETING PLANNING PROCESS

3.1 Defining Marketing and Marketing Strategy

There are various definitions for marketing. For example, American Marketing Association (AMA) defined marketing as the activity and process of “creating, communicating, delivering, and exchanging offerings that have value” for different stakeholders, such as customers, partners, and society (American Marketing Association 2017). In another case, Kotler and Armstrong (2018) defined marketing as the process that helps companies “engage customers, build strong customer relationships, and create customer value”, to “capture values” in return from customers (Kotler & Armstrong 2018, 29).

According to Tracy (2014, 4–15), the purpose of marketing is to help businesses sell more of their products at higher prices over a wider geographical area, and thus gain market stability, strength, and leadership. He also outlined four approaches to successful marketing, which are creating products’ utility to satisfy customers’ needs, pricing properly, adapting to customers’ reality, and delivering the true value to customers. On the other hand, Shoemaker, Lewis and Yesawich proposed that the purpose of marketing is creating and keeping customers. According to the authors, customers might purchase the products for the first time as a result of the company’s promotions, However, it needs more than solely product promotions to encourage customers to return. For instance, excellent customer service, high customer satisfaction and customer relationships are some of the factors that help businesses earn repeat customers. (Shoemaker, Lewis & Yesawich 2007, 20.) The concept of relationship marketing, which helps companies keep customers, is discussed further later in this thesis.

Marketing strategy is defined as “a business’s overall game plan” to reach and turn prospective customers into customers of the business’s products, with the final goal of establishing and communicating a sustainable advantage for the companies over their competitors (Barone 2022). From another perspective, Associate Professor Josephine Pryce from James Cook University claimed that

the purpose of marketing strategy is establishing specific, attainable, and quantifiable objectives setting the general direction, objectives, strategies, and activities for describing and presenting the business's products and services (James Cook University 2022). Those definitions were claimed to involve major decision-making and businesses' long-term direction (Drummond, Ensor & Ashford 2008, 4).

3.2 Strategic Marketing Planning Process

3.2.1 Concept of Strategic Marketing Planning

In order to create and implement the marketing strategy effectively to obtain the required results, comprehensive strategic marketing planning is essential. This can be explained by the fact that strategic marketing planning gives businesses overall goals to achieve and helps them get closer to those goals. In addition, with an effective strategic plan, it is easier for companies to foresee future trends and get prepared for them, thus creating a competitive advantage for them. (Berlin School of Business & Innovation 2019.)

There have been different theories about what a strategic marketing planning process should involve. For example, Ramsenthaler (2018) suggested five building implements to be considered in strategic marketing planning, which are strategic analysis, setting goals, strategy formulation, strategy implementation, and performance review at last. From another perspective, the marketing strategy process starts with the establishment of the business's overall purpose, followed by three main strategy levels: core strategy, competitive positioning, and implementation level where the marketing mix is established (Hooley, Piercy, Nicoulaud & Rudd 2017, 33). A slightly different idea from Kral and Kralova (2016) suggested that marketing strategies begin with an analysis of the company's surrounding environment, followed by a suggested action plan with the purpose of improving competitiveness. Overall, despite the different theories, it can be concluded that the strategic marketing planning process includes three main phases: analysis, formulation, and implementation (Drummond et al. 2008, 13–15).

3.2.2 Strategic Analysis Phase

All strategic decisions must be formed from a comprehensive strategic analysis. The analysis phase in strategic marketing planning can be broken down into external analysis, internal analysis, and customer analysis. The purpose of this phase is for businesses to have a thorough understanding of their capability, operational environment, and target customers, thus creating a well-informed marketing strategy. (Drummond et al. 2008, 18.) Baker (2003, 101–108) has suggested 12 guidelines for an effective marketing strategy, which include understanding the competitive advantage sources, differentiation, the operating environment, competitors, strengths and weaknesses, and market segmentation. Consequently, the strategic analysis phase needs to be implemented thoroughly in order to fulfil these requirements and create the foundation for a powerful and valuable marketing strategy.

Drummond, Ensor and Ashford (2008) explained the ultimate purposes of external and internal analysis. An external analysis is conducted to discover the evolving opportunities and threats that businesses need to address. Whereas internal analysis aims at identifying their key assets and competencies as the foundation of a strategic position. (Drummond et al. 2008, 21, 89.)

Nikulin and Becker (2015) mentioned the SWOT analysis as the most common method to analyse the external and internal situation of a company. This matrix, including a review of a company's strengths, weaknesses, opportunities and threats, was believed to help businesses thoroughly evaluate the situation inside and outside the company (Ommani 2011). During the analysis phase, marketing strategists usually conduct SWOT analysis to emphasise the critical issues needing attention for the strategy formulation phase (Drummond et al. 2008, 107). SWOT is one of the most popular and regularly utilised techniques in the marketing planning process, but it is often undertaken in a superficial way, leading to unhelpful results. Therefore, it needs consideration that this analysis model must be conducted carefully and comprehensively for it to be strategically useful. (Gilligan & Wilson 2003, 88.)

Evaluating the external environment, one phase of the SWOT analysis process is when businesses take into consideration the changes regarding the market's economy, competitiveness, regulation, society, and technology. Scanning these environmental aspects helps businesses gain insight into the existing opportunities and threats. (Berkowitz 2011, 46–47.) However, when analysing these opportunities and threats, businesses must note that they are not “absolutes”. When compared with the organization's assets, culture, or its stakeholders' expectations, the existing strategies, or the strategy's practicability, what might appear to be an opportunity at first may turn out not to be so. Despite the possibility of oversimplifying, the goal of strategy creation is to make the most of the opportunities and conquer or avoid the threats. (Gilligan & Wilson 2003, 88–89.)

Identifying environmental opportunities may be seen as a simple process in many markets, but utilising them significantly requires more work, which very few organizations have the ability to do so. The first step to capitalising the opportunities is defining the business's strengths and weaknesses regularly. (Gilligan & Wilson 2003, 92.) At this stage, businesses should evaluate what they outdo their competitors in and give them a differential advantage, based on their core capability that is essential for their success (Berkowitz 2017, 49–50). Companies can create differential advantages from any of their strengths or distinctive ability related to the competition. The crucial criteria for creating the advantage are that it is based on “value to the customer”, such as cheaper pricing, higher quality and better service, and using the organization's competency that is hard for their competitors to imitate. (Hooley et al. 2017, 44.)

Besides the internal and external factors, customer behaviour also needs to be analysed by businesses as the foundation for their strategy development and implementation. This is due to the fact that strategic marketing planning has been believed to be utterly influenced by the strategists' knowledge about the way customers behave and the reasons after said behaviours (Gilligan & Wilson 2003, 221). Loktionova (2021) emphasised the importance of customer analysis. More specifically, the author stated the fact that “understanding your customers is the key to success” is a perpetual fact in business. In addition,

customer analysis brings a significant number of benefits to businesses, such as defining target customers more precisely through segmentation, choosing the suitable marketing channels, improving products and services according to customers' needs, and improving customer relationships and loyalty. The importance of customer behaviour to marketing strategy formulation is discussed further in the next sub-chapter.

3.2.3 Strategy Formulation Phase

After the analysis phase, businesses can start formulating the marketing strategy. Strategy formulation refers to the "process of investigation, analysis, and decision making" to create competitive advantage (Wheelen, Hunger, Hoffman & Bamford 2015, 50). According to Peppard and Ward, an effective strategy takes the analysis in the previous phase into account to assess the company's current situation, define its goals in the future, and decide how can those goals be met (Peppard & Ward 2016).

Positioning organisations within their niche market obviously can influence the existing strategic decisions (Drummond et al. 2008, 161). When developing strategic marketing plans, businesses need to choose their market position. Or in other words, to develop a suitable marketing strategy, businesses need to decide whether they want to be a market leader, market challenger, market follower, or a market niche. Each of these positions is believed to be suitable for a distinctive marketing strategy. (Berkowitz 2017, 73.)

Market leaders usually dominate the market, and their pricing, advertising intensity, distribution coverage, and technological development has a huge influence on the competition nature, pace, and bases. Therefore, these businesses typically are the benchmark for others in the industry. Market challengers and followers are companies with a smaller market share. Market challengers usually choose to take an aggressive approach and target other businesses, including market leaders, with the purpose of obtaining market share and dominance. Market followers, on the other hand, tend to adopt a less aggressive stance to maintain their current state. Market nichers are typically

the smallest surviving firms in the industry. Despite being smaller than other organizations, market nichers can still manage to succeed by focusing on market segments that have too little size and potential to be of significant interest to larger companies. (Gilligan & Wilson 2003, 519–561.) Further analysis of which position Pedro's Pizza is in and what suitable marketing strategy they should choose would be provided later in the research findings chapter.

3.2.4 Strategy Implementation Phase

Formulating a good strategy is challenging, but it is believed that the strategy implementation phase is the truly most difficult part (Herbiniak 2006). It is understandable to believe that implementation plays a key role in strategic success or failure. As a result, it should be considered a crucial part of strategic marketing planning. (Drummond et al. 2008, 257.) The main task of strategy implementation is putting strategy into practice (Misankova & Kocisova 2014). Poor implementation has led to more cases of strategy failure than improper formulation has (Hitt et al. 2016, 1). As a result, even though strategy implementation is the phase after the formulation phase, it is widely believed that implementation is still a key part of strategic management, and strategy formulation and implementation should be considered equally (Wheelen et al. 2015, 280).

Although it is one of the most important phases in the strategic planning process, strategy formulation is usually underestimated (Misankova & Kocisova 2014). According to Miller (2002), businesses fail to implement over 70% of their new strategies (Miller 2002, as cited in Hooley et al. 2017). Cater and Pucko (2010) also stated that although 80% of businesses have effective strategies, only 14% succeeded in implementing them. It is also noteworthy that strategies can hardly be always implemented fully because the internal and external factors about customers, technology, regulation, competitors, and so on, are always changing. Therefore, businesses need to keep updating and evolving their strategies to remain relevant and competitive. (Favaro 2015.)

It is believed that human resource is the most important resource in strategy implementation, and successful strategy execution requires effective workforce management. Therefore, in the implementation phase, businesses must pay more attention to efficient human resource management practices to entice, inspire, nurture, and retain high-quality human talent. (Hitt et al. 2016, 8.) For the staff to work effectively when implementing strategies, strategy communication is also a crucial factor that needs consideration. Many people have emphasised the important role of communicating knowledge about strategy implementation (Alexander 1989; Li, Guohui & Eppler 2008, as cited in Alharthy, Rashid, Pagliari & Khan 2017). It was also stated that the communication content should clearly explain the responsibilities, tasks, and duties for each employee. In addition, the reasons behind new strategic decisions and actions also need to be clarified. (Alharthy et al. 2017.)

3.3 Application of Consumer Behaviours in Strategic Marketing Planning

In terms of the role of customers in businesses, Palmatier and Sridhar suggested the key principles for creating marketing strategies, including the principles that all customers are different, and all customers change (Palmatier & Sridhar 2017, 3). Therefore, analysing thoroughly customer behaviours in creating an accordingly effective marketing strategy. Consumer behaviour is defined by the American Association of Marketing as the study of how individual and business customers choose, purchase, and consume goods, ideas and services that meet their needs and wants (American Marketing Association 2022). Another somewhat similar definition from Kotler and Armstrong stated that consumer behaviour refers to the buying behaviour of end customers, including individuals and families, who purchase goods and services for their personal consumption. The mentioned authors also highlighted the importance of consumer behaviour in marketing, that marketers need to study thoroughly the reasons behind customers' purchase decisions in order to affect the subjects, timing, and the way they consume. (Kotler & Armstrong 2018, 158.)

Peter and Olson (2010) outlined three aspects of consumer behaviour that markets should take into consideration. The first aspect is that consumer

behaviour is dynamic, which means customers' purchasing behaviours are always changing as their thinking, feeling, actions, community, and environment constantly change. As a result, businesses need continuing market research and analysis to keep themselves updated with the current market trends and adjust their marketing strategies to adapt to those changes.

The second noteworthy characteristic of consumer behaviour is that it involves interaction among consumers' thinking, feeling, action, and surroundings. Consequently, marketers need to study factors that influence customers' purchasing decisions and behaviours thoroughly to adjust their products to meet their needs and create true value for them. Lastly, it is important to remember that consumer behaviour involves exchanges among people. Peter and Olson also claimed that stimulating social exchanges by creating and implementing marketing strategies is one of the key roles of marketing in society. (Peter & Olson 2010, 5–9.)

The importance of consumer behaviour research and analysis is illustrated in Figure 2. According to the model, businesses need to conduct consumer research and analysis to learn about consumer behaviours and develop their marketing strategies accordingly. The marketing strategy implementation would affect consumers' affect and cognition, behaviours, as well as their environments. Continuing market research and analysis should be conducted afterwards to study the influence of the strategy on customers' buying behaviours and adjust the business marketing strategy if necessary. (Peter & Olson 2010, 25.)

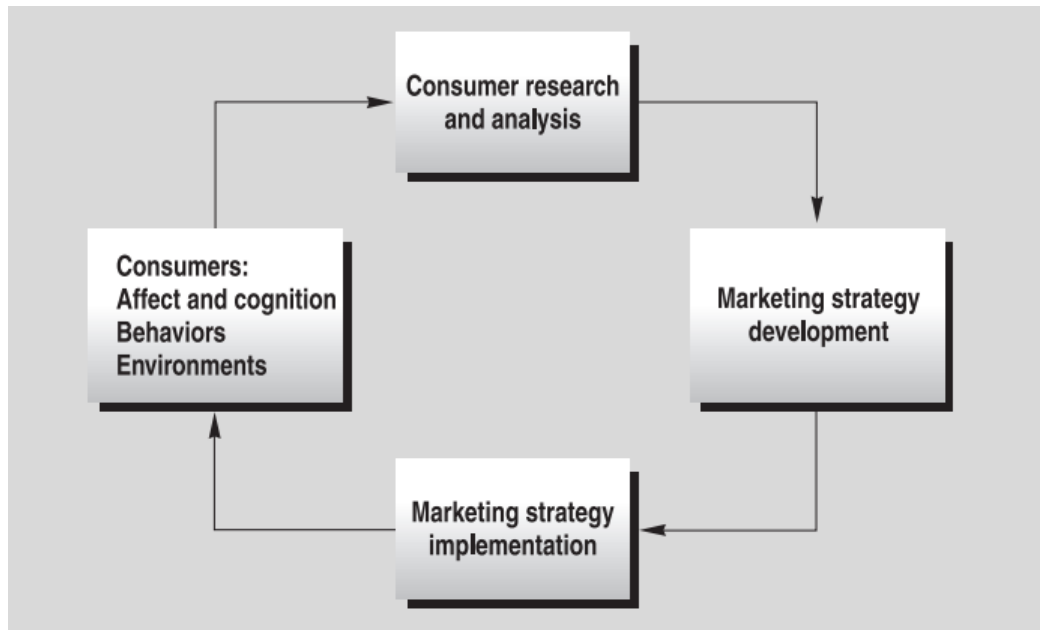


Figure 1. Role of Consumer Research and Analysis in Marketing Strategy (Peter & Olson 2010)

4 COMPETITIVE POSITIONING

4.1 Positioning Process Defined

A company's competitive positioning is referred to as a statement of market targets, such as where the company will compete, differential advantage, or how the company will compete (Hooley et al. 2017, 43). The purpose of positioning is for a company's target markets to understand clearly what their products, service, or brand represent in the marketplace. In other words, company's positioning strategy focuses on creating and cultivating distinct images that differentiate the company from its competitors. (Bowie & Buttle 2011, 105.)

The positioning process, which is somewhat similar to the strategic marketing planning process, requires a comprehensive analysis of the target customers as well as internal and external factors. This process results in a clear understanding of benefits sought by customers, company's strengths and competitors' weaknesses, which contribute to producing the company's product or service differentiators and competitive advantage. (Bowie & Buttle 2011, 106.)

There are two different kinds of positioning in marketing, which are objective positioning and subjective positioning. Objective positioning focuses on almost solely the objective characteristics of the tangible product. In other words, this kind of positioning creates a distinct image reflecting the business's physical and functional product features. Objective product positioning is used very often in the food and beverage industry. (Shoemaker et al. 2007, 351.)

In contrast, subjective positioning is concerned with subjective features of the product or brand. This positioning type is believed to be more challenging in practice than the other since it is not solely about the physical product, but about the product image from customers' mental perception. These perceptions are all in customers' minds, so they are harder to control than the product's physical characteristics, and different customers may have different perceptions and resulting images. However, effective subjective positioning should ensure

that the target customers have a common favourable image or characteristic. (Shoemaker et al. 2007, 351.)

4.2 Creating Sustainable Competitive Advantages

As discussed above, the main purpose of the competitive positioning process is to create a company competitive advantage that attracts the target customers. To do so, organisational resources, including organisational culture, marketing assets, and marketing capabilities, are necessary (Hooley et al. 2017, 239). According to Collis and Montgomery (1997), resources are helpful in creating sustainable competitive advantages for a company when they are rare or unique, hard to be imitated by competitors, and they create value for customers (Collis & Montgomery 1997, as cited in Hooley et al. 2017, 239).

According to Hooley et al. (2017), Porter (1980) argues that competitive advantage can be created through cost leadership or differentiation (Porter 1980, as cited in Hooley et al. 2017, 44). The first type of advantage involves achieving a “cost leadership position” in the industry. While maintaining products on the market that are closely related to competitors' offers, companies use this method to get a cost structure that is much lower than that of competitors. A low-cost structure results in a lower price, which might help retain the customer return rate at an above-average level regardless of heavy competition. The second way of creating competitive advantages, differentiation, involves the process of creating products or services considered unique in the market. To create differential advantages, companies must use their strengths and competencies to make their products or services distinctive from their competitors' while still bring the values that customers need. (Hooley et al. 2017, 45.)

The routes to creating competitive advantages, combining the use of both cost leadership and differentiation, are illustrated in Figure 2. According to the model, the lower the cost and the higher the customer-valued uniqueness is compared to those of competitors, the higher the financial advantage and market advantage a company has. On the contrary, the high cost and low

customer-valued uniqueness would result in both market and financial disadvantages for the company. (Hooley et al. 2017, 241–242.)

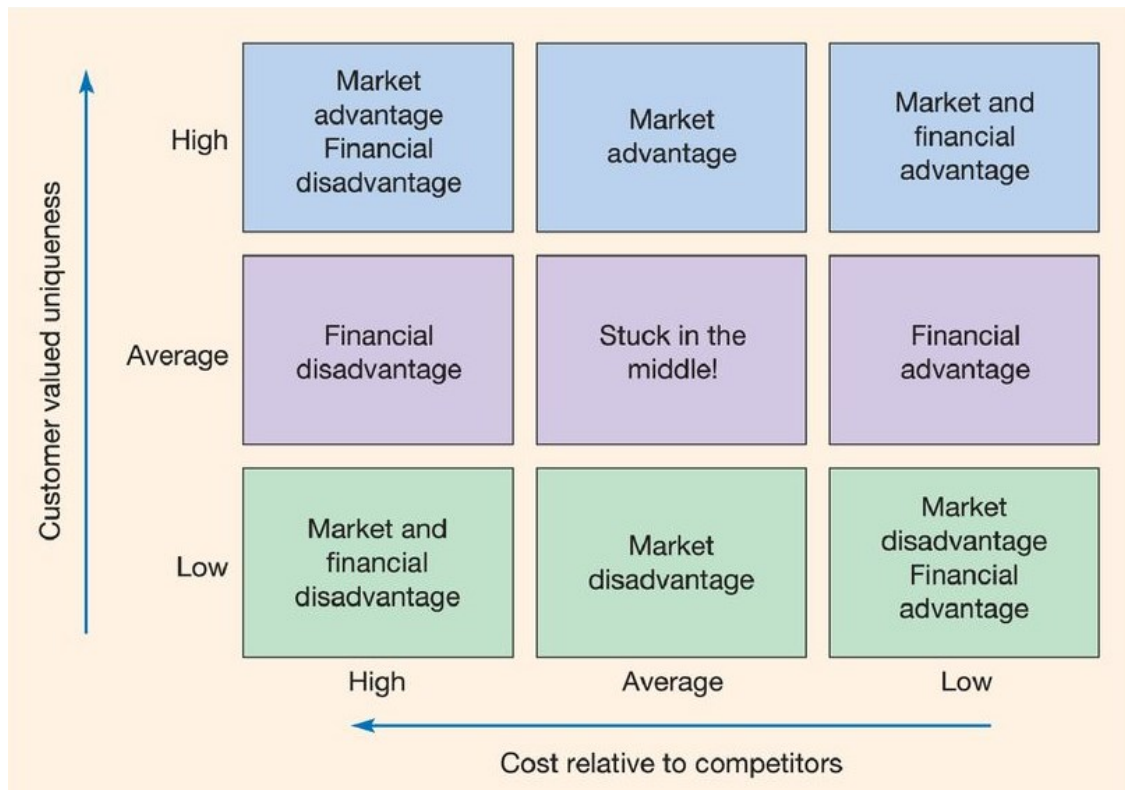


Figure 2. Routes to Competitive Advantage Creation (Hooley et al. 2017)

5 RELATIONSHIP MARKETING AND CUSTOMER LOYALTY

5.1 Relationship Marketing Defined

Several definitions of marketing were discussed in the previous chapter, and it can be noticed that the definition of marketing has changed from focusing solely on being transaction-driven to being process-driven. This approach encompasses both transactional, related to fast-moving consumer products, and relational, related to services and qualities, which attempts to formulate, maintain, and improve the relationship with customers in order to meet the goals of all parties. In this new era of marketing, building a sustainable relationship with customers is crucial, and this process is best fulfilled by relationship marketing. (Nwakanma, Jackson & Burkhalter 2007.)

Relationship marketing is defined by Gummesson (1999) as a “continuation of the mutual relationship between a service provider and a customer who will lead to formation of profitability” (Gummesson 1999, as cited in Warokka 2014). Harker (1999) suggested the following description as a thorough review of 26 definitions of relationship marketing: “An organization is engaged in relationship marketing when it is engaged in actively establishing, developing, and maintaining committed, interactive, and profitable relationships with a selected group of customers over time” (Harker 1999, as cited in Sin, Tse, Yau, Chow & Lee 2005). It was also proposed that the purpose of relationship marketing is not only persuading customers to return but also encouraging them to spread awareness about the companies to other people (Shoemaker et al. 2007, 89).

A relationship marketing competence is defined as the organisational ability for identifying, developing, and managing relationships with key customers. It is believed that relationship marketing competence represents an organisation’s sustainable competitive advantage since it represents a tacit, complex, and company-specific resource. (Hunt 2000; Reed & DeFillippi 1990, as cited in Arnett & Badrinarayanan 2005.) According to Sirdeshmukh, Singh, and Sabol, successful relationship marketing initiatives strengthen relationships between businesses and customers to increase business performance and customer

loyalty. (Sirdeshmukh, Singh, and Sabol, 2002, as cited in Alrubaiee & Al-Nazer 2010).

Although customer relationship has always been an important issue for businesses, surviving and recovering in this post-pandemic era requires them to pay even more attention to the issue. While day-to-day concerns about the epidemic are gradually fading, businesses still need to keep emphasising trust-building and creating close relationships with their customers. In a post-pandemic economy, companies that develop effective customer communication strategies will prosper and establish themselves as one of the strongest competitors in the market niche. Businesses can benefit from rising consumer confidence by implementing marketing strategies that help solidify their enduring relationships with customers. (Plummer 2021.)

5.2 Customer Loyalty

Customer loyalty is the main benefit of a successful relationship marketing strategy since relationship marketing engages customers in the process of building a long-term relationship with a brand and its product (Nwakanma et al, 2007). Customer loyalty was defined as when businesses have such differentiated relationships with their customers that it makes it highly unlikely for the customers to switch to purchasing competitive products (Burke 2007). Shoemaker and Lewis (1999) also proposed a somewhat similar definition, that loyalty occurs when customers strongly feels that the business meets their need so they buy almost exclusively from them and refer to the business as their hotel or their restaurant. In addition, customers pay more attention to the brand, offers, and messages instead of solely the price. In this case, the price is considered as only one component in the larger value proposition. (Showmaker & Lewis 1999, as cited in Shoemaker et al. 2007, 92.)

The loyalty circle, proposed by Shoemaker in 2007, provides an approach to creating customer loyalty. The circle is illustrated in Figure 3. According to the model, there are three main components in the loyalty circle: process, value, and communication. The different exit points indicate that at some point,

customers might exit the circle and hence the relationship. It is the businesses' task to keep customers in the circle by implementing the three components equally. For example, if a business creates great value for a customer but lacks adequate communication, the customer is likely to exit the relationship. Therefore, equality plays an important role in maintaining the circle. (Shoemaker et al. 2007, 101.)

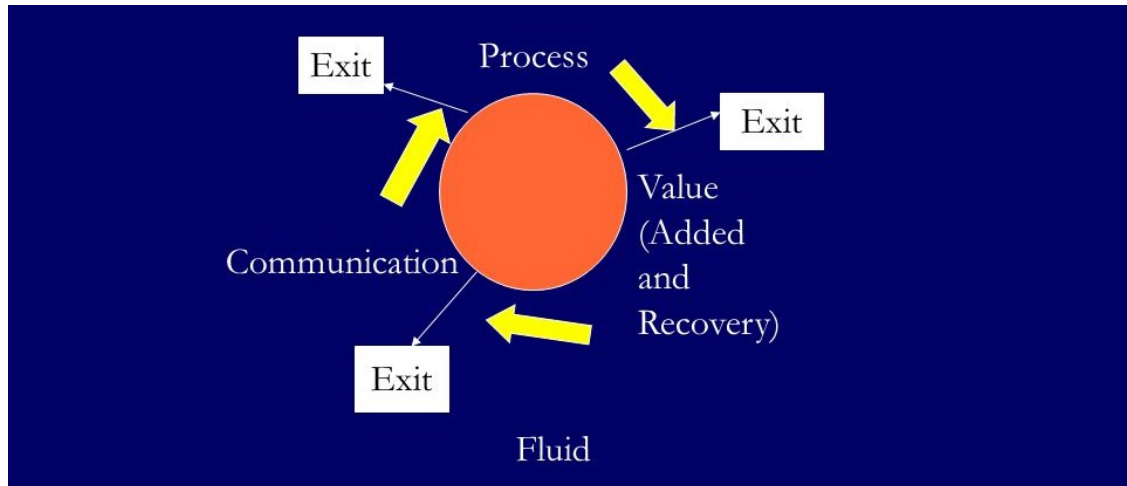


Figure 3. Loyalty Circle (Shoemaker et al. 2007)

5.3 Customer Satisfaction and Loyalty Linkage

Customer satisfaction, referring to how well businesses meet their customers' expectations, has been proven to have an important relationship with customer loyalty, especially when customers are extremely satisfied. As a result, businesses are required to strive to more than satisfy their customers to obtain customer loyalty. (Heskett et al. 1997, 83; Hudson 2008, 371.)

Despite the important role of customer satisfaction in building customer relationships, not all satisfied customers become loyal customers, especially in the hospitality and tourism industry. One of the most popular reasons is that many customers are international travellers and may not return to the same destination. Therefore, it is impossible for them to come back to the business even though they are extremely satisfied with it. (Hudson 2008, 371.) This has been the case with Pedro's Pizza. The restaurant has had many highly satisfied customers. However, they are all international tourists and even though they

return there many times during their trip, they cannot become loyal customers since they do not come back to Cao Bang after they leave. (TripAdvisor 2022; Ngoc 2022.)

As a result, loyalty programmes have been utilised by businesses for decades to retain customers in this increasingly competitive market (Hudson 2008, 372). A loyalty program is defined as “a strategy undertaken by a firm” to create a relationship with customers so that they give the company much of their business, spread positive information, act in partnership with the company, and spend more with the company than a non-loyal guest would. Businesses need to understand the potential confusion between loyalty programs and frequency programs. Frequency programs refer to any program providing incentives for customers with points, miles, or stamps enabling them to redeem such incentives for free or discounted products, and how they can benefit from both. Frequency can contribute to creating loyalty if businesses utilise the customers’ information, which is obtained from their frequent visits, on the loyalty circle. By doing this, they can build a real commitment with customers, so that they focus more on the brand or product relevance instead of solely the good deal. (Shoemaker et al. 2007, 103.)

6 QUALITATIVE RESEARCH

6.1 Qualitative Methodology

Qualitative research, with the goals of exploring, describing, or interpreting different issues, focuses on generating meaning and understanding through rich description (Office of Research and Doctoral Services 2015). According to Jennings (2010, 127), the goal of qualitative research is to elucidate the significance of people's experiences, cultures, and a specific topic or instance. This research method, which includes various criteria for evaluating its rigour or quality, is gaining more traction in the therapeutic field. The systematic gathering, arrangement, description, and interpretation of written, vocal, or visual data is a key component of qualitative investigations. (Hammarberg, Kirkman & Lacey 2016, 499.)

Qualitative research usually includes open-ended questions about the participants' specific experiences, and most of the time, their feelings about such experiences. Although this approach offers in-depth and detailed answers, one of its limitations is that the research respondent number is low, and the result may not be generalizable to a population. (Jackson, Drummond & Camara 2016, 23.) Jennings also stated that in qualitative research, the sampling method is "non-random", and every person in the research population does not have an equal chance of selection unless complete participation is achieved (Jennings 2010, 128).

In contrast to quantitative methods, "qualitative" methods typically focus on the participant's perspective when addressing concerns regarding experience, meaning, and attitude. Usually, counting or quantifying such data is not possible. (Harmmaburg, Kirkman, & Lacey 2016, 499.)

6.2 Semi-Structured Interview

Interviews have been referred to as one of the bests research methods for social science, including tourism and hospitality. The three most popular types of interviews are structured, semi-structured, and unstructured interviews.

(Ritchie, Burns & Palmer 2005.) In semi-structured interviewing, a guide including questions and topics to be covered is used. However, the question order can be flexible according to the interviewer's discretion. (Harrell & Bradley 2009.) This type of interview is usually conducted in a conversation-like style and gives detailed findings with rich descriptions (Ritchie et al. 2005).

According to Newcomer, Hatry and Wholey (2015), The semi-structured interviewing method is time-consuming, labour-intensive, and requires interviewer sophistication. Semi-structured interviews are unlikely to encompass a large enough sample to yield precision of the "plus or minus per cent" variety. For many purposes, a standardised survey of six hundred clients would be superior to attempting six hundred one-hour semi-structured interviews. For some other purposes, four focus groups with ten people would be much more efficient than conducting forty individual semi-structured interviews. Besides, semi-structured interviews will be the method of choice if the interviewers are skilled, articulate, and can be sufficiently trained in the program. (Newcomer, Hatry & Wholey 2015, 493–494.)

The semi-structured interviewing method was utilised to collect data from the commissioned restaurant's owner and manager about the business's situation before and during covid-19. The participants or the interviewees were Pedro Vieira, Pedro's Pizza owner, and Kieu Ngoc, Pedro's Pizza restaurant manager. The result of the research method provides a detailed business analysis contributing to the marketing strategy creation.

6.3 Electronic Survey

A survey has been defined as a method of collecting data directly from the respondents "in a systematic, standardized way". This method is used for purposes such as need assessments, opinion polls and collecting information about respondents' backgrounds, thoughts, beliefs, attitudes, behaviours, and plans. (Taylor-Powell & Hermann 2000, 3.) The survey research method was utilised in the thesis paper to study the consumer behaviour of the target customers of Pedro's Pizza.

Five main survey methods include mail, telephone, face-to-face, handout and electronic, each with its own advantages and disadvantages. When conducting a survey, it is crucial to evaluate each method thoroughly to choose the most suitable one regarding the survey content, participant characteristics, timeline, and available resources. (Taylor-Powell & Hermann 2000, 4.) Since the authors are living in Finland and our commissioner is in Vietnam, it is almost impossible to reach the potential participants in person. Therefore, the electronic survey method has been used. Online surveys have some major advantages over other survey types for being inexpensive, fast, and convenient. However, this method also creates some challenges related to representativeness and generalisability. (Moilanen, Ojasalo & Ritalahti 2022.) These challenges are discussed further together with other relevant methodological limitations in the next sub-chapter.

There are a number of factors that need consideration when designing electronic surveys, including the question order, questions to avoid, rating scale format, whether to use open-ended or close-ended questions, offer the “prefer not saying” options or not, and so on. Those decisions should be made in advance carefully and thoroughly to maximize the reliability and validity of the research’s result. (Visser, Krosnick & Lavrakas 2000, 237.)

The challenge of open-ended questions is that they require a good deal of effort and money to analyse, especially with a large research population (Visser, Krosnick & Lavrakas 2000, 238). On the other hand, open-ended questions have huge advantages over close-ended ones in not suggesting or guiding the answer, thus they allow respondents to express their opinions in their own words. To yield the best results possible for open-ended questions, it is important that the questionnaire designers avoid writing them in the yes/no format or the formats that can lead to responses that are aligned along very different dimensions. (Siniscalco & Auriat 2005, 26–27.) On the other hand, close-ended questions in surveys might lead to respondents confining their answers to the offered options only. As a result, survey designers must offer answer options that are comprehensive enough for close-ended questions to yield the best results possible. (Visser, Krosnick & Lavrakas 2000, 238.) When

used properly and effectively, close-ended questions can elicit more manageable answers and be written in different formats, ranging from yes/no, agree/disagree alternative to multiple choice or checkboxes format (Siniscalco & Auriat 2005, 23–24).

The two nonprobability sampling methods, convenience sampling and judgement sampling have been jointly utilised to limit the population in the electronic survey. Sampling is known as the approach to selecting the survey respondents. The type of sampling method to be used depends on the appropriate population size and the way participants are reached. (Chrysochou 2017.) While the convenience sampling method allows the survey to be taken based on respondents' availability and willingness, the judgement sampling method relies on the researcher's choice of participants (Barratt 2009; Shantikumar 2018).

It is believed by the authors that the combined use of the two mentioned sampling methods works best in reaching the target customers of the commissioned restaurant. To be more detailed, the link to the electronic survey was printed and displayed in the restaurant with an incentive prize, which is a free drink, to attract and motivate restaurant's customers to participate in the survey. In addition, other potential target customers, including international tourists who are in Cao Bang or interested in visiting the city, were also invited to take the survey.

6.4 Reliability and Validity

Reliability is defined as the extent to which research findings would remain unchanged if the research was conducted again at a later period or with a different subject sample (Veal 2018, 53). To be more specific, when a survey or interview has high reliability, it provides results that are stable and consistent (Carmines & Zeller 1979, as cited in Taherdoost 2016). Validity refers to how well the research data reflects the phenomenon that the researcher claims it does. (Veal 2018, 53). In other words, validity means whether a tool (such as

surveys and interviews) can “measure what it sets out to measure” (Field 2009, 11).

Validity and reliability are considered as the two “properties” ensuring that the research is working properly, and the errors are minimised (Field 2009, 11). The two terms have a close connection with each other. The results from research can be reliable and not valid, but they cannot be considered valid if they are not reliable. (Cardozo & Magdalena 2009.)

In qualitative research, there are multiple factors creating research errors and bias, which affects the validity and reliability, including the researcher, the participants, the situation or context, and the data collection and analysis methods. Therefore, the researcher needs to minimise the effect of those factors to keep a high validity and reliability for the research. (Brink 1993, 35.)

In the interview research, the authors have attempted to keep personal bias to a minimum to yield a highly reliable and valid result. Firstly, one of the project team members, Linh Mong, is a former employee at the restaurant, and she has a close relationship with the interview participants, thus they are more willing to give her accurate, unbiased, and thorough answers for the interviews. In addition, the authors have also tried to gain the participants’ trust by making it clear to them how the interview would progress, and that the information received would be used solely for the thesis project. It has been stated by Brink (1993, 36) that the informant bias can be diminished by ensuring the participants are informed clearly about the nature and purpose of the research as well as building a “trust relationship” with them beforehand and keeping it as long as possible.

Secondly, the interviewees were the restaurant’s owner and manager who have been closely involved in its development and operation since the pre-pandemic time. Therefore, it can be believed that their answers would provide a comprehensive and deep insight into Pedro’s Pizza, which is the main purpose of the interview.

6.5 Limitations

There have been several limitations during the research phase of our thesis. Firstly, several barriers have caused some challenges to the process of approaching the restaurant's customers as potential survey respondents. This can be explained by the fact that Pedro's Pizza does not have a customer database that could be used as the sampling frame, and their social media channels are not active. Flyers about the survey link and the incentive prize coming with it were placed at the restaurant, but it was not effective enough since the customer number visiting the restaurant after the pandemic is still quite modest. As a result, the survey target group has been broadened to international travellers who are interested in visiting Cao Bang, and thus the survey reliability has been compromised.

Furthermore, since the authors implemented the survey and working on it remotely from the commissioned restaurant and destination, it has been challenging to reach the survey target group. As a result, the survey does not obtain an adequate number of responses. When the survey response rate is low, the findings cannot be generalised and can only be used in a suggestive manner (Taylor-Powell & Hermann 2000, 17). This also affects the survey's reliability.

7 ANALYSIS OF PEDRO'S PIZZA

7.1 Restaurant's Analysis Before Covid-19

The interview with the restaurant's owner and manager provides information about the restaurant's marketing and customer situation as well as competitive position. According to both interviewees, the main customer target group of Pedro's Pizza includes international tourists to Cao Bang and also foreigners living in Cao Bang. This target group brings both opportunities and challenges.

Our target market is international tourists of all ages and all nationalities to Cao Bang and foreigners living in the city, but tourists always dominate our customer number, mostly because Cao Bang is a small mountainous city, so foreigners very rarely choose to stay here for a long time. This customer group challenges us because they usually have a very high requirement for pizza quality, but if we can pull it off, we have the opportunity to become the best pizzeria of the city and the only place to provide high-quality non-local food for tourists. (S1)

One big challenge for the business from foreigner customers is that the return rate is very low, only at about 10% [...] We also face language barriers with customers. [...] I do not speak much English, and some customers do not speak English at all, so most of the time I have to use Google Translate to talk to them. (S2)

When asked more about whether the low customer return rate relates to the customer satisfaction level, an interviewee stated that customers have always been highly satisfactory, so they are not relevant. As discussed earlier, customer satisfaction does not always lead to customer loyalty because of different factors. In the case of Pedro's Pizza, the main reason is because of customers not coming back to Cao Bang.

As Cao Bang is a one-time visiting site in remote area, not many people come back after the first time, which leads to our low customer rate [...] but even when most customers do not come back after leaving the city,

many of them visit the restaurant many times during their trip. Some of them also come back to the restaurant when they have the chance to visit Cao Bang again, even when that is already a few years later. (S1)

In terms of marketing, Pedro's Pizza has not put much effort on the issue. The restaurant has several online marketing channels, but they are all not effective and focused on.

We use both Facebook and Instagram as the social media marketing channels, but we do not update those pages that often. The restaurant profile can also be found on Google and TripAdvisor, and I think more people know of Pedro's Pizza from these two platforms than social media pages. (S1)

I do not think we have any specific offline marketing channels, because we focus on quality issues more than marketing. [...] Most customers are aware of the restaurants from word-of-mouth marketing, and it works better than any marketing tools. (S2)

Even though the restaurant does not focus on marketing channels, the staff members still encourage customers to co-create marketing with them through online reviewing.

[...] focus in giving the best quality of product, as well as the service on site to have the good reviews and comments from customers after each experience. (S1)

The next interview topic is the competitive position of the commissioner. In light of the literature, the purpose of competitive positioning is to create a distinctive image of the restaurant in customers' mind that differentiates it from its competitors. Therefore, several questions about commissioner's product differentiators and values have been given to the interviewees.

The restaurant's owner and manager have a quite clear perception of their product differentiators, which are all about their authentic Italian pizzas.

What makes us different from our competitors is that we are the only restaurant in the area with true classic pizza types and high-quality imported ingredients. We do not mix any Vietnamese taste into our products, our food is always 100% European taste, and that is our very unique value. (S1)

[...] There are also other pizzerias in Cao Bang, but we are the only place with correct Neapolitan pizza. We provide customers with a place to have European food when they have the craving for some when they get bored with Vietnamese food. (S2)

It was discussed before that a competitive advantage must fulfil the requirements of being unique and hard to be imitated as well as bringing unique value to customers, all of which Pedro's Pizza meets. Therefore, it is safe to say that it has a huge market advantage over its competitors.

All in all, the restaurant's main target group is foreigners in Cao Bang, which challenge them regarding the high quality requirement, low return rate and language barriers, but also create them the opportunities of becoming the best pizzeria providing non-local food for international tourists. Pedro's Pizza uses Facebook, Instagram, Google and TripAdvisor as the online marketing channels but does not put much effort in developing them. However, they still have a lot of customers mostly because of word-of-mouth marketing. As the only restaurant in Cao Bang serving authentic Italian pizza and European food, they have a market advantage over their competitors.

7.2 Pandemic Impacts from the Owner and Manager Perception

The impacts of covid-19 on the tourism industry in Cao Bang have been discussed earlier. The interview has provided more detailed information about its impacts on the Pedro's Pizza. Firstly, the most obvious impact that the pandemic leaves is on the number of customers.

During 2 years of covid-19, we had very few customers because of the drastic decrease in the number of international tourists. During the

toughest time, we almost had to close the restaurant and could only offer takeaway or delivery food because of the restriction. (S1)

We used to have around 100 customers every day during the low season before covid-19. This number could be 3 or 4 times higher during peaked season. [...] Now when covid-19 has been mitigated, the customer number is improving, but still lower than before. (S2)

As a result of decreased customer number, they had to reduce their staff as well.

[...] Before the pandemic, we used to have about 3-5 employees in total, but during the pandemic time, I was the only one working as manager, chef, and waitress because we had to fire all former servers since there is no service on site. (S2)

They also reveal further that even though there are more customers at the moment, and they are in need of more employees, the employee number almost remains the same with that during the pandemic time.

[...] we are still struggling with recruiting new staff members. Although we are recovering, the customer number is still not that high, so there is not much work for the staff, and the work becomes boring or inadequate at some point. (S1)

We need capable staff with adequate English skills to communicate with our customers, but it is extremely hard to find that kind of employees here in Cao Bang. (S2)

Despite not having many activities on site during the pandemic time, the restaurant still tried to keep customers updated of their situation on their online marketing channels.

During 2 pandemic years, we still continued to let customers know about our delivery and to-go service by giving updates online via our social page and restaurant info page. (S1)

However, since the restaurant almost closed for 2 years, their competitive position has also been inevitably affected.

From the first ranking restaurant of the city, we became one on the standing-by list because there were no movement during the pandemic. (S1)

Our differentiator became our disadvantage during the pandemic time. Since our products are not suitable with Vietnamese customers, we could not compete with other Vietnamese restaurants or Vietnamese-style pizzerias when there were no international customers in Cao Bang. (S2)

As the foreign tourist number in Cao Bang has been gradually recovering, Pedro's Pizza is also recovering, according to the interviewees.

We recovered pretty well as soon as the restaurant could be reopened normally, and the boundaries were opened. Although the customer number is still not as high as it was before covid-19, more customers are coming every day, and hopefully we can fully recover in 1-2 years. (S1)

In overall, the pandemic has significantly affected the number of customers as well as staff members in the restaurant because of the national lockdown, social distancing and border closing. They still tried to keep customers updated through their marketing channels during the pandemic time. The competitive position of the restaurant has also been affected by the pandemic, and they lost their first ranking position.

7.3 Target Group's Customer Behaviours

7.3.1 Respondents' Backgrounds

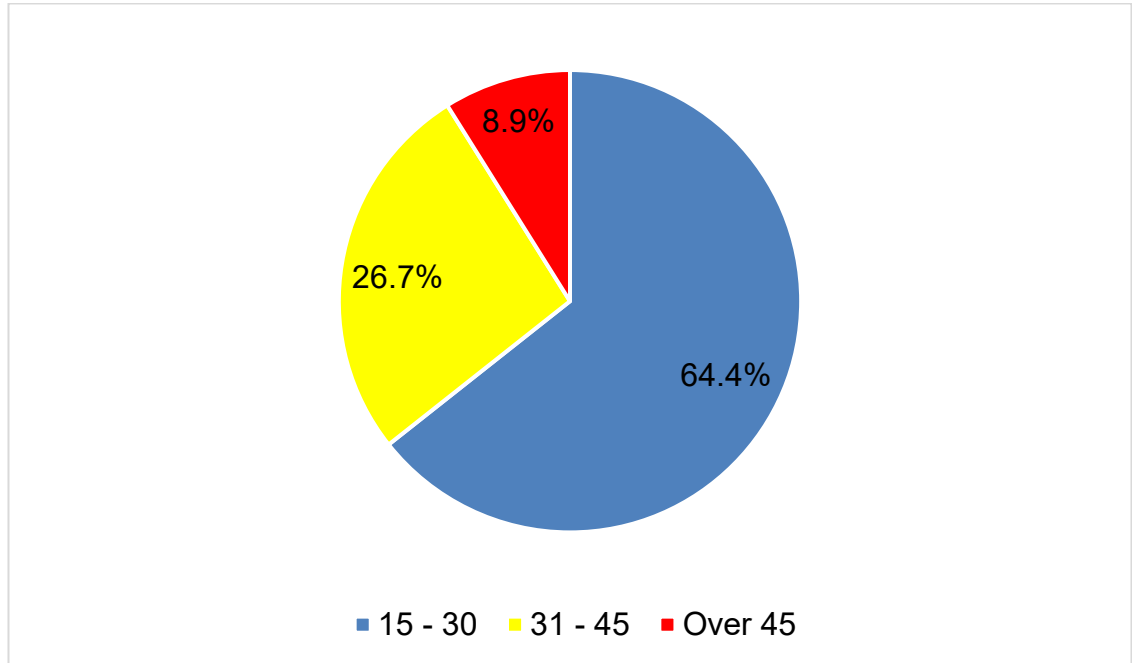


Figure 4. Respondents' Ages (n=101)

The online survey had 101 respondents, whose age group percentage is shown in Figure 4. From the first glance, there are very few respondents belonging to the over-45 age group, accounting for 8,9% (n=9). The age group with the highest representation among 101 survey respondents is those between 15 and 30 years old accounting for 64,4% (n=65), which is over twice as high as the 31–45 age group with 26,7% respondents (n=27).

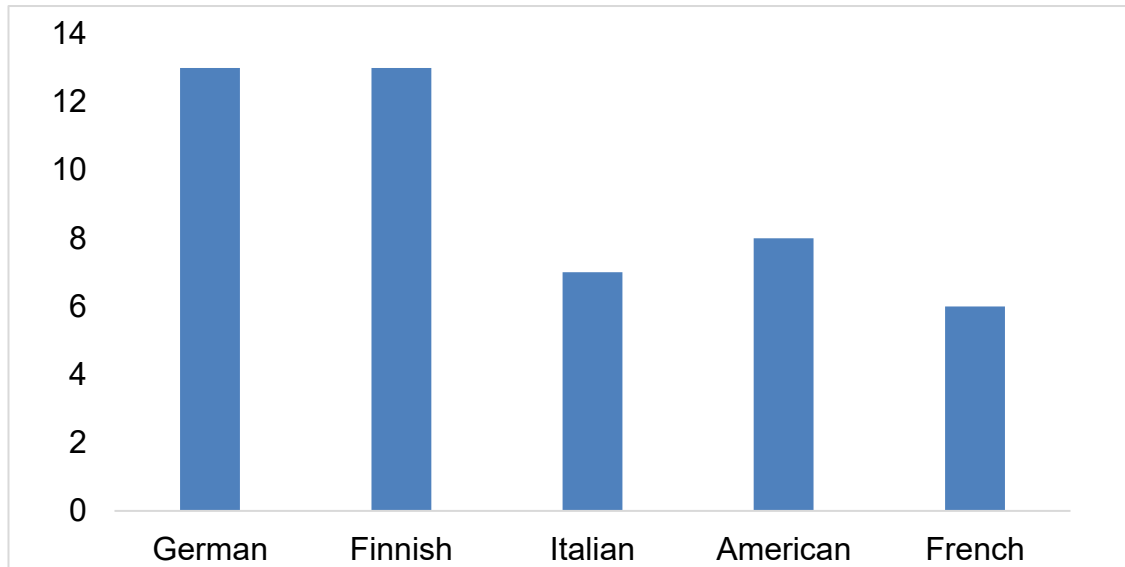


Figure 5. Most Popular Respondents' Nationalities

The responders' nationalities are diverse and from all around the world. Based on the survey results obtained from 101 people, Germany, Finland, Italy, the US, and France are the five countries with the most survey respondents. (Figure 5). Finland and Germany are the two countries with 13 survey respondents, the highest among the five countries. With 8, 7, and 6 responses each, the US, Italy, and France come in second, third, and fourth, respectively.

The figures of Germany, Italy, the US, and France as the origins can be believable since it has also been confirmed by the restaurant manager that most customers of Pedro's Pizza are from these countries (Ngoc 2022). However, it is possible that Finnish is among the most popular respondents' nationalities is mainly because the authors are living in Finland, and it is easiest for the survey to reach Finnish people. Therefore, this figure can be used for suggestion only and is not highly reliable to conclude that Finnish people are the probable customers of Pedro's Pizza.

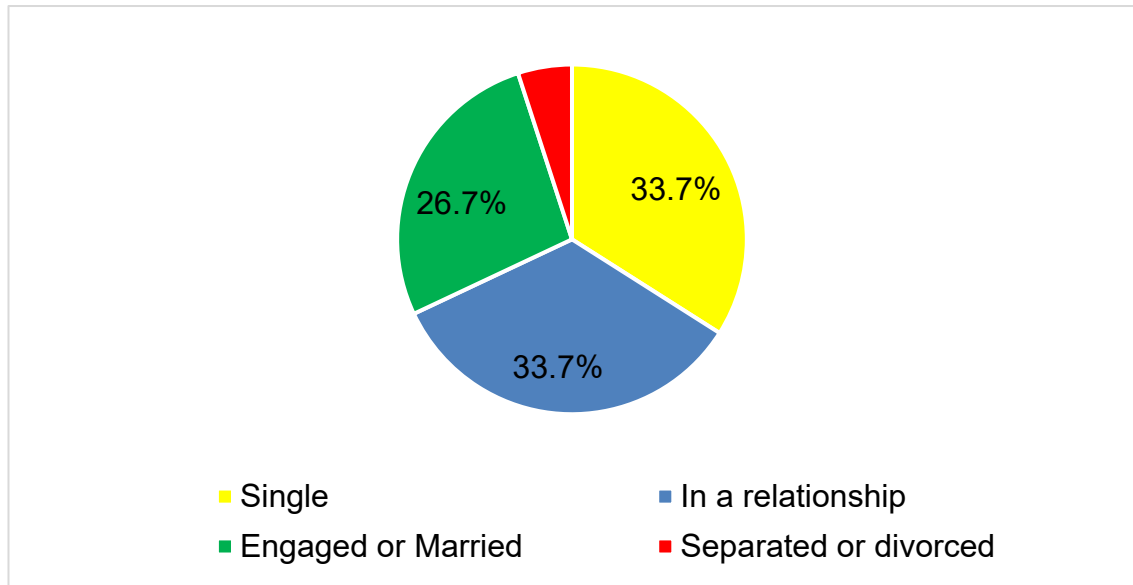


Figure 6. Respondents' Marital Status (n=101)

The number of single and in a relationship is the top two group, with the data acquired being 33,7% (n=34), according to the survey data on 101 respondents. With 26,7% respondents (n=27) from the married or engaged group came in second. The group of those who are separated or divorced also had the lowest results, with only 5,9% respondents (n=6) having been polled.

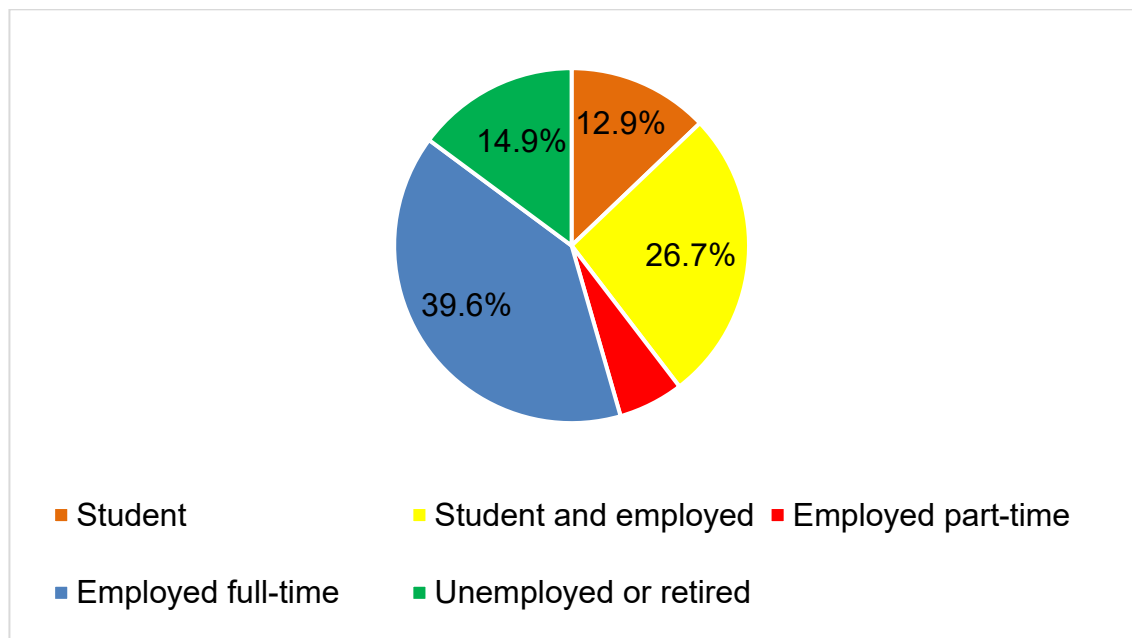


Figure 7. Respondents' Employment Status (n=101)

As illustrated in Figure 7, most of the respondents are full-time employees, amounting to 39,6% (n=40), followed by the group of students who are working at the same time, making up a proportion of 26,7% (n=27). Coming next is the group of unemployed or retired people, which attributes to 14,9% of total respondent number (n=15), leaving the rest of 12,9% (n=13) and 5,9% (n=6) for students and part-time employees respectively.

7.3.2 Respondents' Behaviours

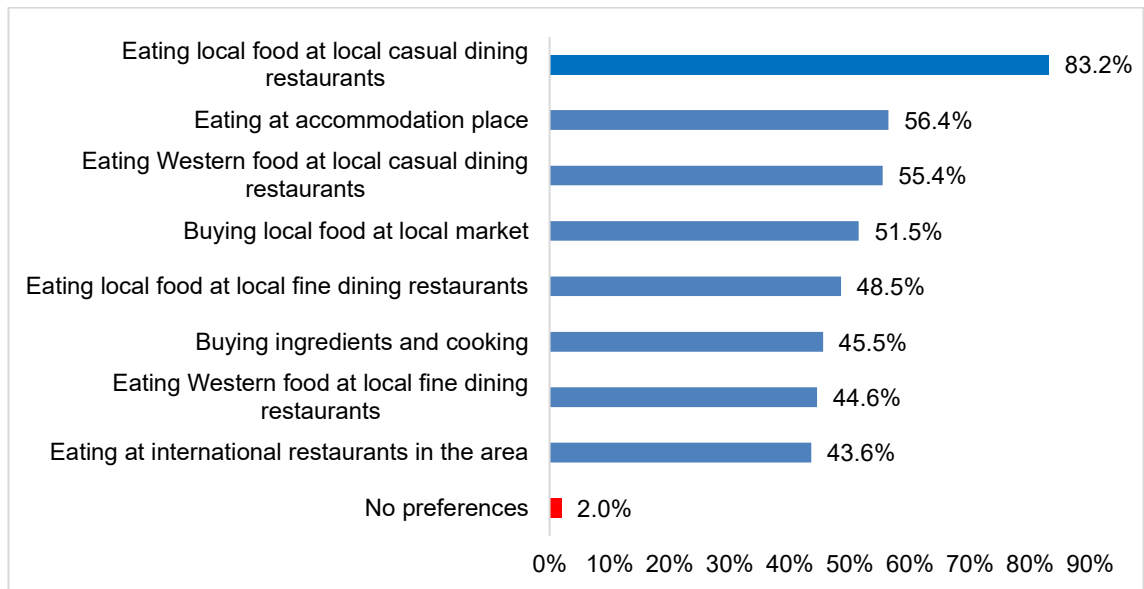


Figure 8. Respondents' Eating Preferences When Travelling (n=101)

Respondents were asked to choose how they like to have meal when travelling with the purpose of studying their customer behaviours. According to the result, the most chosen option is eating local food at local casual dining restaurants, with the percentage of 83,2% (n=84). This is understandable since tourists usually want to experience the local cuisine and culture when travelling. The two second biggest groups are group of people who want to eat at their accommodation, such as hostel, hotel, or Airbnb, which makes up for 56,4% (n=57), and people who want to eat Western food at local casual dining restaurants, who are also target customers of Pedro's Pizza, making up for 55,4% (n=56).

The other preference groups come with relatively close percentage. However, it is worth noticing that besides 2 respondents with no specific preferences, the two least chosen options are eating Western food at local fine dining restaurants and eating at international restaurants, with the proportion of 44,6% (n=45) and 43,6% (n=44) respectively. This once again has proved that international travellers coming to Vietnam are significantly interested in the local experiences rather than some fancy ones.

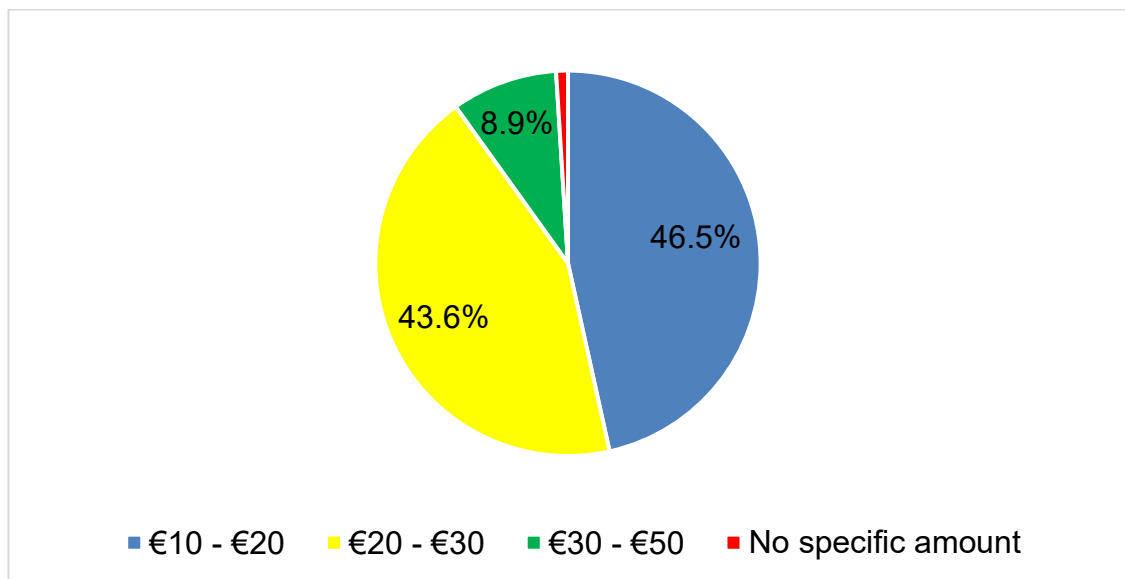


Figure 9. Meal Price Respondents Willing to Pay (n=101)

As indicated in Figure 9, the rate of people willing to pay between 30 and 50 euros for a meal while travelling is not high, only 8.9% respondents (n=9). This can be understandable, given the low living expense in Vietnam compared with that in other countries. This group of people accounted for the least amount of the three levels of money given in the survey question. The number of people willing to pay 20 to 30 euros for a meal accounted for 43,6% respondents (n=44), almost 5 times higher than the group who paid 30-50 euros. According to Figure 9, this group is second and just below the group of people willing to pay 10-20 euros for a meal of 3%, which is very close. Thereby, the amount that nearly half of 101 people (46,5%) are willing to pay for a meal while travelling ranges from 10 to 20 euros.

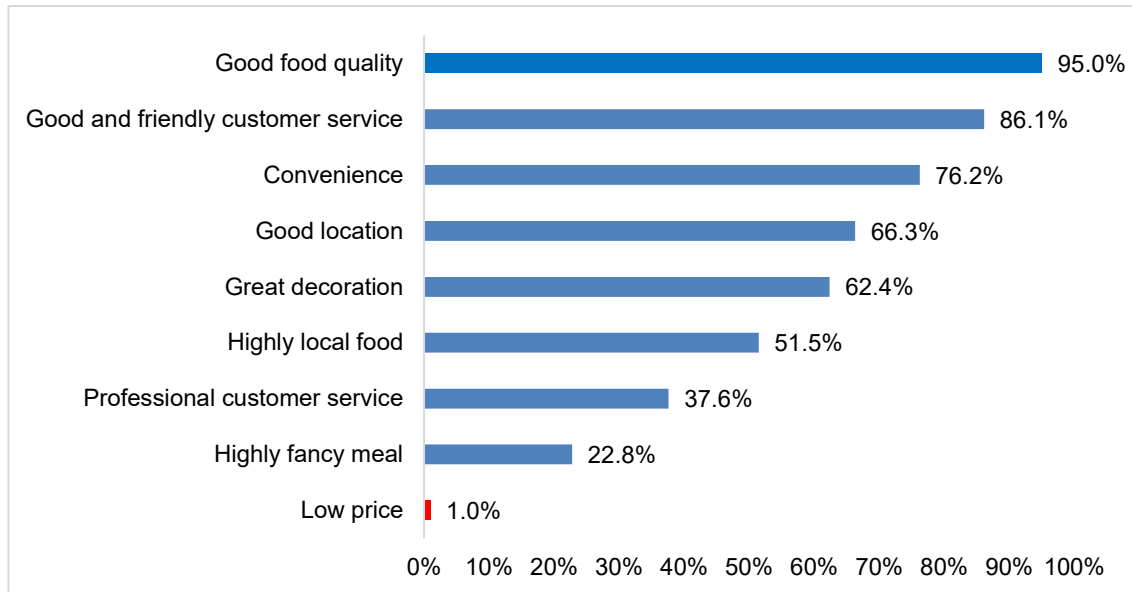


Figure 10. Factors Influencing Respondents' Spending Behaviours (n=101)

To follow up the question about the price respondents are willing to pay for a meal, a question about factors influencing their decisions have been made. As illustrated in Figure 10, besides 1 person stating the factor of low price, 2 least chosen options that only account for under half of respondents are high fanciness, which were only chosen by 22,8% of respondents (n=23), and professional customer service, chosen by 37,6% of respondents (n=38). Even though not many people care about professional service, the factor of friendly service is chosen by 86,1% of respondents (n=87). This once again shows that foreign travellers to Cao Bang mostly do not expect anything too fancy or professional.

Other factors, including high food localness, good location, great decoration, or convenience also prove to influence customers' spending decisions significantly, with the proportion ranging from 51,5% (n=52) to 76,2% (n=77). Unsurprisingly, food quality is the most important factor voted by 95% of respondents (n=96).

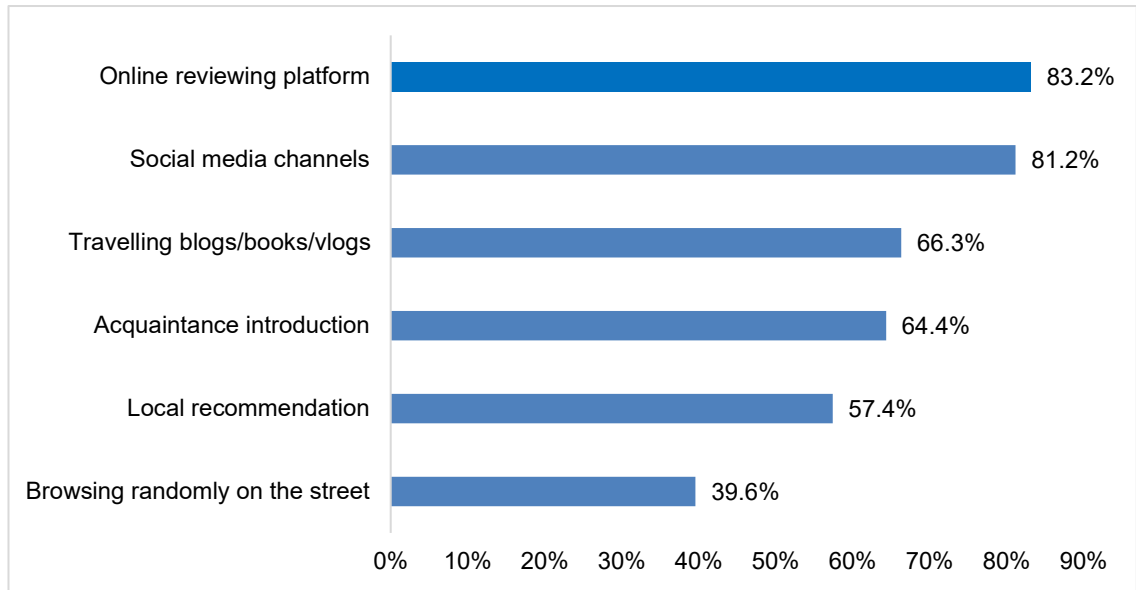


Figure 11. Respondents' Information Channels (n=101)

The next question about which channels respondents use to get information when travelling aims to discover which marketing channels are most effective in reaching customers. The result is illustrated in Figure 11. It can be observed that online reviewing platforms like Google or TripAdvisor and social media channels are the two most popular options, with the percentage of 83,2% (n=84) and 81,2% (n=82) respectively. The next options are travelling blogs, books or vlogs, acquaintances' introduction and local recommendation, accounting for 66,3% (n=67), 64,4% (n=65) and 57,4% (n=58) respectively. These channels represent for word-of-mouth marketing, and this result shows that word of mouth is still a popular and effect marketing method. Lastly, some respondents claimed that they just decide where to eat by browsing randomly on the street, making up for 39,6% respondents (n=40).

7.3.3 Customers' Feedback for Pedro's Pizza

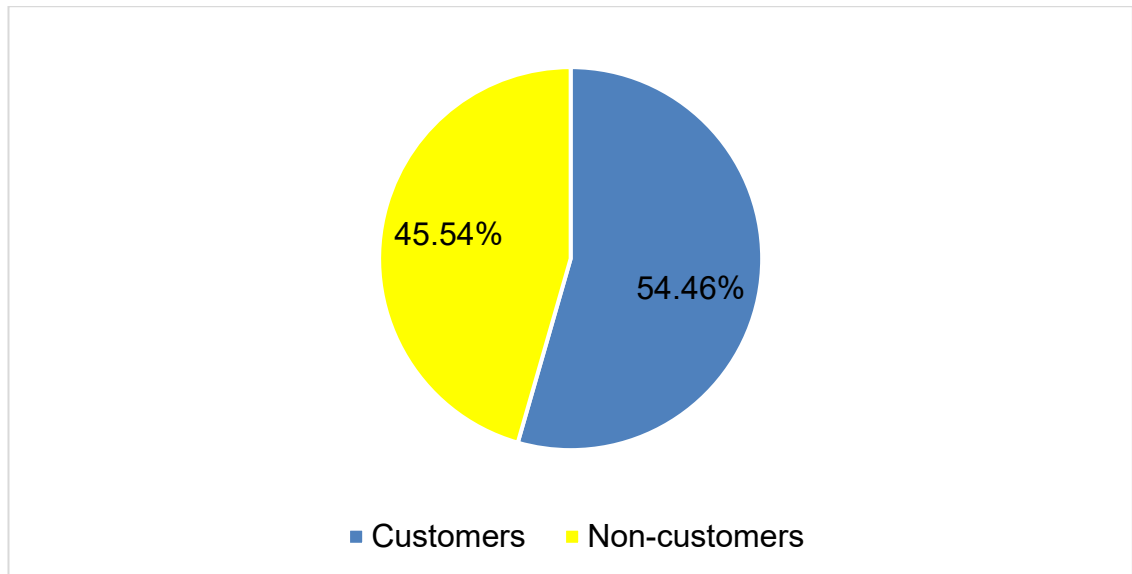


Figure 12. Respondent Group (n=101)

Figure 12 indicates that more than half of the respondents (54.46%, n=55) are Pedro's Pizza customers, with the remaining 45.54% saying they have not eaten there yet but want to do so in the future. This chapter analyses further the customers' satisfaction and feedback for the restaurant.

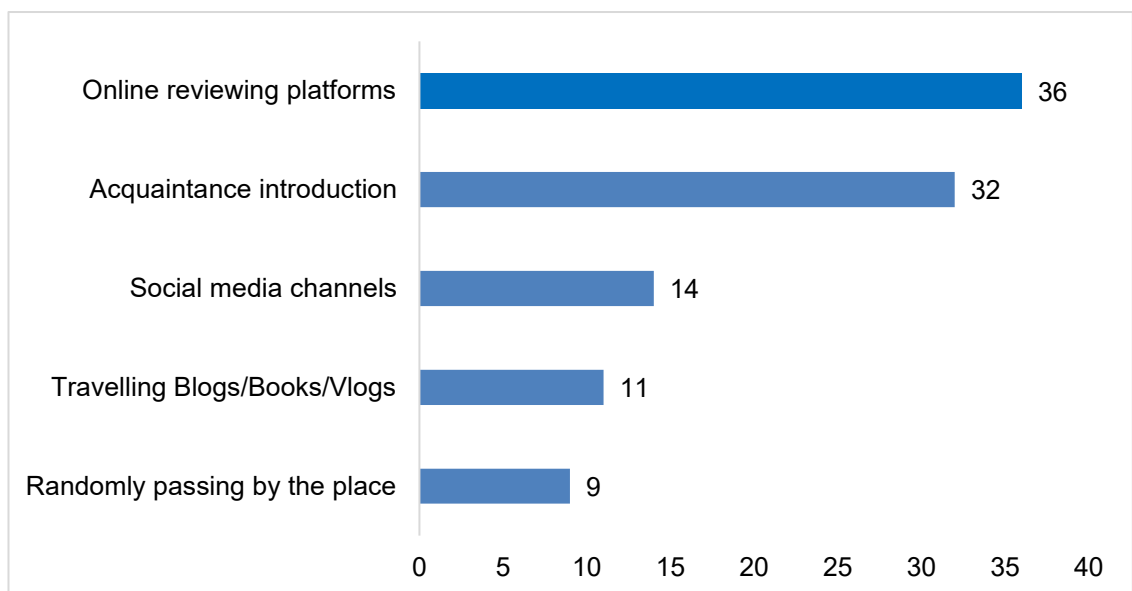


Figure 13. Customers' Sources of Pedro's Pizza Information (n=55)

Respondents were asked about how they knew about Pedro's Pizza, and the result suggests that most of them (n=36) had the restaurant's information through the online reviewing platforms, and only 14 customers claimed that they knew about the restaurant through its social media channels. This is not surprising, because although Pedro's Pizza does not concentrate much on developing their social media marketing channels, they have received a significant number of positive reviews on Google and TripAdvisor, as discussed earlier.

The survey also proves the efficiency of words of mouth in attracting customers to the restaurants. It can be observed that acquaintances' introduction as an information source comes in second position, only after online reviewing platforms, with 32 out of 55 respondents saying that they heard of Pedro's Pizza from the introduction of their acquaintances. Many people have also left the comment at the last open-ended question, saying that they knew about Pedro's Pizza because the other tourists at their hostel introduced the restaurant to them. There are also 11 people revealing that they knew about the restaurant through travelling blogs, books or vlogs; and 9 people saying that they just passed by the place and decided to give it a try.

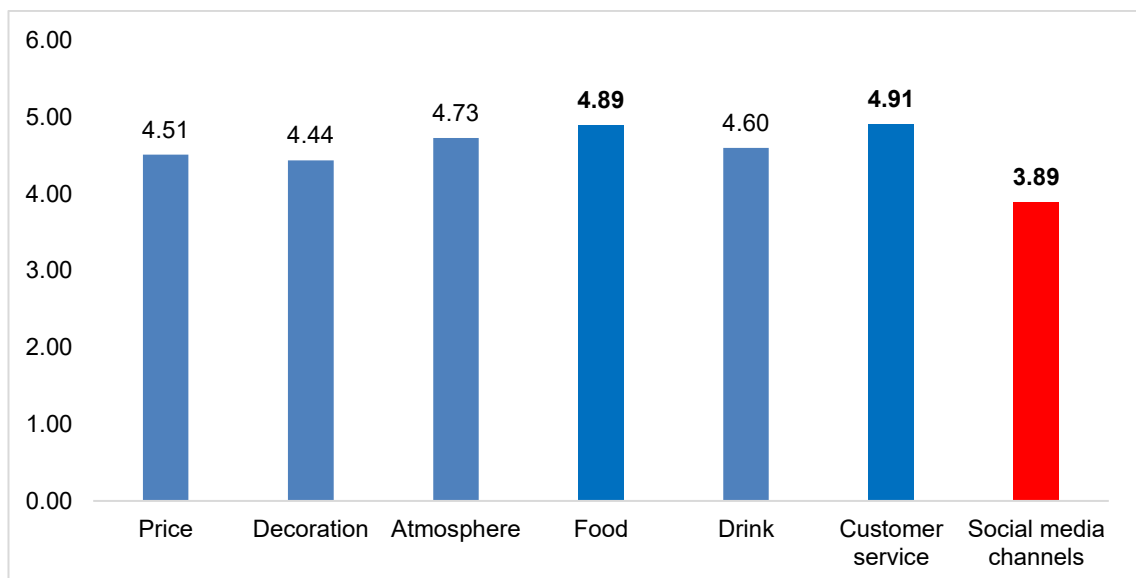


Figure 14. Customers' Satisfaction Levels (n=55)

No matter from which channels customers heard of Pedro's Pizza, survey result has revealed that most of them are all satisfied to highly satisfied with the restaurant. Figure 14 illustrates customers' average satisfaction score for different aspects of Pedro's Pizza, on a scale from 1 to 5, with 1 is highly dissatisfied and 5 is highly satisfied. From the first glance, it can be seen that social media is the aspect with the lowest grade, at averagely 3,89, which indicates that most customers might be either dissatisfied or neutral about this aspect. This can be because some customers do not use social media, so they do not have a specific satisfaction level about it, and also Pedro's Pizza social media channels are not very well developed.

Customer service and food, which are also the two most important factors to customers according to previous question's result, gets the highest score in average of 4,91 and 4,89 respectively. The atmosphere factor comes in third position at the grade of 4,73 in average, indicating that customers are also quite to highly satisfied with the restaurant's atmosphere. The other aspects, drink, price, and decoration, have slightly lower grades than the ones in the first and second position, at 4,6, 4,51 and 4,44 respectively. However, these are still good grades and suggest that many customers are quite satisfied with them.

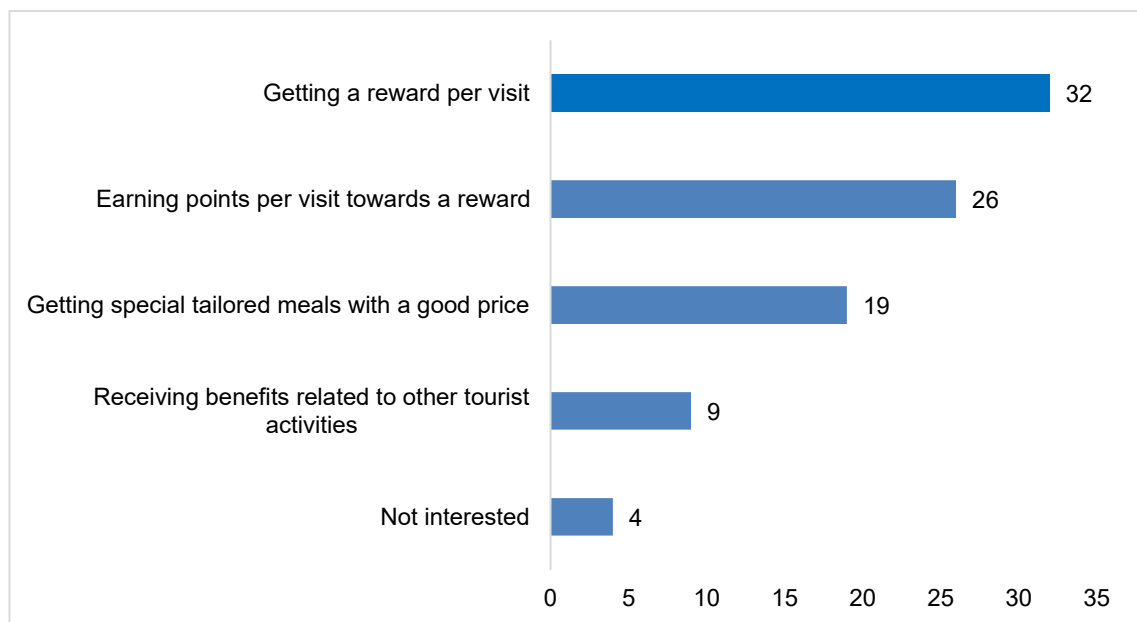


Figure 15. Benefits Customers Wish to Receive as Loyal Customers (n=55)

Although the return rate of this customer group is low, it can still be useful to study their expectation about their benefits if they were to become loyal customers, which is indicated in Figure 15. Although 4 out of 55 customers did state clearly that they do not think they can become loyal customers since they might not come back to Cao Bang, the others expressed what they expect to receive as loyal customers. This suggests that there is still a chance that Pedro's Pizza could obtain customer loyalty by offering some reasonable benefits that they want.

As illustrated in Figure 15, most customers expect to receive reward from their visits as loyal customers, with 32 people wishing to receiving a reward per visit, and 26 people wishing to earn points per visit towards a reward. Earning points towards a reward per visit is the loyal program used by many businesses and has been recommended in the previous chapter.



Figure 16. Keywords From Customers' Feedbacks

One factor proving that the customers are serious when doing the survey, which increases its reliability, is the fact that most of them leave feedback and comments for Pedro's Pizza in the open-ended question at the end, even though answering said question is not compulsory. This question's answers provide a lot of further and more reliable information about customer's satisfaction level after visiting the restaurant, which can be observed from

Figure 16. As discovered in the previous question's result, they are most satisfied with the restaurant's food and customer service.

Great pizzas, must be the most authentic Pizzas in Vietnam. Very good price and good services. The staffs were super supportive to me when I need help. Would recommend this place to my friends. (R22)

[...] The food is amazing. I did not believe that I can find a real pizza in this mountainous city. Nothing to complain about the quality of the pizza. The customer service is also a highlight here in Pedro's Pizza. (R34)

Cannot find any word to explain how much I like this restaurant. Was so surprised that they have Neapolitan pizza with caper and anchovy here in such poor city. It must be the best pizza in Asia for sure! Super good pizza, amazing friendly staffs, nice decoration and good Italian music in the restaurant. [...] (R37)

It can also be seen from the feedback that although the customer return rate is low, many customers affirmed that they would come back to Pedro's Pizza when they are in Cao Bang, as a result of the high customer satisfaction.

I was so keen on this place that I kept coming back. Pizzas were delicious, well prepared and the staff was marvellous. They even helped me with some problems I had during my trip. (R15)

[...] The price is really reasonable, the restaurant is really clean, and the waitress is super friendly. I will come back to eat all 20 types of pizza until I come back to Hanoi. (R55)

I was there yesterday with 6 more friends in the same hotel. [...] Everything was amazing! The staff, owners are friendly and helpful. All of us had good time in Pedro's pizza. We all decided to come back tonight! (R56)

In addition, the unique value of Pedro's Pizza, which is becoming the only place in Cao Bang to provide high-quality non-local food for international customers

so that they can take a break from a long time eating local food, has been proven through these feedbacks.

It was so amazing to have pizza after a long time with rice. I love this place. (R33)

This place saves my stomach after so many days with rice and noodle. Should be the best pizza since the last 5 months. [...] (R47)

My god I have been craving pizza after weeks on the road and this place delivered. [...] If you're craving a Western meal, Pedro's Pizza will not disappoint. (R54)

8 CUSTOMER LOYALTY STRATEGY SUGGESTION

8.1 Strategic Analysis of Pedro's Pizza After Covid-19

8.1.1 SWOT Analysis

In accordance with the literature, the analysis of internal and external factors is required in the strategic analysis phase as the foundation for marketing strategy formulation. SWOT analysis is a helpful tool helping businesses more thoroughly evaluate their external and internal situation. A SWOT analysis of the commissioner's situation after the pandemic has been formulated based on the interview conducted with them (Table 1).

Table 1. Strengths, Weaknesses, Opportunities and Threats for Pedro's Pizza After Covid-19

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> - Differential products with high-quality imported ingredients - Good and friendly customer service 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> - Inefficient marketing channels - Lack of English-speaking staff members
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> - Tourism industry re-developing and more international tourists coming after covid-19 - Having good reputation among international travellers through positive words of mouth 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> - Target market has low return rate - Increased ingredient price after covid-19 potentially creating financial disadvantage - Competition with other pizzerias in Cao Bang

Creating the opportunities and threats parts of the SWOT analysis requires evaluating the restaurant's external environment and taking into consideration the relevant changes. One huge change for Pedro's Pizza is that the tourism industry in Cao Bang is recovering and the number of international tourists

coming to the city is gradually increasing, which creates a huge opportunity for the restaurant recovery and re-development. Another opportunity is that there are many highly satisfied customers spreading the awareness about the restaurant, through both online reviewing platforms and word of mouth. As a result, the restaurant has a great potential to gain more customers after covid-19.

On the other hand, there are still some threats that create barriers to the restaurant's development, such as low customer return rate, the increased ingredient price after covid-19 which might create financial disadvantages for the restaurant. In addition, there are also several different pizza restaurants in Cao Bang. Even though they do not offer the same kind of Italian pizza that Pedro's Pizza does, they are still considered as the restaurant's competitors.

In order to capitalise the opportunities and minimise the negative impacts of the threats, the internal factors, including restaurant's strengths and weakness must be taken into account. The biggest strength of Pedro's Pizza is that they have their own product differentiator, which is authentic classic Neapolitan pizza, and they import high-quality ingredients. In addition, the restaurant also has friendly, supportive, and customer-oriented staff members. Therefore, even when the servers do not speak proper English and do not have professional serving style, customers are always extremely happy with the service they receive. However, their service performance would be much better if they can improve the significant weakness of not having English-speaking employees. Inefficient online marketing channels is also a weakness of Pedro's Pizza that prevents them from reaching more potential customers.

8.1.2 Customer Analysis

According to the reviewed literature, customer behaviours are dynamic and constantly changing when the surrounding community, environment, or their psychology changes. As a result, a thorough customer analysis at the current time when the whole world has just been through a huge crisis, which is the

pandemic, could be extremely helpful in learning the evolved customer behaviours to adapt themselves for those changes.

As learned from the survey result, most of the restaurant's target customers fall into the age group of 15-30 and come from Germany, Finland, the US, Italy, and France. The result also suggests that most of the target customers are single or in a relationship, and only a small part of them is engaged, married, or divorced.

Regarding eating behaviours when travelling, it can be concluded that the customers prefer the local aspects to the fanciness, so local casual dining restaurants are most of the time their top choices for having meals. In addition, this customer group cares more about the food and service quality than price. Most of them are willing to pay 250.000VND (10€) or higher, which is a fairly high price for a meal in Vietnam, for an equally good meal. This helps relieve the pressure on price competition for the restaurant owners, so that they can choose the best suppliers possible to maximise their product quality.

Customers from this target group have the tendency to get information about and leave feedbacks for restaurants from the online reviewing platforms the most, such as Google and TripAdvisor. That explains why the restaurants still receive a significant number of customers even though they are not invested in their social media channels. In addition, although it has been proved that the return rate for this target group is low, most of them are still interested in receiving customer loyalty benefits.

8.2 Strategy Formulation

In light of the literature, after the analysis phase, strategy is formulated in the formulation phase, which involves major decision-making. At this phase, the situation analysis is taken into consideration to establish the marketing strategy that is most suitable with the current situation and the restaurant's goal. This strategic decision is also influenced by the restaurant's strategic competitive position within their niche market.

According to the restaurant analysis, it is safe to suggest that Pedro's Pizza is a market nicher, which refers to the smallest business within the industry who only focuses on a specific little-size customer segment, which, in the restaurant's case, is international tourists in Cao Bang. According to Gilligan and Wilson, Davidson (1987) suggested that a business is a marketing nicher when their niche is also recognized by customers, when they have a distinctive product that appeals strongly to their target customer group (Davidson 1987, as cited in Gilligan & Wilson 2003, 439). As can be seen from the interview and survey result, the distinctive product of Pedro's Pizza is Italian pizza and food, and it is highly appealing to their target customers. The effectiveness of word-of-mouth marketing also proves that the restaurant's customers also recognize who their target group is and what their product differentiator is.

Considering the competitive position as the market nicher and the goal of recovering the restaurant's position as it was before the pandemic, the suggested marketing strategy for Pedro's Pizza is customer loyalty strategy. Although the customer return rate of Pedro's Pizza is claimed to be low, it has been proved through the survey result that many customers are interested in becoming loyal customers and receiving relevant benefits. According to the literature, in this post-pandemic era, businesses must continue building and solidifying trust and relationships with their customers. It is believed by the authors that the current time, when the number of foreign tourists in Cao Bang is rising, is a suitable time for the restaurant to establish loyalty programs to retain customers, and possibly reach more customers through them. Although most customers only stay in Cao Bang for a short-term period, if they are offered with some benefits, they might have a motivation to come back to the city and the restaurant.

8.3 Customer Loyalty Strategy Implementation

As discussed in the theoretical chapters, frequency programs are the start of the process of creating customer loyalty. One example of frequency programs is the use of stamp cards toward a free product. To be more detailed, customers can get one stamp every time they purchase a pizza, and they can redeem a

free pizza on their 6th or 7th stamp. Since most customers are international tourists, the validation period of the card could be, for instance, extended to 3 or 4 years instead of only 1 or 2 years like the regular stamp card validation period. This could be considered by the customers as a nice gesture showing the restaurant's willingness to wait and see them again in the future.

Another factor that influences the success of the marketing strategy is a customer database. By creating a customer database of their frequent customers, Pedro's Pizza can manage their customer relationships more effectively and utilise the customer data to turn frequent customers into loyal customers.

The importance of human resource in implementing marketing strategies has been mentioned earlier in this paper. For the strategy to be implemented successfully, Pedro's Pizza needs to put more effort in improving their recruitment process to attract and retain high-quality employees. It is crucial to have English-speaking waiters at the restaurant so that they can communicate with customers more closely to form a customer relationship with them. In addition, the owner and manager need to clearly communicate the strategy and its importance in developing the restaurant to the staff members. Good and enthusiastic attitude from the employees would more effectively encourage customers to join the loyalty program.

9 DISCUSSION

The main focus of this thesis paper is to help Pedro's Pizza recover and re-gain their pre-pandemic competitive position after covid-19 has caused them a drastic decrease in the customer number. Therefore, the goal is to formulate a marketing strategy, which must be suitable for the restaurant's capabilities and effective in creating the competitive advantage for Pedro's Pizza and help them differentiate themselves from their local competitors. To achieve such goal, a comprehensive analysis has been conducted regarding the commissioner's external environment, internal situation, and customer behaviours.

In order to collect adequate information for the mentioned analysis, the qualitative research method has been utilised. To be more specific, the authors conducted a semi-structured interview with Pedro's Pizza owner and manager, as well as implemented an electronic survey. Since the two interviewees are the ones that have been working most closely with the restaurant since its opening day, their answers are extremely helpful for the authors to gain a comprehensive insight into the restaurant's situation. Regarding the electronic survey, although there have been difficulties due to distance issue that clearly have affected the survey's reliability, it still provides valuable information about the restaurant's target customers' behaviours, as well as customer satisfaction levels.

The conclusion from the semi-structured interview reveals that Pedro's Pizza focuses more on its product quality than marketing development, so most of their customers are from the online reviewing platforms, such as Google, TripAdvisor, and also word-of-mouth marketing. During the peaked pandemic period, the customer number has drastically fallen leading to staff members getting laid off as well. The restaurant still tried to keep their customers updated about their opening situation during that time. However, since most of their customers are foreigners, they have lost almost all customers during the pandemic time as well as their first-ranking competitive position to other local competitors who still had Vietnamese customers.

Regarding the target customers, it was stated by the interviewees that the restaurant's target customer group, including international tourists in Cao Bang of all ages and nationalities, brings opportunities to turn the restaurant's product differentiator, authentic Neapolitan pizza, into a market advantage. However, this target group also has a significantly low return rate, which is a challenge for the restaurant. Thanks to the customer behaviour survey, more information about the target group has been provided for further analysis. Some highlights for the survey result are that a significant part of the customer group falls into people who are 15-30; they come from various nations worldwide; and it is useful to know that this customer group values the food quality more than the good price. Another helpful information from the survey is that almost all customers coming to Pedro's Pizza are highly satisfied, especially about the quality of the food and service; and even though they do not usually stay in Cao Bang for a long time, most of them are still interested in the customer loyal benefits.

The result of the research is the SWOT analysis of the commissioning restaurant's situation after covid-19, as the foundation for the suggested strategy. To conclude this analysis phase, Pedro's Pizza has highly differential product and service, but they lack proper English-speaking staff and does not focus enough on their marketing. The current time creates the restaurant opportunity to have more customers since more tourists are travelling to Cao Bang again. In addition, Pedro's Pizza has been already having a positive reputation among international travellers for their products. There are also some threats, such as increased ingredient price or the target customer group's low return rate, which is why Pedro's Pizza needs an effective marketing strategy to help overcome these threats.

Taking the SWOT analysis and customer analysis into consideration, the authors have suggested the customer loyalty strategy as the marketing strategy that Pedro's Pizza should implement to recover their customer number and competitive position. The implementation of this strategy requires more work from the commissioner in creating customer database, frequency program to

encourage customers to come back; and hiring capable English-speaking staff members as well as clear communication about the strategy with employees.

The suggested strategy implementation might seem unusable at first since the restaurant's target customer's return rate is claimed to be low. However, it has been proven that a significant number of customers are interested in receiving loyal customer benefits. In addition, many customers expressed that they were so happy with their experience at the restaurant that they came back many times, at least during their trip, and it was discussed before that customer satisfaction and customer loyalty have a close linkage. Therefore, it is safe to suggest that implementing customer loyalty strategy and offering customers with appealing loyal customers' benefits might be useful in attracting and retaining customers. As a result, the restaurant can differentiate itself from its competitors, encourage customers to come to Pedro's Pizza instead of others, gradually achieve more customers and get to its pre-pandemic competitive position or even higher.

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APPENDICES

- Appendix 1. Pedro's Pizza Menu (Ngoc 2022)
- Appendix 2. Semi-Structured Interview Questions
- Appendix 3. Electronic Survey Questions

Appendix 1. Pedro's Pizza Menu (Ngoc 2022)

Pedro's Pizza – Tel. 0206 3952 898 273 Phố Bằng Giang- TP Cao Bằng		Pizza chuẩn vị Châu Âu Rất hân hạnh được phục vụ Quý Khách	
<i>Menu English</i>			
Pizzas	Big 30cm	Kid-22cm	
1 - Margherita tomato, mozzarella, basil, oregano	VND140.000	VND90.000	
2 - Vénitienne tomato, mozzarella, ham, oregano	VND155.000	VND100.000	
3 - Napolitaine tomato, mozzarella, anchovy, caper, olives, oregano	VND165.000	VND110.000	
4 - Thon tomato, mozzarella, tuna, onion, oregano	VND150.000	VND110.000	
5 - Asiatique tomato, mozzarella, ham, pine-apple, prawn, curry, oregano	VND175.000	VND110.000	
6 - Romana tomato, mozzarella, ham, mushroom, olives, oregano	VND170.000	VDN110.000	
7 - Mona Lisa tomato, mozzarella, ham, onion, egg, oregano	VND180.000	VND120.000	
8 - Hawaiï tomato, mozzarella, ham, pine-apple, oregano	VND160.000	VND110.000	
9 - Calzone (fermée) tomato, mozzarella, ham, mushroom, raw egg, oregano	VND180.000	XXX	
10- Chorizo tomato, mozzarella, chorizo, onion, oregano	VND170.000	VND110.000	
11- Capricieuse tomato, mozzarella, ham, mushroom, boiled egg, oregano	VND180.000	VND120.000	
12- Marinara tomato, mozzarella, seafoods, garlic, oregano	VND180.000	VND125.000	
13- Végétarienne tomato, mozzarella chili bell pepper, zucchini, eggplant, oregano	VND150.000	VND100.000	
14- 4 Saisons tomato, mozzarella, ham, mushroom, seafood, chilli bell pepper, oregano	VND180.000	VND125.000	
15- Etoile de mer tomato, mozzarella, prawns, gambas, oregano	VND180.000	VND125.000	
16- Emiliana tomato, mozzarella, parma ham, olives, oregano	VND190.000	VND125.000	
17- Saumon tomato, mozzarella, smoked salmon, caper, oregano	VND190.000	VND130.000	
18- Diavola tomato, mozzarella, chorizo, spicy powder, oregano	VND170.000	VND130.000	
19- Salami tomato, mozzarella, salami, olives, oregano	VND180.000	VND110.000	
20- Champignons tomato, mozzarella, mushrooms, oregano	VND160.000	VND110.000	
Crêpes			
21-Crêpe 1 : Nutella, Icing sugar -----		VND 30.000	
22-Crêpe2 : Whipping cream , cacao powder -----		VND 35.000	
24- Crêpe4 : Ham -----		VND 40.000	
25-Crêpe 5 : Cheese -----		VND 40.000	
26-Crêpe 6 : Cheese, Ham -----		VND 50.000	
Snacks			
28-Croque-Monsieur-----		VND 45.000	
29- Green Salad -----		VND 25.000	
30-Mixed Salad-----		VND 30.000	
Sauce : Balsamic			
Drinks			
55- Coca, Fanta, Sprite, Fanta, ice tea, water1/2 l-----		VND 10.000	
200- Beer Hanoi/Saigon-----VND 15.000----/	201.Beer Heineken-----	VND 25.000	
60- Cold Chocolat -----VND 40.000/----/	61.Hot Chocolat -----	VND 40.000	
56- Café Espresso-----VND 30.000----/	57-Café-----	VND 30.000	
58- Café Américano-----VND 45.000----/	59- Café with Whipping cream-----	VND 55.000	
WE HAVE WINE RANGE WITH PRICE BETWEEN VND 180.000 AND VND 350.000. ASK THE STAFF TO SHOW YOU :)			

Appendix 2. Semi-Structured Interview Questions 1 (2)

Interviewee background

Could you briefly introduce yourself?

How long have/had you been working at Pedro's Pizza?

What is/was your position at Pedro's Pizza?

What are/were your tasks when working at Pedro's Pizza?

Customer situation

What is the restaurant's target customer group? (Nationalities, age group, social class, occupation?)

What are the challenges and opportunities of reaching people in the defined target market?

How high is your customer return rate and what factors do you think lead to this rate?

How high is your customer return rate and what factors do you think lead to this rate?

Marketing situation

What are your main marketing channels? (including both online and offline channels)

How effective do you think each marketing channel is?

What kind of marketing messages/ content do your customers seem to appreciate?

Do you measure marketing for Pedro's Pizza? If yes, then how do you measure marketing?

How have you encouraged your customers to co-create marketing together with you?

Do you have any competitions or different kinds of marketing campaigns?

Appendix 2. Semi-Structured Interview Questions 2 (2)

Competitive position

What makes your restaurant different from other local competitors?

What competitive advantages does your restaurant have over other local competitors?

What is the main value of your products?

What are the main values of Pedro's Pizza as a pizza restaurant?

What kind of pizzeria that you want Pedro's pizza to be?

Pandemic's impacts

How did things go in your business in overall during the times of pandemic?

How do you think covid-19 has been affecting the customer number?

How do you think the pandemic has been affecting the products of Pedro's pizza?
(Suppliers, quality, price and number of products)

How has the pandemic affected your restaurant's recruitment process?

Has the pandemic caused any significant changes in your restaurant's operation?
(e.g. employee number, business time, etc.)

What kind of impacts has the pandemic had on your competitive position?

What kind of impacts has the pandemic had on your marketing work?

How well have you recovered after the pandemic?

Is there anything else that you would like to add?

Appendix 3. Electronic Survey Questions 1 (9)

Participant's background

1. What is your gender? *

Male

Female

Other: _____

2. What is your age? *

Under 15

15 - 30

31 - 45

Over 45

3. What is your nationality? *

Your answer _____

Appendix 3. Electronic Survey Questions 2 (9)

4. What is your marital status? *

- Single
 - In a relationship
 - Engaged
 - Married
 - Separated or divorced
 - Other: _____
-

5. What is current your employment status? *

- Student
- Student and employed part-time
- Unemployed
- Employed part-time
- Employed full-time
- Seeking jobs
- Retired
- Other: _____

Appendix 3. Electronic Survey Questions 3 (9)

Income and spending behaviours

6. Your income/ month *

- Under €500
- €500 - €1000
- €1000 - €1500
- €1500 - €2000
- €2000 - € 3000
- Over €3000

7. What kind of meal you prefer having when travelling? (please check all that apply) *

- Eating local food at local casual dining restaurants
- Eating Western food at local casual dining restaurants
- Eating local food at local fine dining restaurants
- Eating Western food at local fine dining restaurants
- Eating at international restaurants in the area
- Buying local food at local market
- Eating at your accommodation place during your trip (hotel, homestay, airbnb, ect.)
- Buying ingredients and cooking by yourself
- Other: _____

Appendix 3. Electronic Survey Questions 4 (9)

8. What is the average amount that you are willing to pay for an equally good meal * while travelling? (for 1 person, applied for all kinds of meal)

€10 - €20

€20 - €30

€30 - €50

Up to €100

Other: _____

9. Which of the below factors matter the most to the amount that you are willing * to spend on your meals? (please select all that apply)

Good location

Convenience

Highly fancy meal

Good food quality

Good and friendly customer service

Professional customer service

Nice place to eat with great decoration

Food with high localness

Other: _____

Appendix 3. Electronic Survey Questions 5 (9)

10. Which channels do you usually use to get information about restaurants when ^{*} travelling? (please select all that apply)

- Social media marketing channels (Facebook, Instagram, Tiktok, etc.)
- Travelling Blogs/Books/Vlogs
- Online reviewing platforms (e.g. Google or TripAdvisor)
- Acquaintances' introduction (friends, families, colleagues, etc.)
- Recommendation from local people
- Browsing randomly on the street
- Other: _____

11. Have you ever been to Pedro's Pizza? ^{*}

- Yes, I have, and I would like to visit it again
- Yes, I have, but I do not intend to visit it again
- No, I have not, and I do not intend to come
- No, I have not, but I would like to visit it in the future

12. How did you find the information about Pedro's pizza? ^{*}

- Acquaintances' introduction (friends, families, colleagues, etc.)
- Social media channels (Facebook or Instagram)
- Online reviewing platforms (e.g. Google or TripAdvisor)
- Travelling vlogs (from Tiktok or Youtube)
- Travelling Blogs/Books
- Just randomly passed by the place
- I have never heard about Pedro's Pizza
- Other: _____

Appendix 3. Electronic Survey Questions 6 (9)

13. What was your expectation before coming to Pedro's Pizza? (or your expectation if you have never been there)

*

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Good food	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local and sustainable food	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A wide range of food options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clean restaurant with nice decoration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reasonable price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Highly fancy meal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pleasant and comfortable atmosphere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix 3. Electronic Survey Questions 7 (9)

14. How satisfied are you with the following elements about the restaurant? (you can pass this question if you have never been there)

	Highly satisfied	Quite satisfied	Neutral	Quite dissatisfied	Highly dissatisfied
Price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Decoration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Atmosphere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Drink	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social media page	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. How do you wish to leave feedback for the restaurant after your visit? (please * select all that apply)

- Through online reviewing platforms (TripAdvisor, Google, Facebook Reviews, etc.)
- In person with the restaurant staff or owner
- Through private message to Pedro's Pizza Facebook or Instagram
- Through emails
- I don't leave feedback after visiting restaurants
- Other: _____

Appendix 3. Electronic Survey Questions 8 (9)

16. What channels do you prefer using to get updated information (e.g. about discount programmes, opening hours, etc.) about the restaurant? (please select all that apply) *

Facebook

Instagram

Google

Directly from the restaurant staff and owner

I don't want to get information about the restaurant

Other: _____

17. What kind of contents do you wish to see on the restaurant's social media channels? (please select all that apply) *

Information about current discount and promotion programmes

Behind-the-scene staff photos and stories

Introductions of the products on the menu

Information about Cao Bang as a tourist destination

I don't care about their social media channels

Other: _____

Appendix 3. Electronic Survey Questions 9 (9)

18. What kind of benefits do you wish to receive as loyal customers? *

- Earning points per visit towards a reward
- Getting a reward per visit
- Getting special tailored meals with a good price
- Receiving benefits related to other activities (e.g. a free guided tour in a specific destination, coupon or voucher for another restaurant, bar, cafe, accommodation, etc.)
- Receiving (either digital or physical) gifts on your birthdays
- Other: _____

19. Do you have anything else to comment about Pedro's Pizza? (e.g. about the restaurant's staff, food, marketing channels, customer relationship management, etc.)

Your answer _____