



IMPROVING SERVICE DELIVERY PROCESS
IN THE RESTAURANT FROM THE CUSTOMER EXPECTATION

By
มหาวิทยาลัยศิลปากร ส่วนบัณฑิต
Pruetsapa Hirunopaswong

An Independent Study Submitted in Partial Fulfillment of the Requirements for the Degree

Master of Business Administration Program in Hotel and Tourism Management

Program of Hotel and Tourism Management International Program

Graduate School, Silpakorn University

Academic Year 2011

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The Graduate School, Silpakorn University has approved and accredited the independent study title of “Improving Service Delivery Process in the Restaurant From the Customer Expectation” submitted by Miss.Pruetsapa Hirunopaswong as a partial fulfillment of the requirements for the degree of Master of Business Administration in Hotel and Tourism Management.

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Competition is fierce in the restaurant business, therefore not only quality of food is important but a special emphasis has to be given to service. Service is an area where we can differentiate ourselves from the competition quiet easily. In order to achieve that, we will deeply the use of a service process flowchart. The process of flowchart is a necessary tool that the restaurant can view service delivery process of the restaurant's operation between the customers and providers. The paper aims to propose the front stage service flowchart based on the customer's expectations to improve the service delivery processes of the restaurant.

A quantitative research method was used for design the service flowchart. The samples in this research were the general people who always dining-out in the restaurant. The providing emphasize on value co-creation and design characteristics of service systems, and identifying the most important service system characteristics perceived by the customer, is the important way to improve the service.

Program of Hotel and Tourism Management Graduate School, Silpakorn University Academic Year 2011

Student's signature.....

Independent Study Advisor's signature.....

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CHAPTER 1

INTRODUCTION

1.1 Company Profile

Crème Brûlée is one of the restaurant businesses that was established by the aspirations and expect to be successful. Crème Brûlée divided the business as the bakery and coffee shop under the brand “Crème Brûlée” and the restaurant under the brand “La Dinette”.

Crème Brûlée was established in 2008 by Miss Naphatsanun Tangjuy. At the Beginning, Crème Brûlée is only the coffee shop where serve the fresh coffee and bakery homemade by the owner. Crème Brûlée was expanded for satisfy the customer needs to be the restaurant under name “La Dinette by Crème Brûlée” in 2011. La Dinette by Crème Brûlée is the restaurant featuring the modern cuisine particularly Thai-European cuisine. Crème Brûlée and La Dinette located in the same area in Talingchan district, Bangkok. Crème Brûlée is designed to take the distinctive characteristics of each restaurant in this area. The owner wants to create an inviting atmosphere to attract the customer.

There are currently employs of 14 including 1 General Manager, 1 European Chef, 1 Thai Chef, 2 Assistance Chefs, 1 Pastry Chef, 1 Assistance Pastry Chef, 1 Cashier, 5 Waitresses and 1 Dishwasher. Coffee Zone opens 7.00-19.00 and Restaurant Zone opens 10.00-22.00.

Vision

“We would like to be the center of excellence of tasty and service in the best atmosphere in this area”

Mission

1. Emphasis on hygiene of food and cleanliness of area around the restaurant.
2. To improve and to develop the quality of food and quality of service consistently.

Goal

“We would like to be a famous restaurant within 5 years”

1.2 SWOT Analysis**Strength**

1. The owner has the highly experience in the service business which is tourism industry.
2. Crème Brûlée is located on the land of the owner.
3. Crème Brûlée is located next to the main road.
4. There are a lot of parking spaces for supporting the customer.
5. Crème Brûlée has a good financial condition and liquidity in the business.
6. The owner has selected the ingredients by herself to ensuring that Crème Brûlée uses the quality materials.
7. Crème Brûlée’s decorating attracts the customers.
8. There is the computer system to helping the service management.

Weakness

1. Owner has no experiences in the restaurant industry.
2. It is difficult to find the restaurant because the company label is not clearly showed.
3. Crème Brûlée's reputation is unbeknown.
4. Marketing, advertising and PR are not good enough.
5. There are no clear job flow and service process for staff to follow.
6. There are high turnover of skilled staffs, so company has wasted time in training.

Opportunity

1. Owner has the travel agent company that can combine the promotion between both of businesses.
2. There is an increasing shopping-malls in Thailand opportunity to open new branch.
3. The race against time social make the people choose to dining-out.
4. There is still a strong trend to organize party in the restaurant.
5. Internet and social network are the channel to promote the restaurant.

Treat

1. There are a lot of competitors in this industry that are also located near Crème Brûlée.
2. Costs of wage and cost of ingredient are increasing.
3. Customer behavior change because of uncertainly economic
4. Natural disasters as flooding cause the restaurant have to close temporarily.

1.3 Porter's 5 Force Analysis

Competitive Force

Restaurant industry in Bangkok is relatively high competition from both of chain restaurant and general restaurant. Moreover Shopping mall will be providing more competition for restaurants. Crème Brûlée is located in Talingchan district near Rachapruek road. Rachapruek road is one of famous food street of Bangkok, with lots of options available to customers looking for something to eat.

Potential New Entrances

This industry is quite open for new investor who ready to face competition. The investment for new restaurant and coffee shop is quite high as there are the opening the new restaurants daily in this area. The support of financial institutions and the needs of consumer that want to see the new one make the competition continue to increase over time. Moreover the Complex Living Mall and Department Store have a lot of attractive promotion for new investor to open the restaurant in there, a lot of type of cuisine making the customer easily to choose from many restaurants.

New Substitutes

A home cooked meal, fast food, frozen dinner and food delivery are the substitutes of restaurant. Although, there are differences in the facilities and atmosphere that impact for the restaurant in the high level. However, the greater restaurant could create for the food and service for the greater opportunity to be successful.

Buyers (Customer Bargaining Power)

In this business, the customer bargaining is quite high as the competitions are increased in prices and strategies that each restaurants use to attract the customers. The customer can choice what restaurant that they want to go to. However, location, taste of food, quality of service, suitable price, and differentiate may reduce this bargaining power.

Suppliers

Power of suppliers is low for restaurant because there are many suppliers in the market then restaurant can choose the better one. Unless the main ingredient of the food is not readily available, suppliers who have the material that difficult to find or specific to use of them become more power than restaurant. However, Crème Brûlée buy the ingredient from based on price and quality.

1.4 Issue of Investigation

The change of Economic and Social result the people change their life to race against the time that cause the people haven't time to cook by themselves. According to time pressure and way of life, the dinning-out becomes to be a part of life for convenient and fast. Moreover the restaurant is also another alternative for customers who want to change the atmosphere and to socialize. However, declining of economic, continue rising of fuel and goods price result many of customers reduce the frequency for dining-out. Quality of food and quality of service are important to choosing the restaurant.

Researcher realizes the important of the quality service in the restaurant that is the weakness point of the case study restaurant where is the new one in the restaurant industry. According to researcher observation within the action research while internship, the staffs in the restaurant misunderstand what they do and what they should do because there are no clear customer service process guidelines. This reason may result the customer are not appreciate in the restaurant.

The purpose of this research is to propose the front stage service flowchart. More specifically, this research has the objectives:

1. To identify the customer expectation to be used in the service delivery process
2. To develop the service process for the restaurant service development

CHAPTER 2

LITERATURE REVIEW

The trend of food and beverage industries in Thailand is growing in the positive direction because the customer behavior on eating out (**Thansettakij** Newspaper, 2012). Many reasons, hungry, social business and personal reason, affect guests to visit the restaurant. Whatever the reason, customers expect their dining experience to be positive (Ninemeier and Hayes, 2006). Developing high-quality dining experience (Rong and Jun, 2012) is the better way to create value of service to attraction (Sandström et al, 2008). Increasing market competition and growing customer service demands influence the organization to improve efficiency the service processes (Mascio, 2007). The good service process is the first for the restaurant to gain competitive advantage, to marketing success and to growing (Hee and Young, 2001). Restaurants that use the delivery of high service quality have the stronger competitive position (Kit and Ka, 2001).

2.1 Service Customer Experience

Services are the experience that depends on human and delivery system. Because of the growing of Service Business, the organization should move into the customer experience management that is importance to creating customer loyalty by creating meaningful and memorable. (Bitner et al., 2007).

Experience can be determined as the aggregate and increasing customer awareness created during the process of learning about, obtaining and using a product or service (Jiang, 2008). Customer experience has been treated as embedded in service quality. It is also measured by comparing expectations before, and perceptions after the experience, or perceptions only, through different predetermined service attributes (Walter et al, 2010).

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2.2 Customer satisfaction and customer expectation

The outcome of customers' evaluation of a service is the satisfaction that based on a comparison of the recognition of service delivery with their previous expectations. (Johnston and Clark, 2005). Customers' concerned about the quality of service increase in this decade (Soriano, 2002). Thus restaurant need to understand the customers' service expectations (Johnston and Clark, 2001:2005; Ford and Heaton, 2000), that is an essential for delivering greater service because they represent implicit performance standards that customers use in assessing service quality (Andronikidis et al, 2009).

Understanding customer expectations performed an importance part for delivering the customer satisfaction. Expectations are predictions about the customer

want. The customers expect to receive the service quality from the delivery system. Customer expectations include two levels are desired expectation and adequate expectation. Desired expectations represented the customer wanted the service to perform that the service “should be” while adequate expectations are the satisfactory performance that the service “will be” (Coye, 2004; Yen and Soe, 2010). A service process by analyzing customer expectation is the first step to gain the competitive advantage (Hee and Young, 2001).

2.3 Service Delivery Process for Interaction Experience

Service delivery process is the part of the customer’s experience creation. (Johnston and Clark, 2001:2005) That includes the human element (the people who interacting with customers) and the material production process (Ford and Heaton, 2000). The service process is a collection of activities that represents all of the steps over a period of time (Bitner et al., 2007). Point of delivery and potential for managing the customers want is important for the restaurant to make the customer come back (Soriano, 2002; Coye, 2004). “The right service in the right way to the right customer at the right time” (Collier, 1990, p.239) is able to apply for designing service delivery system (Wathen and Anderson, 1995). Providing the best and right essential to achieve added value and quality in the eyes of the customer is the goal of service development (Edvardsson, 1996)

A customer service process can be used in understanding (Hee and Young, 2001) interaction between the customers and providers refer to the customer behaviors when they have the connection with the organization. The restaurant is able to use the

customer interaction that is the potential powerful tool to develop a differentiated of the service with the better value for the customer (Jiang, 2008). One of the techniques for service design is the service blueprint.

2.4 Service Blueprint and Service Flowchart

There are a lot of techniques that are deployed to develop a service delivery system, to enhance the guest experience. One of them is the service blueprint. This method of process modeling visualizes, analyzes, organizes, controls and develops service processes for improving the internal and external of organization (Gersch et al., 2011). Service Blueprint helps the organization to see the key operational, human resources, and marketing issues that offering the service experience for the customer, easily (Bitner et al., 2007). Dong and Shiang (2010) suggested the service system bird's eye view that shows all of the steps in the service process can guarantee the customer satisfaction. The workflow description helps the manager to evaluate the related service parts and to reduce the potential failure points.

Service Blueprinting is the process of creating the delivering service standard that shows the personnel and equipment required (Mascio, 2007). This method adapts for service innovation, quality improvement, customer experience design, and strategic change focused around customers as a highly effective (Bitner et al., 2007) and effectiveness (Hummel and Murphy, 2011). Drucker (1977) mentions the effectiveness as “doing the right things” and the efficiency as “doing things right”. Moreover this technique involves a description of the different process steps visually and in continuity, helping to define the steps at which the customer uses the core service and

to identify the additional benefits that make up the increased product (Pires et al., 2004).

The service flowchart is a dynamic that represent the service delivery process (Mascio, 2007). In this paper, the flow chart represents the customer service interaction activities based on the service blueprint that show the continuity of functions to deliver service to customer. (Hee and Young, 2001).

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CHAPTER 3

RESEARCH METHODOLOGY

In this Chapter, Quantitative Research Methodology is explored and discussed. The research aims to determine the customer expectations through the use of quantitative method. These expectations will be used to design service delivery process for a newly opened restaurant.

3.1 Research instrument

The research was conducted using primary data. Questionnaire was developed based on service process observation focuses on the activities of customer and staff interaction in the restaurant. It was divided into three parts. First part of questionnaire consisted of general demographic information related to the profile of the customers such as gender, age, status, education level, occupation and monthly income. The second part of questionnaire examined the customer behavior. The third, the customer expectations was identified based on the observation (Markavié et al, 2010) and the mystery guest questionnaire of Chowder House where the restaurant in Massachusetts is. After a screening analysis 20 attributes were selected. The questionnaire was using 5-linkert scale to seek the opinion from the customers regarding on the expectation of a restaurant's service. The level of attributes ranges from 1 equals to "less important" to 5 as the "most important". The questionnaire was designed in English and then translated into Thai. The translated version was examined by the professor to assure that the meaning was the same in both languages.

3.2 The sampling method

The target populations for this research were the general people who have the experience in dining-out in the restaurant. Data were collected by the researcher. A convenience sampling method was utilized to collect data. The questionnaire was distributed to 48 responses in the general restaurants, department stores and universities.

3.3 Data analysis

Data were analyzed using the statistical package SPSS 11.5. Descriptive statistics were conducted on the respondents' demographic, behavior and the expectation in the process of providing services in a restaurant. ANOVA and regression techniques will be used for more in- depth understanding.

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CHAPTER 4

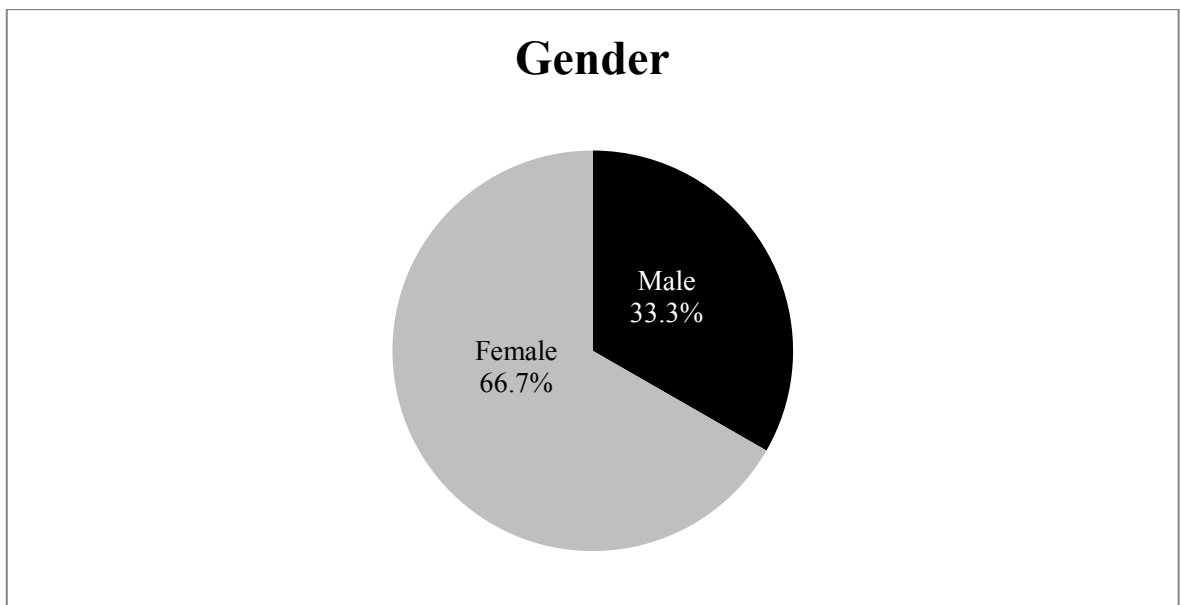
RESULTS AND DISCUSSIONS

4.1 Results

This chapter presents and discusses the research findings. Details of the data got from the completed questionnaires are divided into three parts: general information related to the profile of the customers, the customer behavior and the customer expectations.

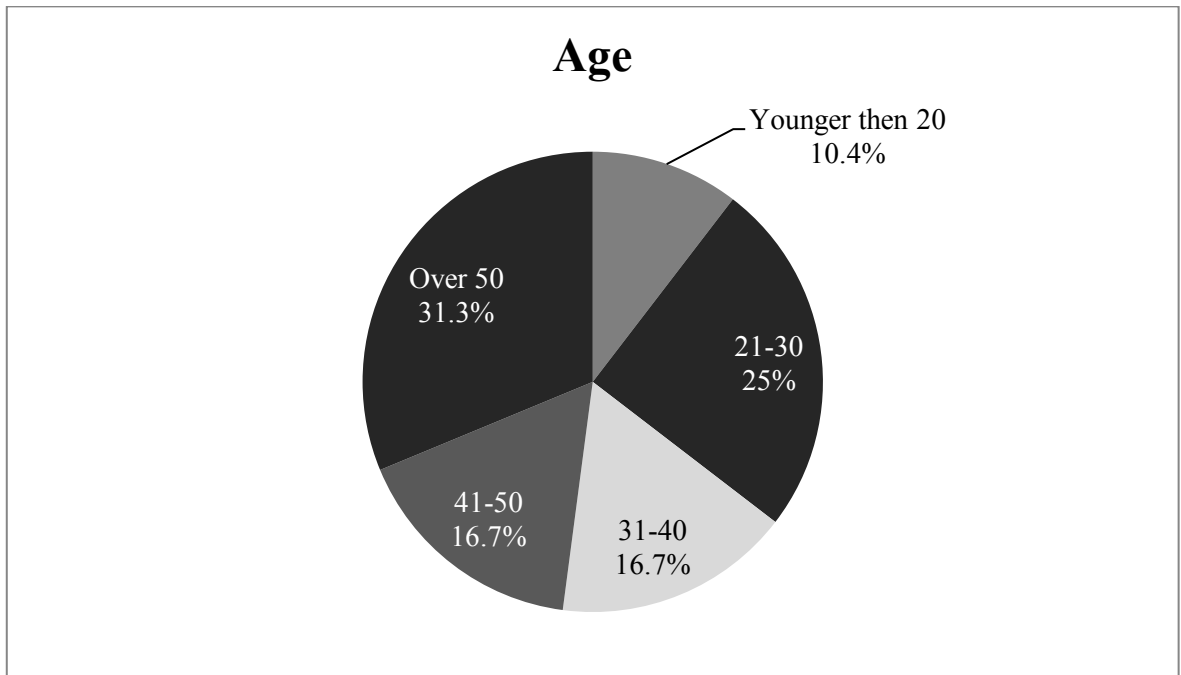
Part 1: General Information

Figure 1: Number of values percent of respondents by gender (N=48)



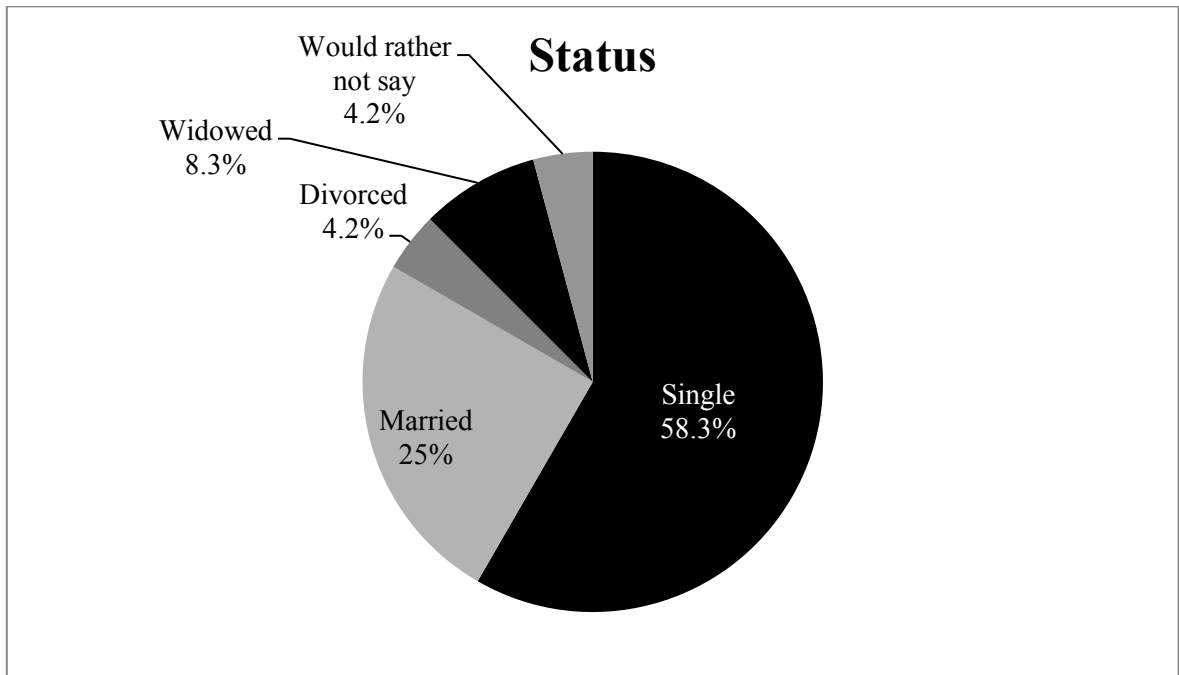
By gender, the sample was male with the number of 16 people, representing 33.3% of subordinate male, including 32 people of female that represent 66.7%

Figure 2: Number of values percent of respondents by age (N=48)



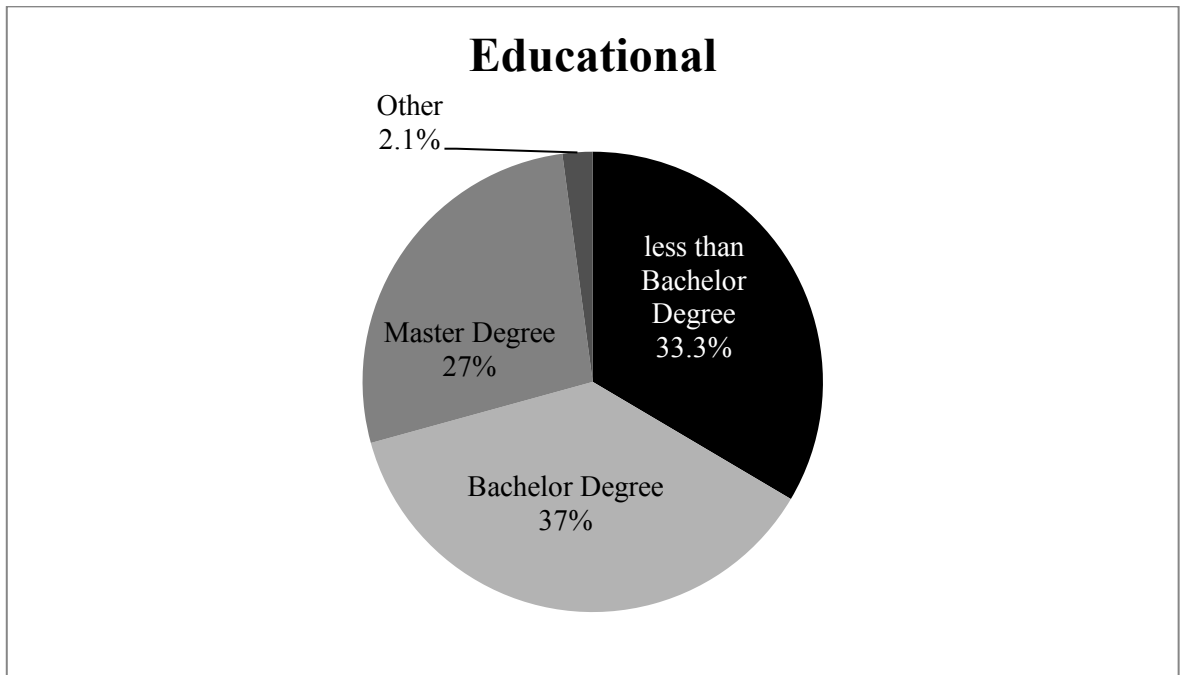
By age, the most samples are from over 50 years old a total of 15 people, representing 31.3% and 21-30 years old to a total of 12 people, representing 25%. Both of 31-40 years old and 41-50 years old show 16.7% that are 8 people on each level. The least one are from the people who are younger than 20 years old a total of 5 people, representing 10.4%

Figure 3: Number of values percent of respondents by status (N=48)



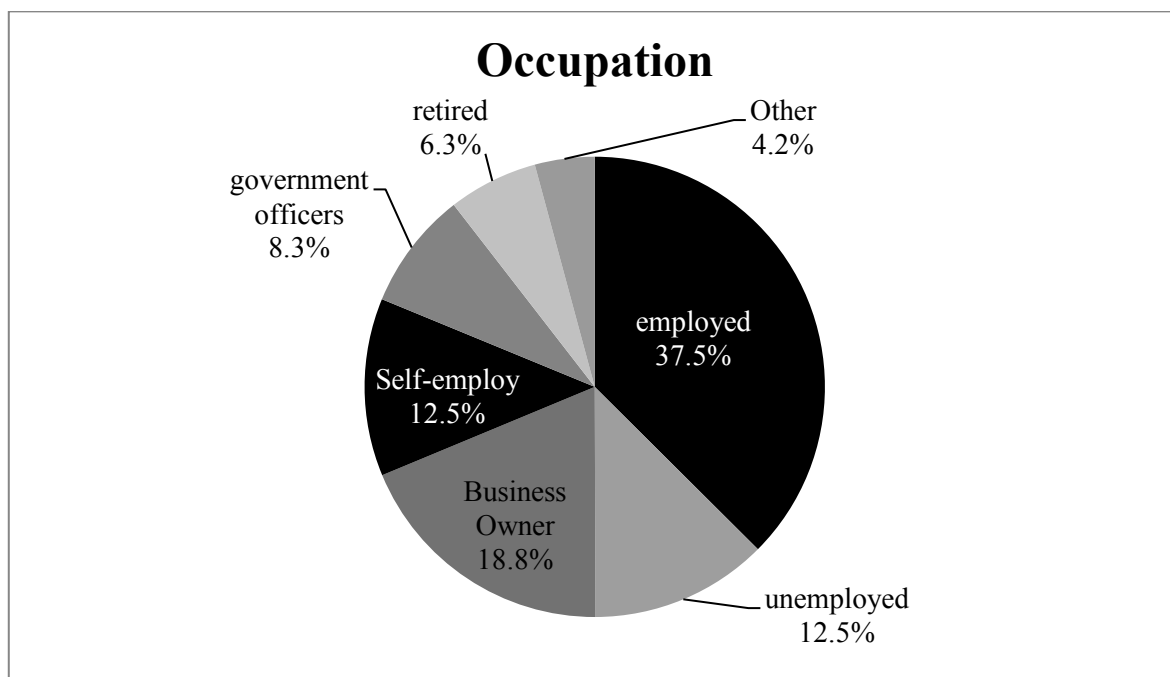
By marital status, the most samples are from single a total of 28 people, representing 58.3% of subordinate include married the number of 12, representing 25%, widowed the number of 4, representing 8.3%, and divorced the number of 2, representing 4,2% respectively. There are 2 people, representing 4.2% would rather not say.

Figure 4: Number of values percent of respondents by education (N=48)



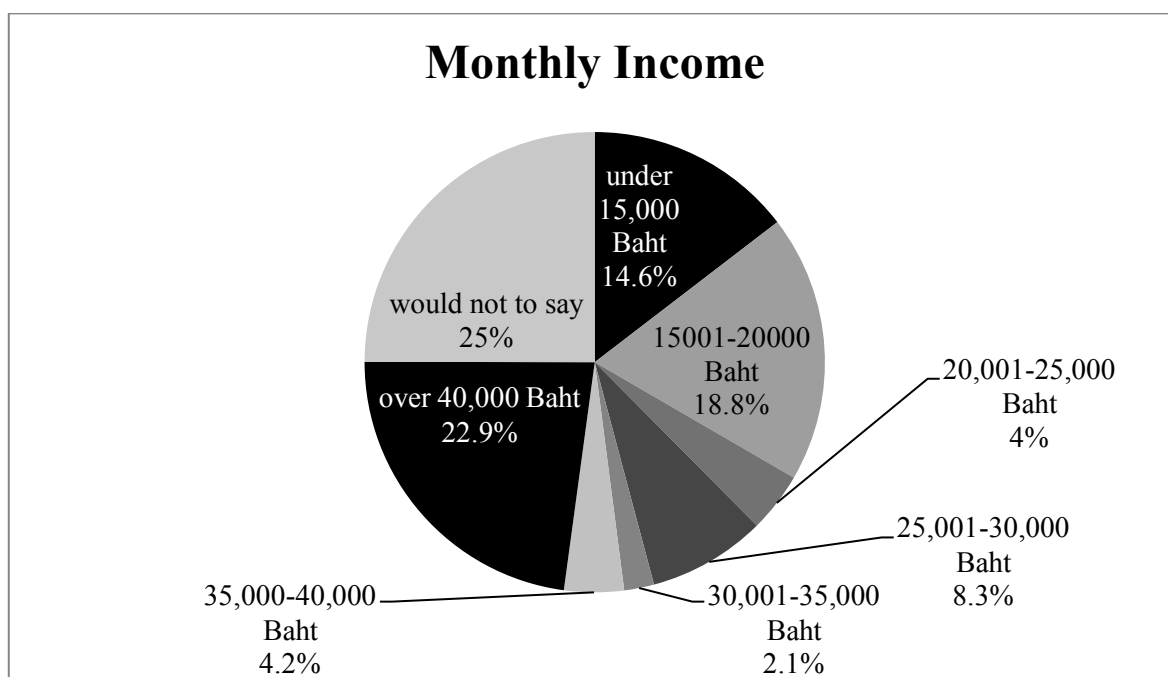
By educational, the most of samples are Bachelor Degree a total of 18 people, representing 37% of subordinate include less than Bachelor Degree the total of 16 people, representing 33.3%, Master Degree the number of people 13 representing 27% and Other the number of people 1, representing 2.1% respectively.

Figure 5: Number of values percent of respondents by occupation (N=48)



By occupation, most samples are employed with a total of 18 people, representing 37.5% of samples, following by Business Owner with 9 respondents, representing 18.8%. The numbers of Self-employ and unemployed are equal at 6 people, representing 12.5%. Moreover, there are the 4 government officers, representing 8.3%. There are 3 retired people, representing 6.3%. There are 2 respondents who chooses "other", representing 4.2%

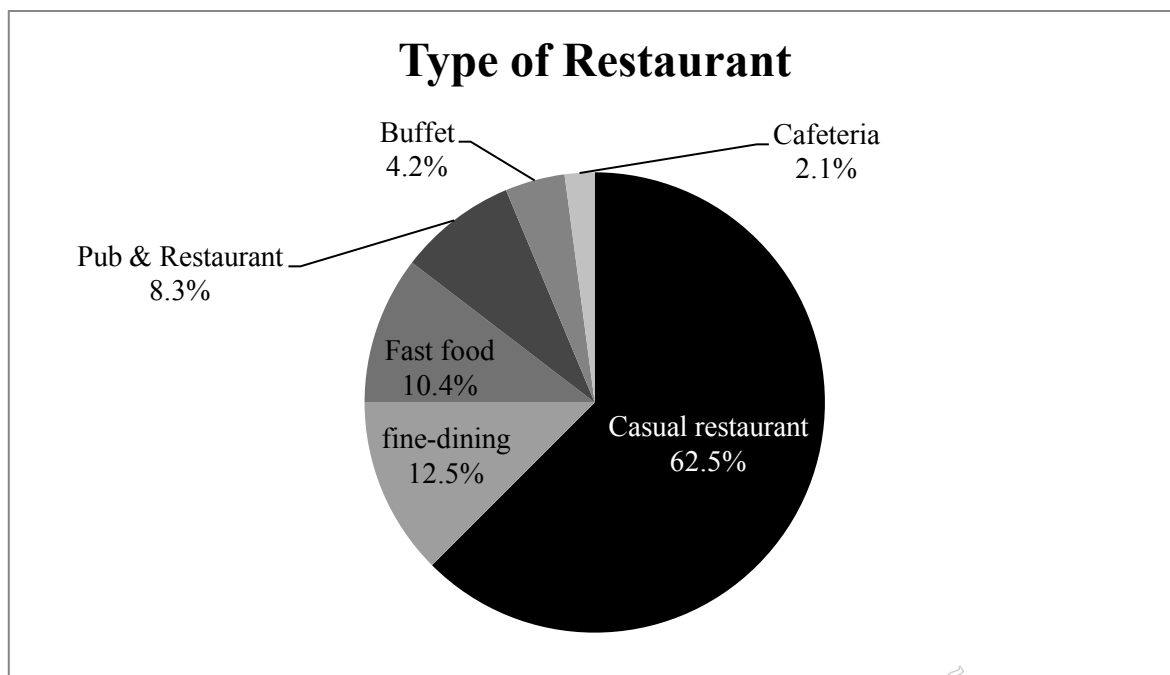
Figure 6: Number of values percent of respondents by monthly income (N=48)



By monthly income levels in Baht, the most samples (12 people), representing 25%, would not to say. There are 11 respondents earn over 40,000 Baht, representing 22.9%. There are 9 respondents who earn 15001-20000 Baht, representing 18.8%. There are 7 samples who earn under 15,000 Baht, representing 14.6%. 4 samples earn 25,001-30,000 Baht, representing 8.3%. Moreover, there are 2 people who earn in the level of 20,001-25,000 Baht and 35,000-40,000 Baht that represents 4.2%. There is only respondent who has income of 30,001-35,000 Baht, representing 2.1%.

Part 2: Customer Behavior

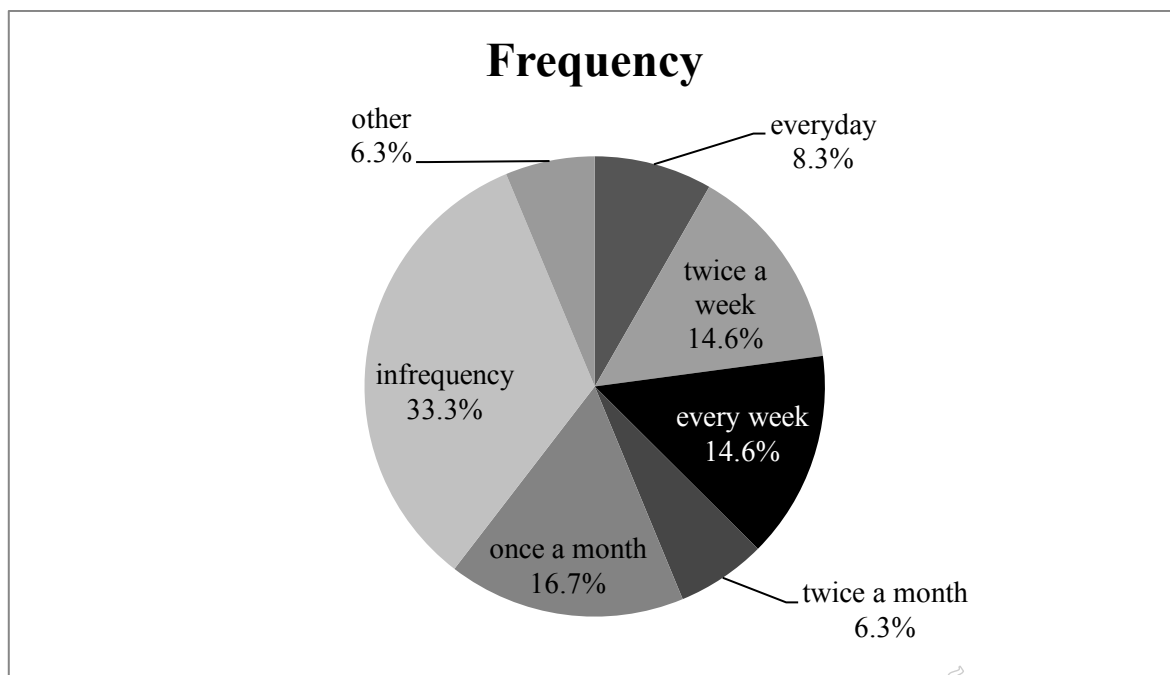
Figure 7: Number of values percent of respondents by type of restaurant (N=48)



By the type of restaurant that the samples prefer, Casual restaurant is the most number of people at 30, representing 62.5% of subordinate include the number of fine-dining at 6 people, representing 12.5%, Fast food the number of people 5, representing 10.4%, Pub & Restaurant the number of people 4, representing 8.3%, Buffet the number of people 2, representing 4.2% and Cafeteria the number of people 1, representing 2.1%.

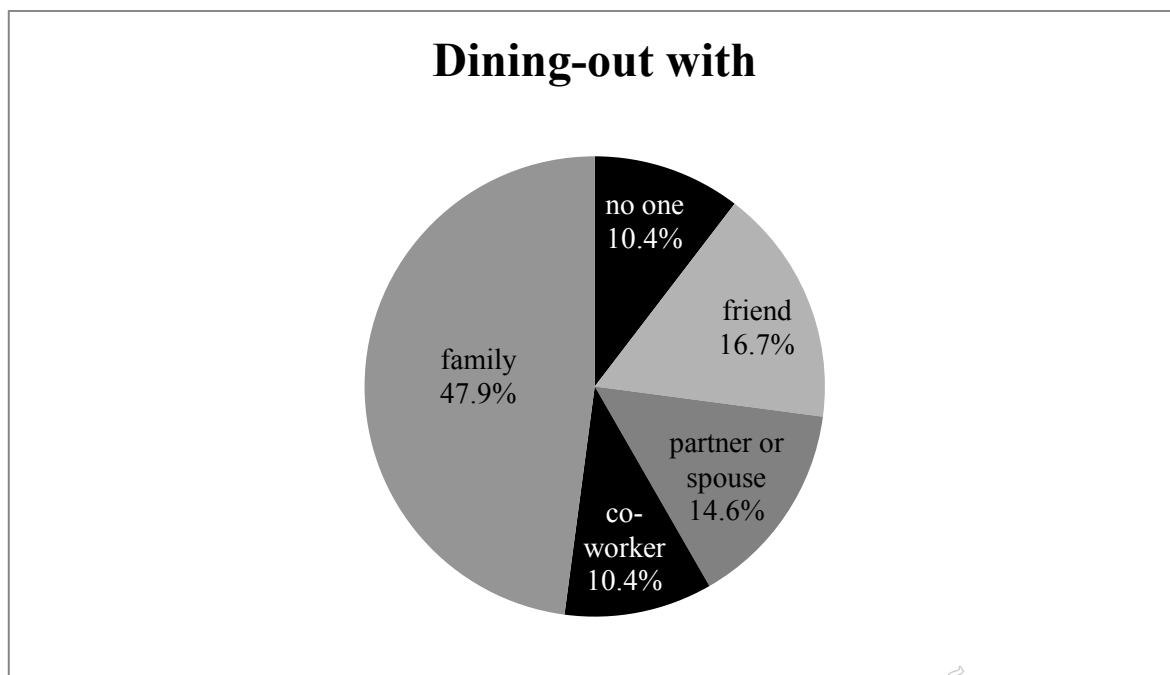
Figure 8: Number of values percent of respondents by frequency of dining-out

(N=48)



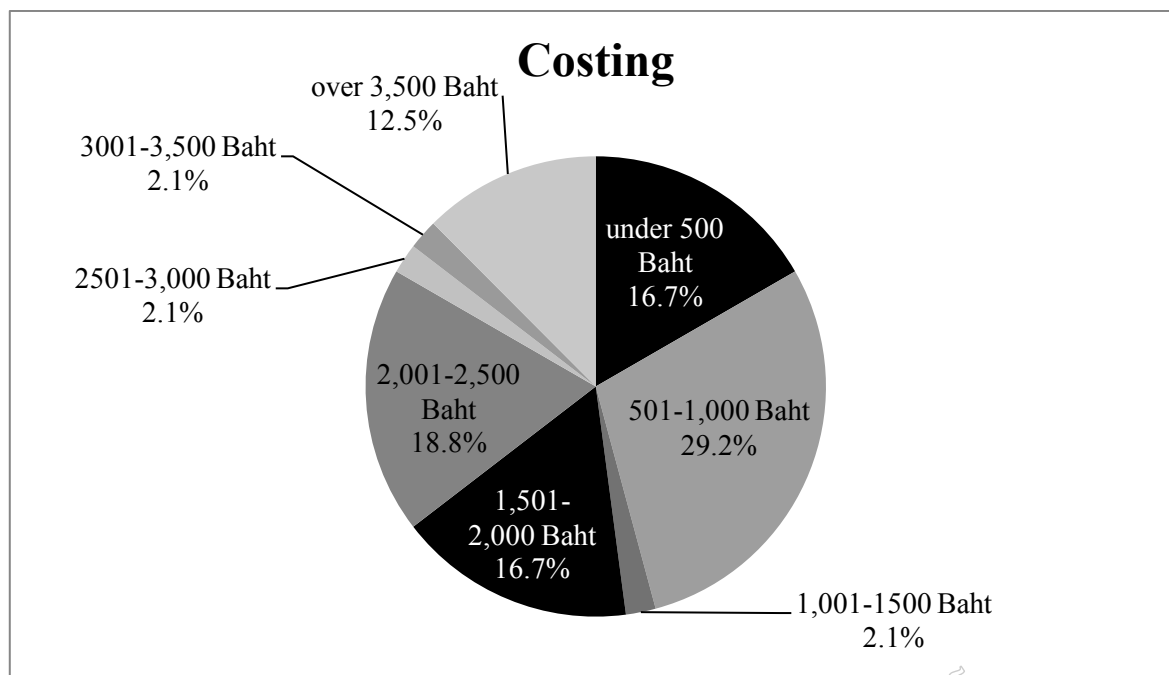
By the frequency of dining-out, the most samples are infrequency a total of people 16 people, representing 33.3% of subordinate include once a month the number of 8 people, representing 16.7%. The numbers of twice a week and every week are equal at 7 people, representing 14.6%. Moreover, there are everyday 4 people, representing 8.3%, and the numbers of twice a month and other are equal at 3 people, representing 6.3%.

Figure 9: Number of values percent of respondents by the respondents go to dining with (N=48)



The result shows that the respondents go to dining with. Most of the samples agree that they are normally dine-out with friend. Family is chosen by a total of 23 respondents representing 47.9% of respondents. 8 samples go to dine with friends, represents 16.7%. 7 samples go to dine with partner or spouse, representing 14.6%. The numbers of no one and co-worker are equal at 5 respondents, representing 10.4%.

Figure 10: Number of values percent of respondents by costing of meal when dining-out (N=48)



The result explains the costing of meal when dining-out. Most samples are spending around 501-1,000 Baht a total of people 14 people, representing 29.2%. 9 respondents state that they paid around 2,001-2,500 Baht, representing 18.8%. 1,501-2,000 Baht and under 500 Baht are of equal number of respondents (8) representing 16.7%. 6 respondents paid over 3,500 Baht for mail, representing 12.5%. For 1,001-1500 Baht, 2501-3,000 Baht and 3001-3,500 Baht are equal at 1 people, representing 2.1%.

Part 3: Customer Expectation

Table 1: Regression of the service expectation attribute by frequency (N=48)

**Regression(with frequency)
Variables Entered/Removed(b)**

Model	Variables Entered	Variables Removed	Method
1	q20, q13, q6, q15, q4, q14, q18, q1, q2, q17, q7, q3, q5, q11, q16, q8, q19, q9, q12, q10(a)	.	Enter

a. All requested variables entered.

b. Dependent Variable: frequency

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.744(a)	.554	.224	1.6493

a. Predictors: (Constant), q20, q13, q6, q15, q4, q14, q18, q1, q2, q17, q7, q3, q5, q11, q16, q8, q19, q9, q12, q10

ANOVA(b)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	91.221	20	4.561	1.677	.105(a)
Residual	73.446	27	2.720		
Total	164.667	47			

a. Predictors: (Constant), q20, q13, q6, q15, q4, q14, q18, q1, q2, q17, q7, q3, q5, q11, q16, q8, q19, q9, q12, q10

b. Dependent Variable: frequency

Coefficients(a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.919	3.637		.803	.429
q1	.383	.430	.157	.890	.382
q2	.151	.307	.084	.492	.627
q3	.221	.299	.150	.740	.465
q4	.305	.576	.125	.530	.601
q5	-.384	.504	-.156	-.762	.453
q6	-.027	.460	-.011	-.058	.954
q7	<u>-1.578</u>	<u>.488</u>	<u>-.670</u>	<u>-3.237</u>	<u>.003</u>
q8	.181	.416	.100	.435	.667
q9	.265	.429	.158	.618	.542
q10	-.437	.766	-.184	-.570	.573
q11	<u>-2.014</u>	<u>1.017</u>	<u>-.681</u>	<u>-1.980</u>	<u>.058</u>
q12	<u>1.734</u>	<u>.808</u>	<u>.589</u>	<u>2.147</u>	<u>.041</u>
q13	1.051	.730	.347	1.439	.162
q14	<u>-.915</u>	<u>.370</u>	<u>-.488</u>	<u>-2.476</u>	<u>.020</u>
q15	-.021	.584	-.006	-.036	.971
q16	.400	.502	.158	.796	.433
q17	.275	.439	.114	.627	.536
q18	-.042	.672	-.013	-.062	.951
q19	.221	.746	.087	.296	.769
q20	.158	.390	.083	.403	.690

a. Dependent Variable: frequency

Regression analysis is also used for prediction the important factor of the service process to during satisfy the customer. The result showed 55.4% of the data able to explain the trend in visiting the restaurant frequency with significant of 0.015.

The important factors that the customer expect from a service are “Staff introduce him/her self and explain the specials” with a mean of 0.003, “Staff obtain your drink order and bring your drinks within 3 minutes” with a mean of 0.058, “Staff inform you of the food preparation time and the food is served within the promised time” with a mean of 0.041, and “Staff check back with you after you had a chance to taste any of your courses to make sure you were enjoying your menu selection” with a mean of 0.020. Therefore, it can conclude that speed of service or time in service is considered as important factor for customer expectation.

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Table 2: Customer Expectation frequency of the twenty attributes (N=48)

Attitude Statement	5	4	3	2	1	Mean
Q1. Quality of service is one reason that affect my restaurant selection	28	14	5	1	0	4.437
Q2. Staff acknowledge you as soon as you walk through the door	8	23	1	0	4	3.646
Q3. There is a doorman to open the restaurant's door	3	6	8	12	19	2.208
Q4. Greeting and warm welcome from the staff	6	19	21	2	0	3.604
Q5. Staff recommend the zone before take you to the seat	7	17	23	1	0	3.625
Q6. Staff give the menu to you within 30 seconds of being seated	9	31	6	1	1	3.958
Q7. Staff introduce him/her self and explain the specials	3	19	22	3	1	3.417
Q8. Staff provides information about menu items, their ingredients, and method of preparation	5	9	24	6	4	3.104
Q9. Staff recommend any food & wine pairings to enrich your dining experience	6	11	21	5	5	3.167
Q10. Employees can answer questions to your satisfaction	11	21	15	1	0	3.875
Q11. Staff obtain your drink order and bring your drinks within 3 minutes	8	29	11	0	0	3.938
Q12. Staff inform you of the food preparation time and the food is served within the promised time	9	29	10	0	0	3.979
Q13. Maintaining speed and quality of service during busy times.	25	20	3	0	0	4.458
Q14. Staff check back with you after you had a chance to taste any of your courses to make sure you were enjoying your menu selection	3	13	19	10	3	3.063
Q15. Quick correction of wrong service.	18	28	2	0	0	4.333
Q16. Staff clear all plates, paper items, cups, used silverware off the table as you were finished with each course	9	28	9	2	0	3.917
Q17. Staff presents the check to you in a timely manner	16	22	9	1	0	4.104
Q18. Accurate bill	37	8	3	0	0	4.708
Q19. The staff processed your payment within 5 minutes	21	19	8	0	0	4.271
Q20. Staff thank you as you leave	10	12	19	7	0	3.521

As portrayed in table 2, the respondents rate all expectation attributes as somewhat important with mean values ranging. “Quality of service is one reason that affects restaurant selection” shows the mean of 4.437 that indicates that a good quality service process is an important factor for affecting the customer's decision in choosing a restaurant. The attributes of “Accurate bill” with a mean of 4.708, “Maintaining speed and quality of service during busy times” with mean of 4.458 and “Quick correction of wrong service” with a mean of 4.333, are considered the four most important customer expectations on the process of delivery service elements.

Moreover “The staff processed your payment within 5 minutes” with a mean of 4.271, “Staff presents the check to you in a timely manner” with a mean of 4.104, “Staff inform you of the food preparation time and the food is served within the promised time” with a mean of 3.979, “Staff give the menu to you within 30 seconds of being seated” with a mean of 3.958, “Staff obtain your drink order and bring your drinks within 3 minutes” with a mean of 3.938, are considered the important in timing of delivery service elements.

“Staff clear all plates, paper items, cups, used silverware off the table as you were finished with each course” with a mean of 3.917, “Employees can answer questions to your satisfaction” with a mean of 3.875, “Staff acknowledge you as soon as you walk through the door” with a mean of 3.646, “Staff recommend the zone before take you to the seat” with a mean of 3.625, are considered the important on the staff attention of delivery service elements. “Greeting and warm welcome from the staff” with a mean of 3.604, “Staff thank you as you leave” with a mean of 3.521, are considered the important on the greeting of delivery service elements.

“Staff introduce him/her self and explain the specials” with a mean of 3.417, “Staff recommend any food & wine pairings to enrich your dining experience” with a mean of 3.167, “Staff provides information about menu items, their ingredients, and method of preparation” with a mean of 3.104, are considered the average important on the customer knowledge of the restaurant’s products. “Staff check back with you after you had a chance to taste any of your courses to make sure you were enjoying your menu selection” with a mean of 3.063, is considered as not important on the response of customer satisfaction. The least important attribute is “opening the restaurant’s door” with the mean of 2.208 that many respondent rate this attribute to is not important factor for them in impacting their decision of choosing restaurant. It can be seen that customers are more concern on issues such as: accuracy of billing, quality of service, speed during the services and complain management.

Table 3: ANOVA result for all customer expectation factor with gender (N=48)

		Sum of Squares	df	Mean Square	F	Sig.
q1	Between Groups	2.344	1	2.344	4.233	.045
	Within Groups	25.469	46	.554		
	Total	27.812	47			
q2	Between Groups	2.042	1	2.042	1.919	.173
	Within Groups	48.937	46	1.064		
	Total	50.979	47			
q3	Between Groups	.510	1	.510	.311	.580
	Within Groups	75.406	46	1.639		
	Total	75.917	47			

q4	Between Groups	1.042	1	1.042	1.812	.185
	Within Groups Total	26.438	46	.575		
		27.479	47			
q5	Between Groups	1.500	1	1.500	2.680	.108
	Within Groups Total	25.750	46	.560		
		27.250	47			
q6	Between Groups	.667	1	.667	1.125	.294
	Within Groups Total	27.250	46	.592		
		27.917	47			
q7	Between Groups	.167	1	.167	.260	.613
	Within Groups Total	29.500	46	.641		
		29.667	47			
q8	Between Groups	2.667	1	2.667	2.566	.116
	Within Groups Total	47.813	46	1.039		
		50.479	47			
q9	Between Groups	.510	1	.510	.404	.528
	Within Groups Total	58.156	46	1.264		
		58.667	47			
q10	Between Groups	.094	1	.094	.148	.702
	Within Groups Total	29.156	46	.634		
		29.250	47			
q11	Between Groups	.844	1	.844	2.160	.148
	Within Groups Total	17.969	46	.391		
		18.813	47			

q12	Between Groups	.167	1	.167	.408	.526
	Within Groups Total	18.813	46	.409		
		18.979	47			
q13	Between Groups	.260	1	.260	.678	.414
	Within Groups Total	17.656	46	.384		
		17.917	47			
q14	Between Groups	.375	1	.375	.371	.545
	Within Groups Total	46.438	46	1.010		
		46.813	47			
q15	Between Groups	1.260	1	1.260	4.325	.043
	Within Groups Total	13.406	46	.291		
		14.667	47			
q16	Between Groups	.167	1	.167	.301	.586
	Within Groups Total	25.500	46	.554		
		25.667	47			
q17	Between Groups	1.042	1	1.042	1.746	.193
	Within Groups Total	27.438	46	.596		
		28.479	47			
q18	Between Groups	.260	1	.260	.765	.386
	Within Groups Total	15.656	46	.340		
		15.917	47			
q19	Between Groups	2.042	1	2.042	4.007	.051
	Within Groups Total	23.437	46	.510		
		25.479	47			

q20	Between Groups	.042	1	.042	.042	.839
	Within Groups	45.938	46	.999		
	Total	45.979	47			

As can see from the table 3, there are 3 factors as “Quality of service is one reason that affect my restaurant selection” with a mean of 0.045, “Quick correction of wrong service” with a mean of 0.043 and “The staff processed your payment within 5 minutes” with a mean of 0.051, significant different between male and female which confidence level of 99%.

Table 4: Gender Cross Tabulation of using the quality of service for selecting the restaurant (N=48)

		Quality of service is one reason that affect my restaurant selection				Total
		less	average	important	most important	
gender	Male	0	0	4	12	16
	female	1	5	10	16	32
	Total	1	5	14	28	48

A cross tabulation of the using the quality of service for selecting the restaurant and gender of respondent is presented in Table 4 to determine if the representation of males was different considering the using the quality of service for selecting the restaurant of the respondents. Male participants were clearly underrepresented in using the quality of service for selecting the restaurant by 100% of them present that it is the important issue. As for female samples, results show a diverse view regarding this attribute. 26 out of 32 samples state that this is an important factor for them. But some of them either agree or disagree with this statement. 5 out of 32 female samples do not

see the importance of this factor in choosing a restaurant. For further understanding, data shows that few female who younger than 20 years old thought that the quality of service is not important attribute for selecting the restaurant. This might be because teenagers might concern more about taste, type of food rather than quality of service.

Table 5: Gender Cross Tabulation of Quick correction of wrong service (N=48)

		Quick correction of wrong service			Total
		average	Important	most important	
gender	male	0	7	9	16
	female	2	21	9	32
	Total	2	28	18	48

A cross tabulation of the quick correction of wrong service and gender of respondent is presented in Table 5. The table shows that more than 50% of the male samples totally agree that quick handling of complaint management is very important factor in choosing the restaurant. Male participants were clearly underrepresented in the quick correction of wrong service by 100% of them present that it is the important issue. Most of female who rate the attribute to important are the respondents who are over 50 years old. However a few female who have monthly income over 40,000 baht thought that quick correction of wrong service is either an unimportant or an important issue in determining the restaurant who are over 50 years old. However a few female who have monthly income over 40,000 baht thought that quick correction of wrong service is not unimportant and important issue.

Table 6: Gender Cross Tabulation of timing in the process of payment (N=48)

	The staff processed your payment within 5 minutes			Total
	average	Important	most important	
gender male	0	7	9	16
female	8	12	12	32
Total	8	19	21	48

A cross tabulation of timing in the process of payment and gender of respondent is presented in Table 6 to determine if the representation of males was different considering the timing in the process of payment of the respondents. Male participants were clearly agreed that speed in processing of payment is an important factor for them. Most of the female samples agree that speed of processing the payment is important factor. However, a few female who are the business owner and employees either agree or disagree that timing in the process of payment is an important issue for them. It might be because they do not feel much pressing for time.

In conclusion, there is a significant difference between genders in their opinion regarding the important factors in choosing a restaurant. Most of respondents regard that “Quality of service is one reason that affects my restaurant selection”, “Quick correction of wrong service” and “The staff processed your payment within 5 minutes” are important issue that they expect in the service delivery process.

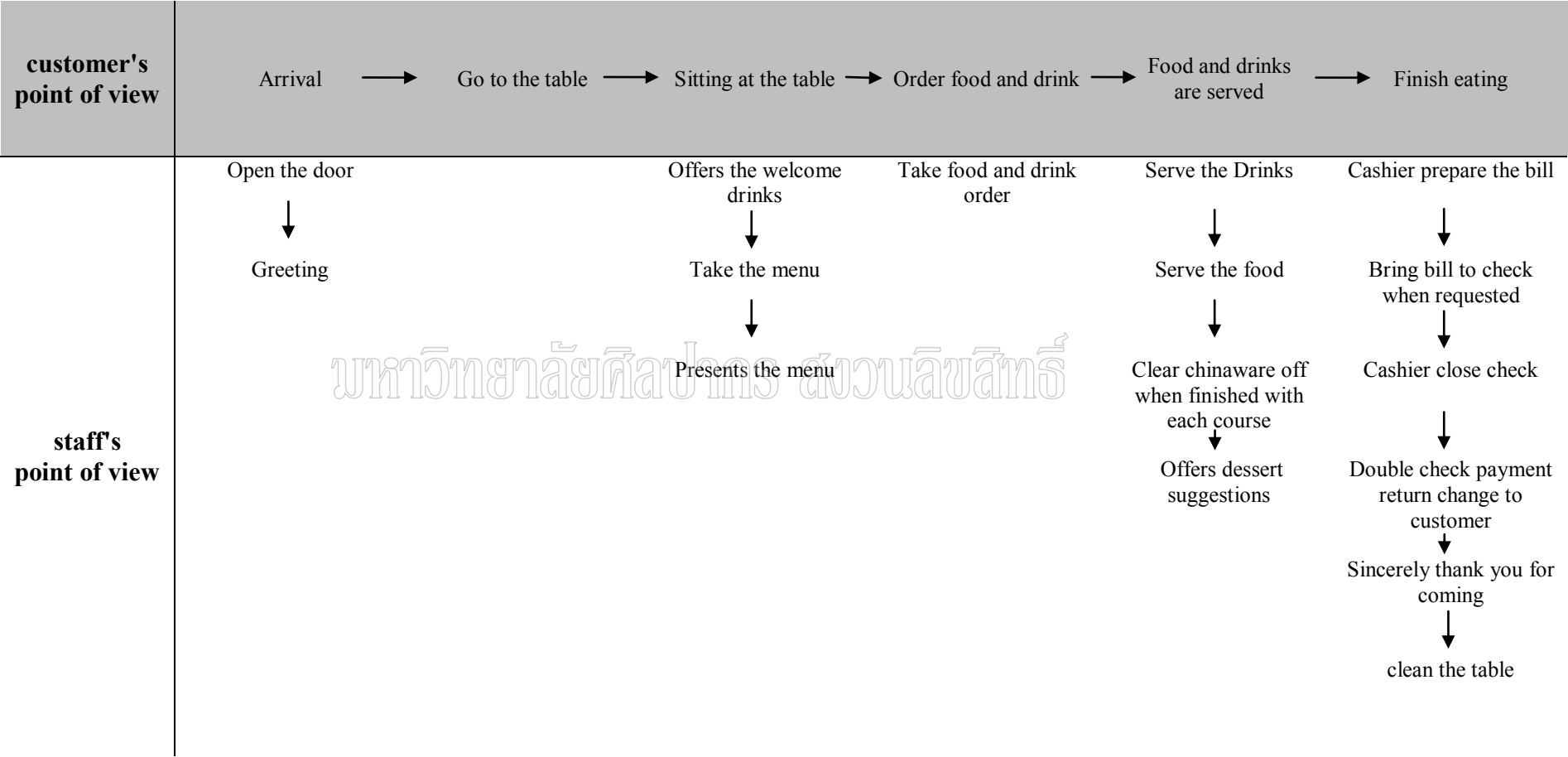
4.2 Current service process

According to the researcher observation, the current service process of the restaurant that shown in Figure 11 does not specific in the job details of each process for staffs. The process is initiated by the customer's arrival at the restaurant. The customers are greeted by the staff. Then the customers go to the table that they prefer by themselves. Staff offers the welcome drink and menu to the customer. Then staffs wait the order from the customers. Staffs don't have the good knowledge about their products, so they can't explain or answer the customer question well. In the serving process, staffs serve food and drink and clear the chinaware when the customers finish each course. Then suggestion the dessert is presented to the customer. If customers don't need to order anything more, bill is prepared by the cashier. Before the customers have leave the restaurant, staff say thank you for visiting the restaurant. Then staffs clean the table.

It can be seen as Figure 11, there is no specific details for a staff to follow causing misunderstands and ineffective in their work. This might cause of service to be low.

For process in Figure 11, researcher concerns about the quality of the service process as it is one important issue to make the customer satisfaction. Moreover, the current process contrast with the vision and mission of the organization that wants to be the excellence of service restaurant. So the process needs to improve for the better quality of service. This paper uses the customer expectation applying the service process.

Figure 11: Current Service process flowchart of the front stage in the restaurant



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4.3 Discussion of Findings

According to the profile of the general people from 48 respondent interviews, the majority of respondents was the female, aged of over 50 years old, single, and Bachelor degree and be employed. In term of income, Most of respondents would not rather to say and over 40,000 baht per month.

As for the customer behavior, most of respondents prefer to visit the casual restaurant. However, 33 percent of respondents visit the restaurant infrequency. They dine-out with their family. Mostly respondents pay the cost of food 500-1,000 Baht per meal.

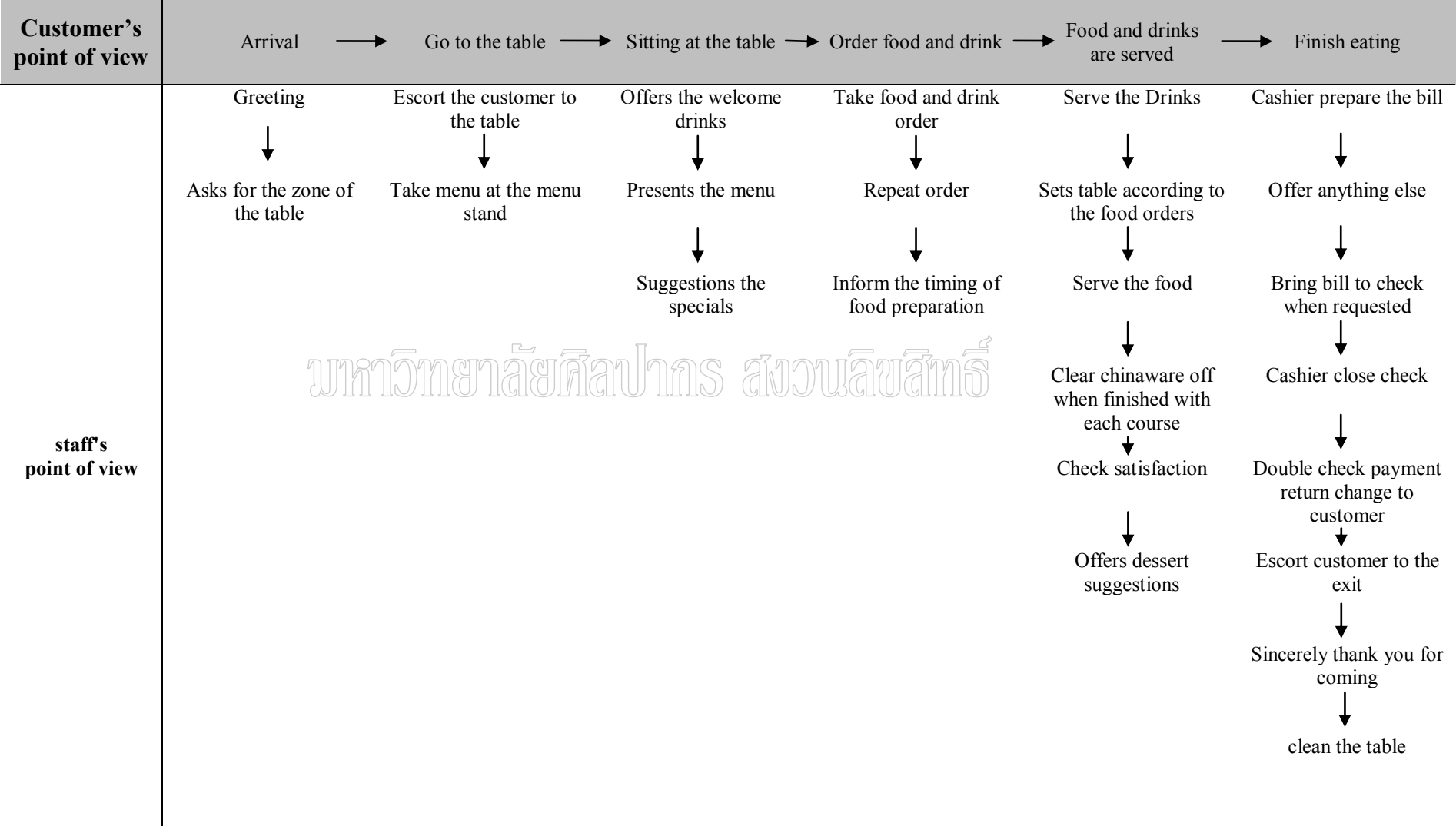
In term of the important of customer expectation in the service process attribute, the finding indicated that Quality of service is one reason that affects the customer selecting the restaurant. Beside, “Accurate bill”, “Maintaining speed and quality of service during busy times”, “Quick correction of wrong service” and “Staff presents the check to you in a timely manner” were the important that the customer expect within the service delivery process in the restaurant. However, the least important attribute is “opening the restaurant’s door”.

New Process is modified based on the result from the customer expectation survey that shown in Figure 12. The process is initiated by the customer's arrival at the restaurant. Arrived customers were acknowledged as soon as walking through the door and greet them with warm welcome by the staff. Before walk to the table, Staff recommends the zone before take the customer to the seat then staff escort to the table. This process can be performed by one of staff. During that time, another staffs prepare the menu and welcome drink for serving the customer within 30 seconds of being

seated. Then Staff introduces him/her self and suggests the specials for the customer. Although, it is not necessary to provides information about menu items or recommends food & wine pairings, staff should prepare him/her self to answer questions of the customer for customer satisfaction. Staff takes the order of drink and food by inform the time of food preparation to the customer. Serving the drinks within 3 minutes and serving within the promised time are the important attributes to satisfy the customer. Staff stand by in the service area to observe the customers' behavior that satisfy with their food, to correct the wrong service immediately and to clear all plates, paper items, cups, used silverware off the table as the customers were finished with each course. The significant of customer attention are timing and accuracy of bill. So the cashier should to prepare the bill, check it and pick it to the customer when requested by all of processes is within 5 minutes. As the customer leave, staff thanks and prepares the table to welcome the new customer.

Although, it is during busy times, speed and quality of service have to maintain for the standard of service of the restaurant. Because quality of service is one reason that customer selects the restaurant.

Figure 12: Service process flowchart of the front stage in the restaurant



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According to the service process flowchart in figure 12 that identifies the steps of the activities from the customer arrival to customer leaving, the descriptions of each activity step have to be developed. Standard Operating Procedure (SOP) for completion of the service delivery process that based on the Customer's point of view is described throughout implementation.

4.4 Standard Operation Procedure (SOP)

Customer Arrival

1. Customers are acknowledged by the staff immediately.
2. Customers are greeted with eye contact, "wai" and by saying "Sawadee Ka/Krub, Welcome to Crème Brûlée/La Dînette".
3. Staff asks for customers' preference in seating (e.g. inside, outside etc.)

Going to the table

1. Customers are escorted to the table within 2 minutes of arrival.
2. Customers are seated on a clean and set table.
3. Staff ask parents with children if they would like a baby chair.
4. Menu and welcome drink are prepared for the customer by another staff.

Seating at the table

1. Menu and welcome drink are served within 30 seconds of being seated.
2. Menus are presented open and given in the hands, not laid on the table.
3. Staff introduces yourself (e.g. I'm Manee, I will be your server tonight") and recommends the daily specials (e.g. May I recommend the special of the day, Roasted Duck Breast Served with Garlic Puree in Cherry Sauce?)

Taking Ordering

1. All staff must have substantial product knowledge.
2. Every staff can take orders.
3. All food & beverage orders are written down in the order form.
4. Staff reads the order back to the guest to ensure accuracy.
5. Customers are informed at time of ordering.
6. All food & beverage orders are keyed into the point of sale program (POS) on the computer in the service area.

Serving of food and drink

1. Drinks are delivered to the customer within 3 minutes of order; specialty drinks may exceed this limit but within 5 minutes.
2. All beverages and glasses are served with a service tray.
3. A coaster for cold beverages is used.
4. Staff checks the accompaniments such as sauces or condiments.
5. Courses are delivered within the promised time.
6. All foods are served with a service tray “e.g. enjoy your meal”.
7. Staff wishes a pleasant meal before leaving the table.
8. Staff asks if the order is complete.
9. Staff asks the customer about satisfaction of their food at least once during the meal period (e.g. How about yours sir, everything to your satisfaction?)
10. Staff clears only when the customer finished eating each course.
11. After main course, staff suggests coffee, tea and dessert.

Finishing of Courses

1. Bill is presented to checking upon request within 3 minutes.
2. Bill is presented in a bill folder.
3. Accurate bill and correct change are checked by cashier within 2 minutes.
4. Closed bill and correct change are presented in a bill folder to the customer within 5 minutes.
5. The process of billing is finished within 10-15 minutes.
6. Customers are escorted to the exit.
7. Departing customers are thanked for their visit with a smile and “wai” and invites them back.
8. Staffs clean the table.

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CHAPTER 5

CONCLUSION

5.1 Conclusion

This paper is a study of the customer expectation for the service delivery of restaurant. The research takes a look at the activity of customers and staffs. Good interaction between the customers and staffs can increase the customers' satisfaction. It is important issue that the restaurant should to be concerned. Service delivery process is one of the key to improve the business. In this paper, researcher suggested a service process to improve the service quality in the general restaurant. This paper has provided a flowchart based on the service blueprint.

First, it has considered the internal and external analysis of the restaurant to find out the weakness point of the restaurant that is available to improve the service delivery process. Second, customer expectation survey is provided to support the process creation. Customer expectation attributes in the service delivery process between the customers and staffs are clearly identified and understood. The quality service and keeping the standard are the most important factor to develop the customers' satisfaction for the restaurant's service. Knowing how customers perceive the quality of service is the means by which restaurant can achieve a competitive advantage, differentiate from competitors and enhance business performance. Third, service delivery process is presented based on the customer expectation for understanding of the staffs. Well-designed service process is a powerful technique for accessing all of

restaurant process. Fourth, it has developed the standard operation procedure to provide more details in each step of the service process. Service delivery process is the method that the restaurant used to improve both restaurant operation and customer experience.

5.2 Limitations and Future Research

The researcher recommends the following further studies:

1. Due to the time limitation and the lack of information, this research paper has only focused on the flowchart of front stage. There are more departments in the restaurant to be improved for overall quality service process. There are the back stage and supporting process. For competition of development and improvement, Service blueprinting can be used to improvement operating the overall the process service in the restaurant.
2. It would be of beneficial to conduct research on the staff through interview. The benefit of the staff interviews may help the researcher gain more understanding of the existing problem in the process of work. The benefit of the customer survey may help the researcher gain the detail of customer expectation.

5.3 Implication of the research

1. Service flow chart can be adapted in all kind of restaurants as fast-food, buffet for increased the service quality.
2. Service Process identify problem that might occur during each process.
3. Staff understand more about the work process to increase the productivity

APPENDIX A

REGRESSION AND CORRELATION ANALYSIS

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APPENDIX A

Regression and Correlation Analysis

Regression(with frequency) Variables Entered/Removed(b)

Mode	Variables Entered	Variables Removed	Method
1	q20, q13, q6, q15, q4, q14, q18, q1, q2, q17, q7, q3, q5, q11, q16, q8, q19, q9, q12, q10(a)	.	Enter

a All requested variables entered.

b Dependent Variable: frequenc

Model Summary

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.744(a)	.554	.224	1.6493

a Predictors: (Constant), q20, q13, q6, q15, q4, q14, q18, q1, q2, q17, q7, q3, q5, q11, q16, q8, q19, q9, q12, q10

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	91.221	20	4.561	1.677	.105(a)
	Residual	73.446	27	2.720		
	Total	164.667	47			

a Predictors: (Constant), q20, q13, q6, q15, q4, q14, q18, q1, q2, q17, q7, q3, q5, q11, q16, q8, q19, q9, q12, q10

b Dependent Variable: frequenc

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.919	3.637		.803	.429
	q1	.383	.430	.157	.890	.382
	q2	.151	.307	.084	.492	.627
	q3	.221	.299	.150	.740	.465
	q4	.305	.576	.125	.530	.601
	q5	-.384	.504	-.156	-.762	.453
	q6	-.027	.460	-.011	-.058	.954
	q7	-1.578	.488	-.670	-3.237	.003
	q8	.181	.416	.100	.435	.667
	q9	.265	.429	.158	.618	.542
	q10	-.437	.766	-.184	-.570	.573
	q11	-2.014	1.017	-.681	-1.980	.058
	q12	1.734	.808	.589	2.147	.041
	q13	1.051	.730	.347	1.439	.162
	q14	-.915	.370	-.488	-2.476	.020

q15	-.021	.584	-.006	-.036	.971
q16	.400	.502	.158	.796	.433
q17	.275	.439	.114	.627	.536
q18	-.042	.672	-.013	-.062	.951
q19	.221	.746	.087	.296	.769
q20	.158	.390	.083	.403	.690

a Dependent Variable: frequenc

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APPENDIX B

VALUE OF DEMOGRAPHIC CHARACTERISTIC
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APPENDIX B

Value of Demographic Characteristic

Number of values percent of respondents by gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	16	33.3	33.3	33.3
	female	32	66.7	66.7	100.0
	Total	48	100.0	100.0	

Number of values percent of respondents by status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	28	58.3	58.3	58.3
	married	12	25.0	25.0	83.3
	divorced	2	4.2	4.2	87.5
	widowed	4	8.3	8.3	95.8
	would rather not say	2	4.2	4.2	100.0
	Total	48	100.0	100.0	

Number of values percent of respondents by education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than Bachelor	16	33.3	33.3	33.3
	bachelor	18	37.5	37.5	70.8
	master	13	27.1	27.1	97.9
	other	1	2.1	2.1	100.0
	Total	48	100.0	100.0	

Number of values percent of respondents by occupation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid gov office	4	8.3	8.3	8.3
biz owner	9	18.8	18.8	27.1
self-employ	6	12.5	12.5	39.6
employee	18	37.5	37.5	77.1
unemployed	6	12.5	12.5	89.6
retired	3	6.3	6.3	95.8
other	2	4.2	4.2	100.0
Total	48	100.0	100.0	

Number of values percent of respondents by monthly income

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid under 15000	7	14.6	14.6	14.6
15001-20000	9	18.8	18.8	33.3
20001-25000	2	4.2	4.2	37.5
25001-30000	4	8.3	8.3	45.8
30001-35000	1	2.1	2.1	47.9
35001-40000	2	4.2	4.2	52.1
over40000	11	22.9	22.9	75.0
would not say	12	25.0	25.0	100.0
Total	48	100.0	100.0	

Number of values percent of respondents by type of restaurant

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid fast food buffet	5	10.4	10.4	10.4
pub res	2	4.2	4.2	14.6
cafeteria	4	8.3	8.3	22.9
casual res	1	2.1	2.1	25.0
fine dining	30	62.5	62.5	87.5
Total	6	12.5	12.5	100.0
	48	100.0	100.0	

Number of values percent of respondents by frequency of dining-out

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid everyday	4	8.3	8.3	8.3
twice a week	7	14.6	14.6	22.9
everyweek	7	14.6	14.6	37.5
twice a week	3	6.3	6.3	43.8
once a month	8	16.7	16.7	60.4
infrequently	16	33.3	33.3	93.8
other	3	6.3	6.3	100.0
Total	48	100.0	100.0	

Number of values percent of respondents by the respondents go to dining with

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no one	5	10.4	10.4	10.4
	spouse	7	14.6	14.6	25.0
	friend	8	16.7	16.7	41.7
	co worker	5	10.4	10.4	52.1
	family	23	47.9	47.9	100.0
	Total	48	100.0	100.0	

Number of values percent of respondents by costing of meal when dining-out

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	under500	8	16.7	16.7	16.7
	501-1000	14	29.2	29.2	45.8
	1001-1500	1	2.1	2.1	47.9
	1501-2000	8	16.7	16.7	64.6
	2001-2500	9	18.8	18.8	83.3
	2501-3000	1	2.1	2.1	85.4
	3001-3500	1	2.1	2.1	87.5
	over 3500	6	12.5	12.5	100.0
	Total	48	100.0	100.0	

APPENDIX C

ANOVA AND CROSSTAB

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APPENDIX C

ANOVA and Crosstab

ANOVA result for all customer expectation factor with gender

		Sum of Squares	df	Mean Square	F	Sig.
q1	Between Groups	2.344	1	2.344	4.233	.045
	Within Groups	25.469	46	.554		
	Total	27.812	47			
q2	Between Groups	2.042	1	2.042	1.919	.173
	Within Groups	48.937	46	1.064		
	Total	50.979	47			
q3	Between Groups	.510	1	.510	.311	.580
	Within Groups	75.406	46	1.639		
	Total	75.917	47			
q4	Between Groups	1.042	1	1.042	1.812	.185
	Within Groups	26.438	46	.575		
	Total	27.479	47			
q5	Between Groups	1.500	1	1.500	2.680	.108
	Within Groups	25.750	46	.560		
	Total	27.250	47			
q6	Between Groups	.667	1	.667	1.125	.294
	Within Groups	27.250	46	.592		
	Total	27.917	47			

q7	Between Groups	.167	1	.167	.260	.613
	Within Groups	29.500	46	.641		
	Total	29.667	47			
q8	Between Groups	2.667	1	2.667	2.566	.116
	Within Groups	47.813	46	1.039		
	Total	50.479	47			
q9	Between Groups	.510	1	.510	.404	.528
	Within Groups	58.156	46	1.264		
	Total	58.667	47			
q10	Between Groups	.094	1	.094	.148	.702
	Within Groups	29.156	46	.634		
	Total	29.250	47			
q11	Between Groups	.844	1	.844	2.160	.148
	Within Groups	17.969	46	.391		
	Total	18.813	47			
q12	Between Groups	.167	1	.167	.408	.526
	Within Groups	18.813	46	.409		
	Total	18.979	47			
q13	Between Groups	.260	1	.260	.678	.414
	Within Groups	17.656	46	.384		
	Total	17.917	47			
q14	Between Groups	.375	1	.375	.371	.545

	Within Groups	46.438	46	1.010		
	Total	46.813	47			
q15	Between Groups	1.260	1	1.260	4.325	.043
	Within Groups	13.406	46	.291		
	Total	14.667	47			
q16	Between Groups	.167	1	.167	.301	.586
	Within Groups	25.500	46	.554		
	Total	25.667	47			
q17	Between Groups	1.042	1	1.042	1.746	.193
	Within Groups	27.438	46	.596		
	Total	28.479	47			
q18	Between Groups	.260	1	.260	.765	.386
	Within Groups	15.656	46	.340		
	Total	15.917	47			
q19	Between Groups	2.042	1	2.042	4.007	.051
	Within Groups	23.437	46	.510		
	Total	25.479	47			
q20	Between Groups	.042	1	.042	.042	.839
	Within Groups	45.938	46	.999		
	Total	45.979	47			

Gender Cross Tabulation of using the quality of service for selecting the restaurant

		q1			Total	
		less	average	most important		
gender	male	0	0	4	12	16
	female	1	5	10	16	32
	Total	1	5	14	28	48

Gender Cross Tabulation of Quick correction of wrong service

		q15			Total
		average	Important	most important	
gender	male	0	7	9	16
	female	2	21	9	32
	Total	2	28	18	48

Gender Cross Tabulation of timing in the process of payment

		q19			Total
		average	important	most important	
gender	male	0	7	9	16
	female	8	12	12	32
	Total	8	19	21	48

APPENDIX D

QUESTIONNAIRE

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APPENDIX D

Questionnaires

This questionnaire is the part of the Improve Business Project of Master's study, Silpakorn University International college (SUIC) and Institute Vatel, France. The research aims to find out the customer expectation in the service delivery process of the restaurant in Thailand. I would appreciate if you could take the time to complete this questionnaire. Your answer would be a value for my research.

Direction: Please answer the questions below by marking (X) in front of the choices which match on you.

Part One: Personal Information

1. Gender

- Male Female

2. Age

- Younger than 20 21-30
 31-40 41-50
 Over 50

3. Marital Status

- Single Married
 Divorced Widowed
 Would rather not say

4. Educational Level

- Less than Bachelor Degree Bachelor Degree
 Master Degree PhD. Degree
 Other (please specify) _____

5. Occupation Status

- Government Officer Business owner
 Self-employed Employed
 Unemployed Retired
 Others: _____

6. Monthly Income Level in Thai Baht

- | | |
|--|---|
| <input type="checkbox"/> Under 15,000 Baht | <input type="checkbox"/> 15,000฿-20,000฿ |
| <input type="checkbox"/> 20,001฿ – 25,000฿ | <input type="checkbox"/> 25,001฿-30,000฿ |
| <input type="checkbox"/> 30,001฿ – 35,000฿ | <input type="checkbox"/> 35,001฿-40,000฿ |
| <input type="checkbox"/> Over 40,001 Baht | <input type="checkbox"/> Would rather not say |

Part Two: Customer Behavior

7. What type of restaurant do you prefer?

- | | |
|---|--------------------------------------|
| <input type="checkbox"/> Fast food | <input type="checkbox"/> Buffet |
| <input type="checkbox"/> Pub & Restaurant | <input type="checkbox"/> Cafeteria |
| <input type="checkbox"/> Casual dining | <input type="checkbox"/> Fine dining |
| <input type="checkbox"/> Others: _____ | |

8. How often do you go to the restaurant?

- | | |
|---------------------------------------|--|
| <input type="checkbox"/> Everyday | <input type="checkbox"/> Twice a week |
| <input type="checkbox"/> Every week | <input type="checkbox"/> Twice a month |
| <input type="checkbox"/> Once a month | <input type="checkbox"/> Infrequently |
| <input type="checkbox"/> Other: _____ | |

9. Who is dining out with you?

- | | |
|--|---|
| <input type="checkbox"/> No one | <input type="checkbox"/> Partner/Spouse |
| <input type="checkbox"/> Friends | <input type="checkbox"/> Co-worker |
| <input type="checkbox"/> Family and/or relatives | <input type="checkbox"/> Other: _____ |

10. How much do you pay each time to dine in the restaurant?

- | | |
|---|--|
| <input type="checkbox"/> Under 500 Baht | <input type="checkbox"/> 501 – 1,000 |
| <input type="checkbox"/> 1,501 – 2,000 | <input type="checkbox"/> 2,001 – 2,500 |
| <input type="checkbox"/> 3,001 – 3,500 | <input type="checkbox"/> Over 3,500 |

Part Three: Customer Expectation

11. Please rate the level of importance on the following service attributes when you choose the restaurant (Over 500 ฿ per person)

Service Attributes	Most Important 5	Important 4	Average 3	Less 2	Least Important 1
Q1. Quality of service is one reason that affect my restaurant selection					
Q2. Staff acknowledge you as soon as you walk through the door					
Q3. There is a doorman to open the restaurant's door					
Q4. Greeting and warm welcome from the staff					
Q5. Staff recommend the zone before take you to the seat					
Q6. Staff give the menu to you within 30 seconds of being seated					
Q7. Staff introduce him/her self and explain the specials					

Service Attributes	Most Important 5	Important 4	Average 3	Less 2	Least Important 1
Q8. Staff provides information about menu items, their ingredients, and method of preparation					
Q9. Staff recommend any food & wine pairings to enrich your dining experience					
Q10. Employees can answer questions to your satisfaction					
Q11. Staff obtain your drink order and bring your drinks within 3 minutes					
Q12. Staff inform you of the food preparation time and the food is served within the promised time					
Q13. Maintaining speed and quality of service during busy times.					
Q14. Staff check back with you after you had a chance to taste any of your courses to make sure you were enjoying your menu selection					

Service Attributes	Most Important 5	Important 4	Average 3	Less 2	Least Important 1
Q15. Quick correction of wrong service.					
Q16. Staff clear all plates, paper items, cups, used silverware off the table as you were finished with each course					
Q17. Staff presents the check to you in a timely manner					
Q18. Accurate bill					
Q19. The staff processed your payment within 5 minutes					
Q20. Staff thank you as you leave					

12. Additional comments

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Thank you very much for your kind cooperation.

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