

Dissecting the Restaurant Industry through Perceptual Mapping

Research by the LUMS Consultancy Group

Co-Authored by:

Zamran Khan

Eesha Danish

Schaff Mirza

Raiya Momin

Malik Moaz

Malak Hasan Khan

Sara Moledina

Natasha Jalal

Abstract

This report is focused on identifying customers' perception of five high-end Lahori restaurants, namely Cosa Nostra, Rina's Kitchenette, The Burning Giraffe, English Tea House, Amavi, and Cafe Aylanto, based on their environment and professionalism, food, and pricing.

The report relies on quantitative data in the form of a survey and qualitative data in the form of focus groups to establish the aspects that people value most. The quantitative data is processed in R and is perceptually mapped on a cartesian plane allowing for quick comparisons between various attributes of our sample restaurants. The result established that while certain restaurants fare better in certain respects, they fall behind in other attributes. The results of the report can be used to recommend ways to improve the quality of certain attributes that customers perceive as important but are lacking in a restaurant.

Introduction

The popularity of a restaurant is judged along certain aspects that dictates how well it fits with the needs of the customers. Some restaurants rely on a wide range of food offerings while others rely on their ambience. Others might act in accordance with greater customer service. Nevertheless, the perception of restaurants by customers dictate to what extent the customer would prefer a restaurant over other choices. Therefore, it is crucial for restaurants to understand how customers perceive them and rank them along certain aspects. With this knowledge, restaurants can make necessary changes to compete with other competitors that are market leaders in certain aspects.

We identified three aspects that affect customers' perception about a certain restaurant. The first aspect is environment and professionalism. This aspect is related to the courtesy shown by the employees at a certain restaurant, the ability to respond to feedback and the ability to listen to and fulfill the demands of customers. Environment is related to the quality of hygiene and the ambience of a restaurant.

The second aspect is related to food. This aspect can be divided into quality and quantity of food. The qualitative aspect is related to how wide the range of the menu is, the different cuisines being offered in a restaurant, how the food tastes, and the food's hygiene levels. The quantity aspect mainly deals with how fulfilling a single portion of the food is.

The last aspect is related to pricing which is pretty straightforward. This aspect is related to how the food portions are priced relative to each other and to other competitors. It mainly deals with the affordability factor, and the value of money, of each restaurant.

The three aspects can be graphed in a single plot using RStudio through a process known as perceptual mapping that would position the restaurants on a single cartesian graph allowing for quick comparisons of a given restaurant's attributes.

Literature Review

Price

Until some years ago, many people believed that lower food prices were a burden on emerging countries as well as the poor. However, their sharp rise from 2006 to 2008 profoundly altered this viewpoint. Increased food prices are now thought to have a disastrous impact on developing nations and the world's poor. The causes of this abrupt shift in perception shaped the view on issues, proposed solutions, and the decision making and policy conclusions (Swinnen, 2011). Pakistan is also a developing nation, and this perception has extrapolated to its restaurant industry whereby inexpensive food is usually associated with a lack of quality while the high-end restaurants are considerably expensive for the average person, hence, becoming unaffordable for the majority.

Therefore, price is established as an important marker for influencing consumer behavior through various research in this domain. While brands work hard to maximize their earnings based on the cost of their products or services, consumers look for the best-priced items and services that will provide them with the most value (Hanaysha, 2016). Price, according to Anderson et al (1994), is a significant component in determining satisfaction, and consumers prefer to value a product based on its actual price. As a result, selling a high-quality product with good value for money can enable a brand to build equity and gain a competitive advantage over competitors. This product will persuade customers to choose one brand over another.

Food

Several academics believe food quality plays a significant role in developing customer loyalty and company image. To put it differently, high food quality is a vital tool that can be used to satisfy and keep customers while also ensuring a positive buying experience (Hanaysha, 2016). Sulek and Hansley (2006), Vangvanitchyakorn (2000) and Peri (2006) all have indicated that food quality is a necessary requirement to satisfy customers' needs. Zellner (2014) studied how the presentation of food is known to have a direct impact on the likelihood of a customer liking the food. Comparing two versions in which one would be presented relatively well, customers usually find the food to taste better when it looks more attractive.

It is complicated for restaurants to maintain the line between an adequate portion size and an insufficient one since a large portion size could contribute to overconsumption or wastage, but the portions need to be satiating too (Condrasky, 2014). Two quasi-experiments carried out by Li Ge

(2018) demonstrated that a smaller portion was related to the customer's perceived food quality and affected their purchase accordingly.

Environment

Azim et al (2014) highlighted that restaurant owners should spend a significant amount of money on interior design, decorations, floor cleaning, and other accessories to enhance the physical environment, because these are the most crucial expenses for attracting consumers. However, the environment is not just limited to the physical setting like the ambience but includes various factors such as the cleanliness of the restaurant as well as the customer service. Collectively these factors constitute the environment of a restaurant which determine the customer's experience at the eatery (Tuzunkan, 2016).

Canny (2014) mentioned that hygiene elevates the restaurant's aesthetic appeal and induces the customer to develop an instant comfort. This plays a crucial role in the consumer's journey through the restaurant as they may become more likely to appreciate the other factors responsible for a good experience. Employee's appearance, gender, and size of the team are all factors in service staff. It is also worth noting that actual service employee interactions differ from service staff's physical presence. A sophisticated employee uniform effectively communicates an organization's image and key values at a very personal level (Ryu, 2008). According to Baker (1994), social cues (e.g., the number and look of personnel) have a beneficial impact on customer's sentiments.

Previous studies in Pakistan conducted around selecting restaurants have attempted to show how the respective managements could operate through the customer's perspective. This puts them in a more favorable position to gather a market share and sustain it as well (Kausar, 2014).

According to TripAdvisor, the following ratings were gathered for the restaurants of interest in this report:

Attributes	Cosa Nostra (147)	Rina's Kitchenette (30)	Burning Giraffe (4)	English Tea House (116)	Amavi (0)	Café Aylanto (298)
Food	3.5	4.5	N/A	3.5	N/A	4.0
Environment *	3.75	4.0	N/A	3.75	N/A	4.0
Price**	3.0	4.0	N/A	3.5	N/A	3.5

Overall	4.0	4.0	4.5	4.0	N/A	4.0
Ranking***	#27	#45	#29	#5	N/A	#6

** Environment is an average of the ratings given to “Service” and “Atmosphere” on Tripadvisor’s website.*

*** Price is represented by “Value” on Tripadvisor’s website.*

**** The ranking is out of the 358 restaurants in Lahore registered on Tripadvisor.*

Research Methodology

For this project, we conducted primary research to gain firsthand insights into the perspectives of customers. Our secondary research is summarized in the **Literature Review** given above. The following sections will elaborate in detail the methods of primary research undertaken, and the results and relevant analyses established.

Primary Research

The purpose of conducting primary research was to explore customers’ sentiments regarding these restaurants and the three attributes that we decided to measure for each. The primary research was two pronged: a survey with closed-ended questions, followed by focus group sessions. Our sample was selected from the population of LUMS.

Primary Research - Survey

Design

Our survey consisted of 7 sections, one for generally inquiring which of the three attributes, pricing, environment or food, are most important for the respondent, and one section for each restaurant. Each respondent was only asked to fill a section if they had visited the corresponding restaurant. Our survey only included close-ended questions, particularly MCQs. We decided to not include any open-ended questions because past experience with primary research has taught us that the students of LUMS generally tend to leave open-ended questions blank, so there is a lack of value addition. Furthermore, open-ended questions would have led to responses which were not standardized, therefore making our analysis more complicated. Therefore, in order to keep our analysis valid and standardized, we chose just close-ended questions.

Given the nature of our research topic, we kept the survey entirely anonymous. The respondents were not required to disclose their gender, school, income levels or any other personal detail as it was not relevant to the scope of our project. The questions asked in our survey are attached in the

Appendix. As can be seen in these figures, all of our questions are either multiple choice questions or Likert scale ones. We went with the default 5 point Likert scale to ensure that the survey is easy and convenient to fill for respondents, so that they would fill it for a maximum number of restaurants.

Our survey included an MCQ question about the number of times the respondent had visited the restaurant in question, and likert scale questions assessing the restaurant's seating capacity, ambience, staff's professionalism, responsiveness to feedback, value for money, overall expensiveness, quantity of food portions, the variety of dishes, the food's taste, and finally how appetizing the food looked.

Sampling Procedure

Our survey was posted on the LUMS student body group on Facebook (LUMS Discussion Forum) and circulated on the LUMS Consultancy Group's Slack channels. Since our survey was posted with just the request of filling it in, anyone who wanted to fill it responded, therefore making our sample random. We also circulated this survey among our class and friends' Whatsapp groups to get responses from people of more diverse backgrounds.

Procedure

The survey was circulated via Google Forms between 22nd April and 27th April, 2022. The team used convenience sampling by posting the survey on several online platforms, including Facebook, WhatsApp and Slack. A total of 141 survey responses were received and used for perceptual mapping after data cleaning.

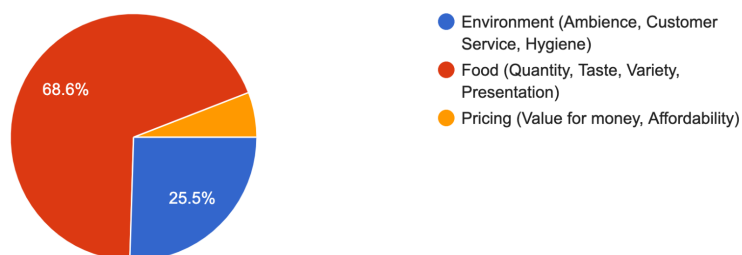
Survey Results

The team calculated aggregates of ratings for each dimension, ranging from 1 to 5, whereby 1 indicated a poor rating and 5 indicated an excellent rating. Furthermore, the popularity of each restaurant was calculated by taking the product of the average number of visits per restaurant and the number of responses for that restaurant.

1. The first question inquired about the most important factors when choosing a fine dining restaurant. We found that an overwhelming majority of 68.6% of people found food to be the most important factor.

In your view, which of the following is most important when deciding a fine-dining restaurant?

51 responses



2. According to the survey, the most popular restaurant was Rina's Kitchenette because we got the highest number of responses and the highest visiting frequency for it.

	Cosa Nostra	Rinas	Burning Giraffe	English Tea House	Amavi	Aylanto
Average Number of Visits per Person	2.846153846	3.027027027	1.692307692	2.630434783	2.25	3.0625
Responses:	26	37	13	23	18	24
Popularity	74	112	22	60.5	40.5	73.5

3. For Cosa Nostra, we found that on average, environment, pricing and food get scores of 3.63, 1.77 and 3.43 out of 5 respectively.

Cosa Nostra									
How would you rate the seating capacity of the restaurant?	How would you rate the ambience?	How would you rate the staff in terms of their professionalism?	How would you rate the restaurant in terms of their response to the feedback provided?	How would you rate the restaurant's value for money?	[Affordability]	How would you rate the quantity of food portions?	Are you satisfied with the variety of dishes being offered?	How would you rate the overall taste of food?	How appetizing was the food?
3.538	3.808	4.038	3.154	2.654	0.885	3.423	3.115	3.577	3.615
Environment and Professionalism			Pricing			Food			
3.63			1.77			3.43			

4. For Rina's Kitchenette, we found that on average, environment, pricing and food get scores of 3.5, 2.21 and 3.736 out of 5 respectively.

Rinas Kitchenette									
How would you rate the seating capacity of the restaurant?	How would you rate the ambience?	How would you rate the staff in terms of their professionalism?	How would you rate the restaurant in terms of their response to the feedback provided?	How would you rate the restaurant's value for money?	[Affordability]	How would you rate the quantity of food portions?	Are you satisfied with the variety of dishes being offered?	How would you rate the overall taste of food?	How appetizing was the food?
2.973	3.676	4.108	3.243	3.135	1.297	3.649	3.703	3.811	3.784
Environment and Professionalism			Pricing			Food			
3.500			2.216			3.736			

5. For The Burning Giraffe, we found that on average, environment, pricing and food get scores of 3.38, 2.46 and 3.67 out of 5 respectively.

Burning Giraffe									
How would you rate the seating capacity of the restaurant?	How would you rate the ambience?	How would you rate the staff in terms of their professionalism?	How would you rate the restaurant in terms of their response to the feedback provided?	How would you rate the restaurant's value for money?	[Affordability]	How would you rate the quantity of food portions?	Are you satisfied with the variety of dishes being offered?	How would you rate the overall taste of food?	How appetizing was the food?
Environment and Professionalism				Pricing		Food			
3.077	3.538	3.615	3.308	3.385	1.538	3.846	3.385	3.692	3.769
3.385				2.462		3.673			

6. For English Tea House, we found that on average, environment, pricing and food get scores of 3.98, 2.19 and 3.80 out of 5 respectively.

English Tea House									
How would you rate the seating capacity of the restaurant?	How would you rate the ambience?	How would you rate the staff in terms of their professionalism?	How would you rate the restaurant in terms of their response to the feedback provided?	How would you rate the restaurant's value for money?	[Affordability]	How would you rate the quantity of food portions?	Are you satisfied with the variety of dishes being offered?	How would you rate the overall taste of food?	How appetizing was the food?
Environment and Professionalism				Pricing		Food			
3.870	4.087	4.348	3.609	2.913	1.478	3.652	3.913	3.826	3.826
3.978				2.196		3.804			

7. For Amavi, we found that on average, environment, pricing and food get scores of 3.5, 1.89 and 3.47 out of 5 respectively.

Amavi									
How would you rate the seating capacity of the restaurant?	How would you rate the ambience?	How would you rate the staff in terms of their professionalism?	How would you rate the restaurant in terms of their response to the feedback provided?	How would you rate the restaurant's value for money?	[Affordability]	How would you rate the quantity of food portions?	Are you satisfied with the variety of dishes being offered?	How would you rate the overall taste of food?	How appetizing was the food?
Environment and Professionalism				Pricing		Food			
2.889	3.944	4.000	3.167	2.833	0.944	3.722	3.389	3.389	3.389
3.500				1.889		3.472			

8. For Cafe Aylanto, we found that on average, environment, pricing and food get scores of 4.125, 1.87 and 3.68 out of 5 respectively.

Cafe Aylanto									
How would you rate the seating capacity of the restaurant?	How would you rate the ambience?	How would you rate the staff in terms of their professionalism?	How would you rate the restaurant in terms of their response to the feedback provided?	How would you rate the restaurant's value for money?	[Affordability]	How would you rate the quantity of food portions?	Are you satisfied with the variety of dishes being offered?	How would you rate the overall taste of food?	How appetizing was the food?
Environment and Professionalism				Pricing		Food			
4.125	4.292	4.375	3.708	2.917	0.833	3.250	3.833	3.792	3.875
4.125				1.875		3.688			

Primary Research - Focus Group

Design

In addition to conducting primary information based on survey responses, research was conducted via focus groups to further understand the basis for our quantitative results. 2 focus groups were conducted, the insights from which can be found below.

It was ensured that no participants took part in the focus group more than once so there was no overlap. Participants for the focus groups were selected using convenience sampling - those who had visited the selected restaurants and volunteered their availability on the LUMS Consultancy Group Slack channel. Each focus group consisted of 6 participants and was moderated by 2 project team members. The discussions lasted for an hour and followed a semi-structured format, whereby some questions were predetermined.

We asked our respondents the same questions in both focus groups, which were centered around the following themes:

1. What is your favourite restaurant and why?
2. What do you look for in the ambience of a restaurant?
3. How important is customer service for you?
4. How important is attention to feedback for you?
5. What hygiene practices would you prefer?
6. What do you think about the pricing of these restaurants? Is there any reason you feel that way?
7. How do you think the value for money can be improved?
8. How important is variety of food in a restaurant?
9. Does presentation matter to you? What would you prefer when it comes to presentation of food at restaurants?
10. Do you have any preferences for taste when you visit these restaurants?

Survey Results

Our insights from the focus group on pricing, food and environment can be further broken down into smaller, more specific categories. These are as follows:

1. Environment and Professionalism
 - a. Ambience

- i. In such high-end restaurants, respondents are looking for an “instagrammable vibe”. Such an ambience encompasses aesthetic decors, good lighting, and a picturesque environment
- ii. Sufficient seating capacity, which allows visitors to have enough personal space, and for the place to not feel congested, is important.
- iii. Respondents also felt that the type of crowd is very important, as rushy places that are very chaotic do not offer a comfortable dining experience

b. Customer Service

- i. Respondents felt that waiters make the first and most important impression. They should be accommodating, respectful and professional, and should be highly responsive towards visitors
- ii. Waiters should also be familiar with the menu and specialties and be able to give recommendations from the menu.
- iii. Restaurants can also consider having women as waiters to show the inclusive culture and make female customers comfortable.
- iv. The serving time is also important, and some high end restaurants take unreasonably long to serve food which should not be the case.
- v. Include pictures of food items on the menu so that customers can choose more easily

c. Feedback

- i. Respondents found instantaneous rectification to be very important. Complimentary dessert, replacement of meals are some of the ways in which restaurants can compensate for a poor experience to improve the experience at the restaurant.

d. Hygiene

- i. Most visitors found these restaurants to be hygienic. Maintaining hygiene is crucial as poor hygiene gives visitors the impression that the kitchens are dirty.

2. Food

a. Variety

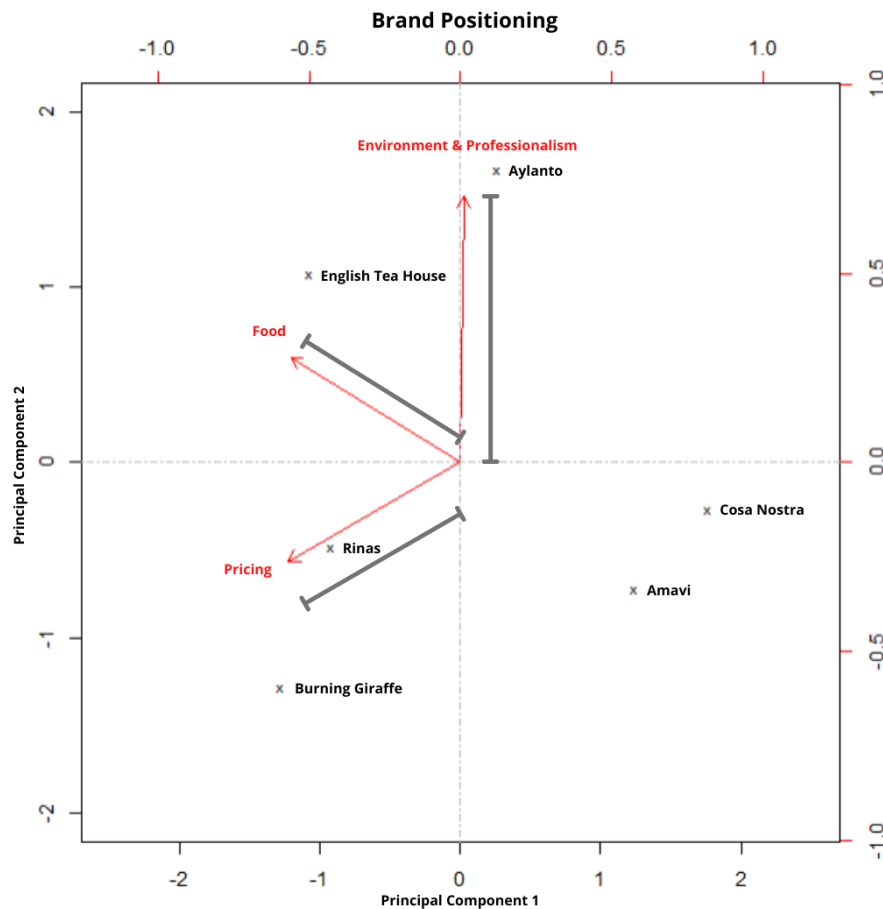
- i. Respondents preferred greater variety in fewer cuisines, as opposed to having more cuisines with fewer variety
- ii. Vegetarian options need to find a bigger place on the menu of these high-end restaurants.

- b. Taste
 - i. Amount of salt is very important in food. It is important that restaurants find the right level of salt because most of them do not.
 - ii. Continental cuisine in Pakistan has a desi taste to it which should not be the case.
3. Pricing
- a. Almost all 6 restaurants were considered overpriced, while Aylanto and Amavi lie on the extreme end of expensiveness.
 - b. Value for money was more important for respondents than the price itself. This includes how filling the food was, the presentation and all other factors included

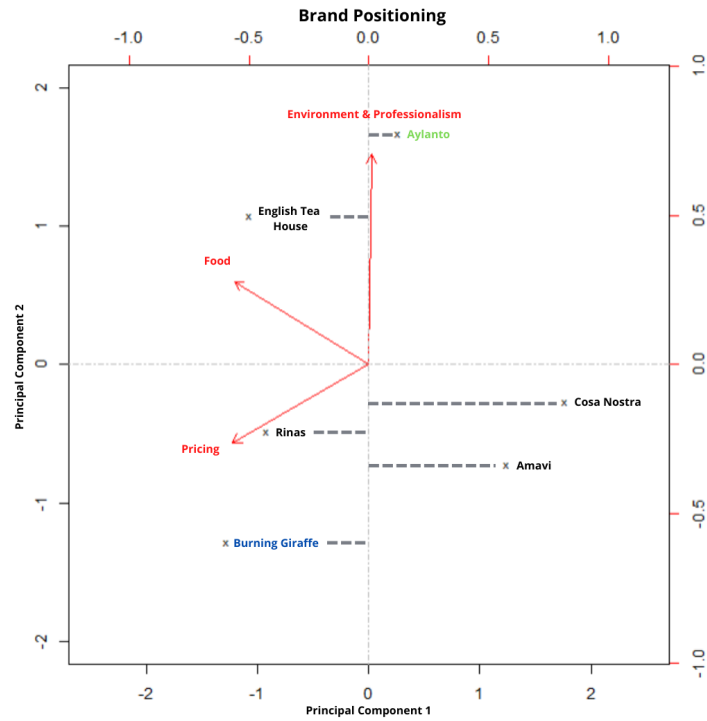
Perceptual Mapping and Results

Overall, there were only minor differences in brand positioning of the selected brands in terms of the three relevant attributes- Pricing, Food, and Environment & Professionalism.

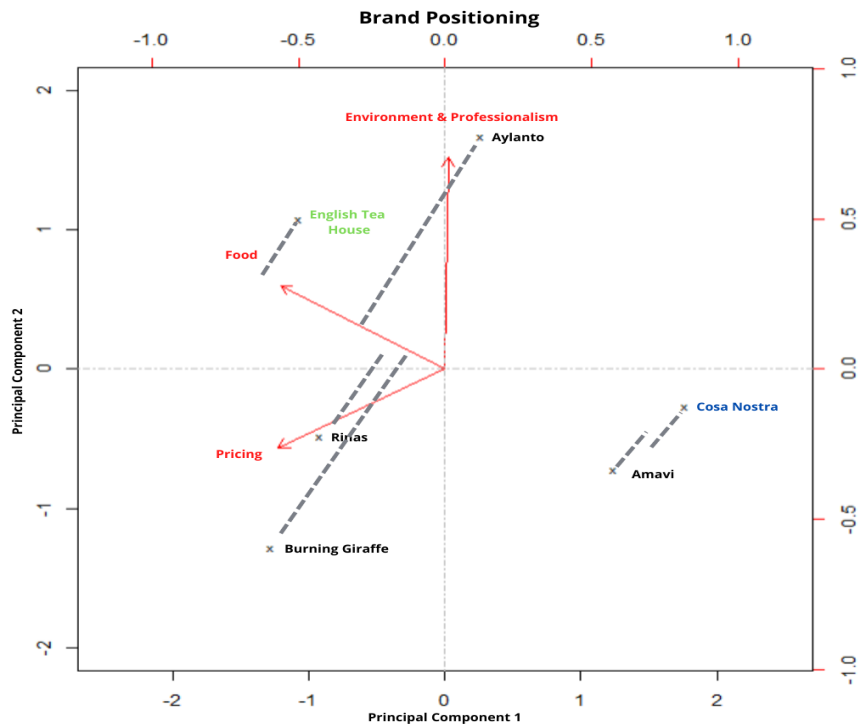
Relevance for an attribute is indicated by the length of the line between the origin and the arrow for that attribute. A longer length represents a higher relevance. Therefore, among the three attributes, Environment & Professionalism seemed to be relatively the most relevant attribute in differentiating overall consumer perception of a brand (see figure below).



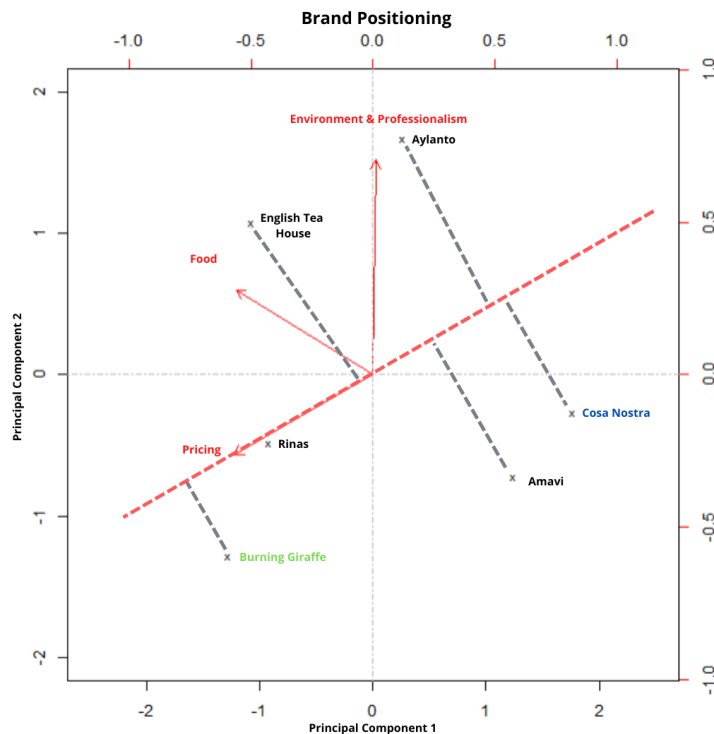
In terms of Environment & Professionalism, Aylanto took the lead amongst the chosen brands while Burning Giraffe fell at the end.



In terms of Food, English Tea House was the front-runner while Cosa Nostra ranked last.



Finally, in terms of Pricing, Burning Giraffe was the customer favorite and Cosa Nostra was again the least favorite.



Recommendations

As a result of the findings, we aim to recommend the following improvements for the selected restaurants:

Cosa Nostra

This restaurant was positioned low among food and environment, and the lowest in terms of pricing. The poor rating on environment could be improved by increasing the “instagrammability” of the restaurant, by incorporating unique features in the design of the venue. Hygiene is one of the biggest factors affecting satisfaction with the overall environment and professionalism and incorporating cleanliness when it comes to the seating and cutlery is a crucial point to consider for Cosa Nostra as some respondents expressed concerns with these. The food rating could be improved by incorporating more vegetarian options and focusing on improving the range of dishes available as well. In terms of pricing, Cosa Nostra was considered to have the least value for money which could be improved by revisiting the price range of the restaurant.

Rina's Kitchenette

This restaurant was ranked lowly for environment and professionalism, however it had higher scores for both food and pricing. One of the biggest concerns with Rina's environment was the congested seating at their restaurants. Customers felt as though they had little personal space and the high customer-to-capacity ratio also causes high levels of noise and commotion at the restaurant which impacts overall experiences. Thus, it is crucial that the restaurant either expands its size or reduces the number of tables to ensure that customers have a satisfying experience. To further improve the experience, Rina's can incorporate instantaneous rectification techniques to cater to customers who did not have satisfying experiences in terms of the environment and professionalism. While the restaurant is doing well in terms of both food and pricing, it is crucial that hygiene levels and food portions are maintained to sustain this rating. As Rina's offers some foreign cuisines as well, including a range of Italian pastas, it would help to work on the overall taste to remove the "desi taste" from this range.

Burning Giraffe

This restaurant was ranked lowest within environment and professionalism, was lowly ranked within food, however, it had the highest rank within pricing. To improve its score on environment and professionalism, the restaurant can improve its training of the staff to ensure that they are providing an enriching experience to customers. This includes making them familiar with the menu so that specialties and recommendations can be communicated to new customers. Additionally, the restaurant needs to work on how its waiters respond to feedback because currently, customers felt as if their feedback was not being given due importance. Including pictures of certain food items on the menu would also help customers in familiarizing with the food before ordering and increase satisfaction levels. The food's value for money can be improved by working on the overall salt-levels as many customers found their food to be a bit bland.

English Tea House

Perhaps the most highly rated restaurant on all 3 fronts was English Tea House. The restaurant has been doing well in terms of attention to feedback, incorporating a variety of food options, and maintaining a consistent taste, to be precise. However, one front upon which English Tea House can improve its service is by reducing the overall service time. Respondents felt that the food took too long to be served, and that could be a potential pain point in the future. Additionally, one of our own team members had a poor experience at this restaurant as waiters seemed unwilling to accommodate new customers when the restaurant had a near to full capacity. As it is crucial for waiters to be polite to ensure retention of customers, that is one front English Tea House can work on.

Amavi

Amavi was ranked lowly in terms of food, pricing and environment. One of the most important

reviews on this restaurant was that it is extremely overprice without providing value for money. To remove this perception, it is crucial for them to work on the taste of the dishes as well as the overall presentation and quantity of food being provided. For this, add-ons and taste testing may help to ensure that customers' experience is enriched. Additionally, most customers found waiters to be "mostly absent" during their visit which hampers the extent to which customers' feel served and catered to at the restaurant. While the overall instagrammability of the restaurant is high with its incorporation of unique art pieces from artists like Beygum Bano, it will not help much if the food, service, and pricing of the restaurant are not improved.

Café Aylanto

This restaurant was also one of the high performers, with its top-notch food and environment. The high ratings of food can be owed to the right spice and salt levels, and the comprehensive menu which offers clear descriptions of exactly what to expect with each dish. Customers found the menu options to have the right level of variety and the taste was always consistent. To retain the high service ratings, the restaurant should ensure its waiters are serving customers with the same level of commitment and responsiveness, while ensuring that those who have an unpleasant experience are immediately compensated with some form of discount, replacement or complimentary item. However, the low rating on pricing can be improved by either reducing the overall price of the dish or incorporating greater portion sizes as current customers felt like the portions were not sufficient for the price being charged.

Final Remarks

Respondents generally felt like the service time in these restaurants are very long which is adds to their dismay. Improving this can ensure that customers' overall experience of dining at these restaurants is enhanced. In terms of food, the portion sizes for high-end restaurants need to be worked towards to ensure value for money. Furthermore, there needs to be a more inclusive menu where vegetarian options, KETO options are added to cater to those individuals who want to dine out but are health or diet conscious. In terms of taste in food, customers have also felt that the taste is not always authentic and there seems to be a Pakistani touch, which can be improved by using more sophisticated ingredients in dishes. Most of these restaurants did not provide very clear menus with details of what to expect in the dish, and improving this can enhance the overall customer experience as they make a more informed ordering decision.

Limitations

The team was able to identify the following as limitations in the scope of the research:

In terms of sample, there was a concentration of respondents from the age bracket of 18-25 who stem from middle to upper class, which greatly impacts the generalizability of the research. When deciding the restaurants that the research was to cover, many other competing restaurants

from the same industry were not included in the research- limited scope. Furthermore, the responses in general have been low, 30 per restaurant, which puts the reliability and generalizability of the data in question. The number of responses for the quantitative element of the data have varied for all restaurants, and hence the averages calculated are not perfectly comparable. In terms of quantifying result, a mean was used to calculate the average level for each response and thus any outliers had a significant impact on the final average value calculated. Another limitation in terms of quantifying data was the subjective aspect of the quantitative analysis, the responses may not be perfectly comparable (a 4 out of 5 may mean 3 out of 5 for another respondent). However, this was catered to by being very specific in the questions asked.

Works Cited

- Azim, Ahsan, et al. "Factors effecting the customers selection of restaurants in Pakistan." *International Review of Management and Business Research* 3.2 (2014): 1003.
- Baker, Julie, Dhruv Grewal, and Ananthanarayanan Parasuraman. "The influence of store environment on quality inferences and store image." *Journal of the academy of marketing science* 22.4 (1994): 328-339.
- Canny, Ivyanno U. "Measuring the mediating role of dining experience attributes on customer satisfaction and its impact on behavioral intentions of casual dining restaurant in Jakarta." *International Journal of Innovation, Management and Technology* 5.1 (2014): 25-29.
- Condrasky, Marge, et al. "Chefs' opinions of restaurant portion sizes." *Obesity* 15.8 (2007): 2086-2094.
- Ge, Li, et al. "Will reduced portion size compromise restaurant customer's value perception?." *International Journal of Hospitality Management* 70 (2018): 130-138.
- Hanaysha, Jalal. "Restaurant location and price fairness as key determinants of brand equity: A study on fast food restaurant industry." *Business and Economic research* 6.1 (2016): 310-323.
- Kausar, Rukhsana, Shahab Alam Malik, and Bismah Akram. "Effects and outcome of service quality and consumer attitudes towards restaurant brands: a study of fine dining restaurants in Pakistan." *International Journal of Hospitality and Event Management* 1.2 (2014): 187-202.
- Ryu, Kisang, and Soocheong Jang. "RETRACTED ARTICLE: Influence of restaurants' physical environments on emotion and behavioral intention." *The Service Industries Journal* 28.8 (2008): 1151-1165.
- Swinnen, Johan. "The right price of food." *Development Policy Review* 29.6 (2011): 667-688.
- Tuzunkan, D., and A. Albayrak. "The importance of restaurant physical environment for Turkish customers." *J Tourism Res Hospitality* 5 1.2 (2016).
- Zellner, Debra A., et al. "It tastes as good as it looks! The effect of food presentation on liking for the flavor of food." *Appetite* 77 (2014): 31-35.

Appendix

Survey link

<https://forms.gle/xfTJaRmFWXsqw1za8>

Focus Group transcripts

Focus Group 1

Meeting Minutes:

Members:

- Yashal (Y)
- Aleema (A)
- Hamza (H)
- Maham (M)
- Eeman (E)

Notes:

General:

- Favorite restaurant
 - H: english tea house, only place with nice nashta, other is more of the same (Variety)
 - Y: rina's isnt my favorite compared to other places, havent been to others, why? Price to quantity ratio
 - E: favorite is rina, pait kharab hua tha once, because of the ambiance and new variety, its a place you go for group setting, atmosphere
 - M: fav is aylanto rina s has good food, amavi has good environment but aylanto is complete package, ambiance is best, classy jaga hai
 - A: rina's, has the best pasta, variety of italian is nice, pasta doesnt have desi taste

Environment:

- General
- Ambiance
 - M: Seating capacity is less of it, its instamagrammability, aesthetic, neon, lighting, decor
 - Y: agreed
 - A: seating capacity is more important, no personal space, rina's and english tea house are better in that aspect, they have proper layout
 - H: instamagrammability, the vibe
 - E: seating and personal space is more important
- Customer service:
 - Y: Waiter should be respectful and professional, no rudeness, waiter is first and important impression
 - E: rina's has a good service knowing that, dhabba has bad service

- H: responsiveness of waiters, how long the food is taking, are they responding to you
- M: recommendations on part of waiters, respect, accommodating, like if you want to sit at a particular spot
- A: since these are competitors, pretty much same scene of waiters, but others have women waghaira which makes some people more comfortable and giving opportunities to women is nice to, the culture is also important, what sort they are trying to communicate to your customers
- Feedback:
 - Instantaneous rectification like gandi plate is stuff
 - M: mandarin kitchen, koi complain ki, took the feedback card and management nay kaha ke pls feedback sahi kardo so that was bad bad
 - Y: restaurant needs to accommodate in immediate feedback, but long term feedback is maybe not as important and long term feedback is a huge if
 - M: turnoff hai if feedback is not listened to
 - A: Rina's has disparity, gulberg main soggy and defense main acha hai, English Tea House ka breakfast depreciated
- Hygiene:
 - E: These restaurants are pretty hygienic , generally food hygiene and spatial hygiene is very important, like if table is dusty, that's a bad impression, cleanliness is changeable, but food is more important, go to dirty restaurant with good food then give feedback
 - Y: if ambience is unhygienic, then what guarantee do you have ke kitchens are saaf
 - M: I am paying alot of money here, I demand cleanliness

Pricing:

- General:
 - Y: main sasti insan hoon
 - M: aylanto and amavi are expensive, baki have similar prices and since they are competitors
 - E: its value for money, its quantity of food
- Affordability:
 - Y: If i pay, paith barhna chaye , example
- Value for money:
 - A: Its comparison, so if i have same quality with higher quantity then tahts how I would judge
A: Amavi is overpriced,
 - Y: relative,same as aleema, also environments plays into value for money only if it depends on why you are going, for vibes or food
 - M: Aylanto is high, amavi is fulfilling so its value for money, baki sab are at the same price level, price is related to the entire experience, not just the food, cosa nostra and amavi are classy
 - Y, A: if it is more expensive but value for money tou we ll go

Food:

- General
- Quantity
- Variety:
 - Y: There should be options in sense of vegetarians and stuff, within a cuisine variety honi chaye, but doesnt need to have multiple cuisines

- M: eateries have specialities so when they try to expand variety to other cuisines, there is a fall in quality
- A: safe eateries, i want to go to speciality place, variety doesnt matter to me at all
- E: variety doesnt matter, specialization is important because i go to specific place for a specific type of food
-
- Taste:
 - A: Restaurants like desi stuff, so even continental cuisine has desi taste
 - M: taste is very important, desi taste nahi hona chaye
 - Y: pf chngs targets international stuff, but desi places like salt and pepper is desi
- Presentation
 - A: presentation is an important factor, if this is how they are serving you, god knows how they make and it shows customer isnt a priority
 - M: rina's ki presentation isnt as unique, amavi
 - Y: are you going for food or are you going for instagram

Focus Group 2

Meeting Minutes:

Members:

- Khadija (K)
- Zainaab (Z)
- Hamza (H)
- Zoha (ZZ)
- Haider (MH)
- Sumraiz (S)

Notes:

General:

- Favorite restaurant
- K: Burning Giraffe, English Tea House is a safe choice as well
- ZZ: English Tea House because she hasn't tried Burning Giraffe, Cosa Nostra, Amavi

Environment:

- General
- Ambience:
 - Z: Place that doesn't have a lot of people
 - K: Where there's a crowd you're comfortable with. Open seating: Burning Giraffe. It's very cosy. The sort of people that come there who are alike.
 - H: lighting. Outdoors is preferable. Interior decoration.
 - ZZ: I don't care about the seating, I care about food. I care about quality, taste, and food more than ambience in general.
 - Nobody cares about Instagrammability
 - ZZ: Instagrammability was a trend back a few years, it no longer is. It really depends on the people you're going with, if I am going with people who want to post, you'd be forced to post. If I am going with my family, I wouldn't
 - K: I won't prefer it, but people tend to just go to restaurants to take pictures there
- Customer service:

- Z: Not a deciding factor. There's not a lot of difference in terms of professionalism.
- K: Service time. I shouldn't have to wait an hour for food.
- MH: very important
- Feedback:
 - Z: If the problem is that big that I am giving feedback, if they don't take action, then I won't go back
 - MH: I send them a dm, if they promise me a free meal, that's the only way I'll go back
- Hygiene:
 - H: Matters a lot. If I am going to an expensive restaurant, it shouldn't only be clean but it should be well set up.
 - K: Because they are pricey restaurants, they should be and are generally very clean.
 - MH: I've taken a course in Restaraunt management, since then I don't go somewhere if it's unhygienic

Pricing:

- General:
 - ZZ: Rina's is overpriced
 - Z: All of them
 - K: All
 - MH: Cosa, Amava, Aylanto
 - S: All
- Affordability:
 - H: The most important factor, depends on What sort of company I am with.
 - ZZ: I wouldn't care about prices if I only have these options, because prices are almost the same.
 - K: Depends on the quantity of the food as well. I want to a restaurant, where we paid a lot.
 - S: Arcadian has a dessert 800 rps, and it covered 3 people. It maxed out in quantity and quality. Aylanto, on the other hand, does not have both.
 - MH: I wouldn't go alone in any of these places or even with close friends. It depends on the dynamic of the people that you're going with.
- Value for money:
 - K: It should be clean.
 - S: Customer service is value for money. If I am paying a good amount of money I'll expect good waiters, service, and ambience. Cosa Nostra had 40% discount on credit card payments. I probably won't go again. So my value of money is decided by 1- who I am going with, for example, society people 2- Discounts
 - K: Customer service. Quality of food. ETH and Rinas have good quality of food. Good Ambience. Quiet places. If I am going with friends, we should be able to have a good time and conversations
 - MH: How accommodating and courteous they are with regard to their customers.

Food:

- General
 - S: I compare it with the food I've had before. Recommendations, if my friends recommend them, it'll affect my decision.
 - ZZ: The amount of salt sets a restaurant apart.
- Quantity:

- K: I should be full once I've eaten there
-
- Variety:
 - Z: Doesn't matter. They usually offer the same categories.
 - MH: Rina had a burger, that people knew about. It's not variety, it's rather any specialities that would pull me.
- Taste:
 -
- Presentation
 - ZZ: Matters because we've paid a lot of money for it.
 - H: same

Focus Group 2 Image

