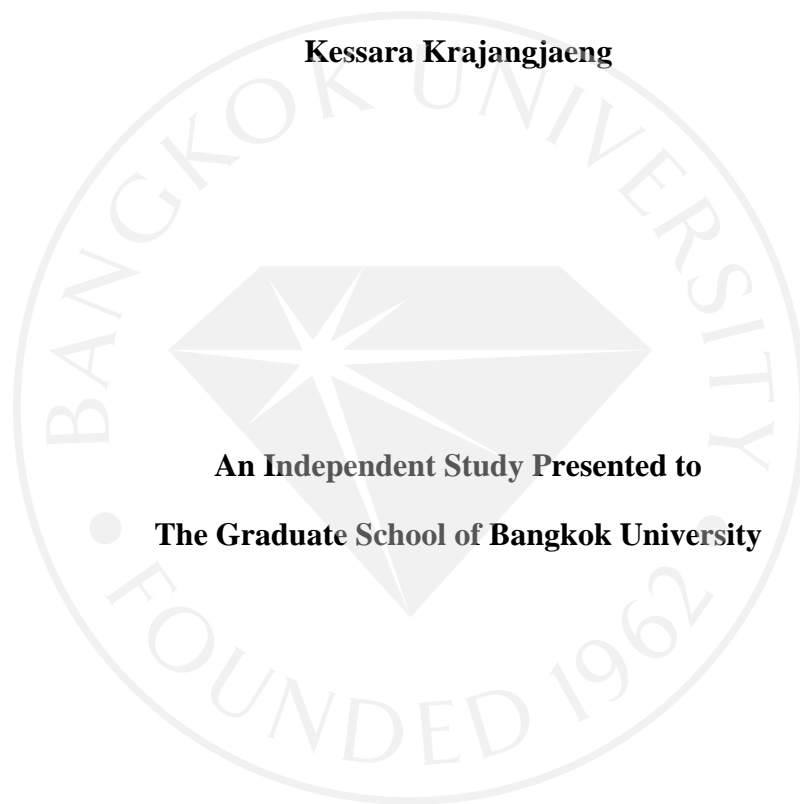


**THE STUDY OF CONSUMER PERCEPTION TOWARDS
SERVICE QUALITY OF THE PIZZA COMPANY**



**THE STUDY OF CONSUMER PERCEPTION TOWARDS SERVICE
QUALITY OF THE PIZZA COMPANY**

Kessara Krajangjaeng



**An Independent Study Presented to
The Graduate School of Bangkok University**

**In Partial Fulfillment
of the Requirements for the Degree
Master of Business Administration**

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ABSTRACT

This study aims to compare customer expectation and customer perception toward service quality of The Pizza Company by using a Gap model as a theoretical framework. The Pizza Company, Siam Square Branch is used as an example of the current study. The questionnaire included service five dimensions of the service quality which were Assurance, Empathy, Responsiveness, Tangible, and Reliability. Customers were asked to identify their expectation level of services and their perception level regarding their experience visiting the restaurant. The data was analyzed by using SPSS software to identify the mean score of both expectation and perception, including standard deviation score in order to rank the level of each of the five dimensions.

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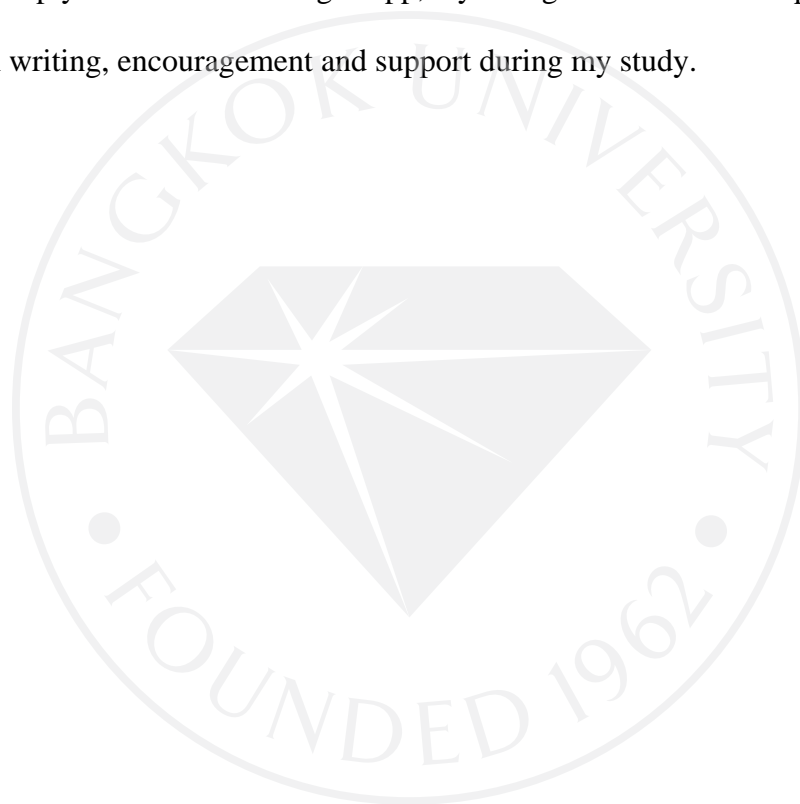


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CHAPTER 1

RESEARCH PROPOSAL

1.1 Background

The Pizza Company is a company under The Minor Group, which is Thailand's largest fast food and Hotel Management Company.

Since it was launched in 1982, The Pizza Company has been a leader in the fast food market, with almost 70% market share, containing dine-in restaurants, take away and delivery businesses. Their great variety of pizza, prepared and delivered by well trained staff has been recognized by consumers as the best in the market. The company is continuously introducing innovations to better serve their consumers, such as new Pizza toppings like Tom Yum Kung and Japanese Tempura. The signature menus from the company are Pizza Puff and Pizza Roll besides other selected menu items.

The Pizza Company continuously offers pizza lovers with even more innovative ideas that excite the pizza experience. Fresh Thai ingredients are used to ensure their pizzas come with the finest crust and cheese blends. The most essential ingredient for great-tasting pizzas and pastas is the highest quality cheese which produced by the Minor group in Thailand.

From day one of its launch, with now over 120 branches nationwide, The Pizza Company is serving its customers on all occasions whether they wish to dine-in at the restaurant, order to take home or have pizza delivered to their home or office. A modern call center has been established which is reachable through the easy-to-

memorize telephone number 1112. Deliveries of hot pizzas are guaranteed within 30 minutes. The Pizza Company succeeded because of its in-depth knowledge of the local market, including the Thai palette.

2008 was a challenging year for the Thai food service industry, declining consumer confidence, slower economic growth and political uncertainties encouraged Thai consumers at all income levels to be extremely price and value sensitive. The company expects that the restaurant operators will again have to find new ways to offer products and promotions that meet with the expectations of extremely price and value conscious consumers.

The Minor Food Group and The Pizza Company are committed to ensure 100% Customer Satisfaction by offering pizza lovers with menus of superior taste and variety (www.minorinternational.com)

1.2 Statement of Problem

“To be a leading multiple food concept operator in the Asia Pacific Region by providing 100% satisfaction to all stakeholders”

To achieve this vision, the company operates based on the following “Core Values”

1. Customer Focus
2. Results Oriented
3. People Development
4. Innovative

In order to gain investors confidence and to remain number one in the fast food business The Pizza Company will be increasingly focus on their future prospects and plans to significantly exceed current performance.

1.3 Intention and Reason for Study

Studying the perception of consumers on the service quality of The Pizza Company Restaurant is an important factor for the company. Resulting differences may be used to plan and develop measures for improvement. As the research is based on the review of various literatures, some concepts and theories will guide the present study.

There are many factors affecting the development of service quality in order to achieve the company goal. The research intends to identify which areas of service of The Pizza Company are of key importance and how the consumers rate the level of the service quality in the current operation in order to design improvements.

1.4 Research Objective

The objectives of the research are as follows:

1. Understand the consumer perception in term of service quality of The Pizza Company restaurant by rating the statement in each area.
2. Gain insight on consumers and analyze the specific area for better understanding, in order to develop the business.
3. Assess the current service quality of The Pizza Company, analyze if it's exceeding the customer perception, and in which area of service customers have most and least expectations.

The better the producer understand their clients, the more effectively they will be able to serve them.

1.5 Major Research Question: Sub - question development

Major Research Question:

1. What are the areas of service quality in the restaurant which don't yet meet the customer expectation?

Sub – Question Development:

2. What is the expectation level of the customer toward service quality of the restaurant?
3. What is the perception level of the customer towards service quality of The Pizza Company?
4. What are the implications from the study, which helps to further improve the service quality of the restaurant?

1.6 Assumptions

The following specific assumptions were made only for this study.

1. The research is conducted assuming that customers experience some difficulties and that the service at the restaurant doesn't yet reach customer expectations.
2. A survey has been conducted with customers to collect information; their answers constitute the data to be analyzed.

3. The data has been collected in an appropriate way and the result is valid only for this study

1.7 Scope of Research

The study of the research focuses on service quality of The Pizza Company's Siam Square branch by using a survey questionnaire to collect customer feedback. The questionnaire is related to their experience of The Pizza Company.

The purpose of this study is to understand the gap between customer expectation and customer perception regarding their experience in service quality of the restaurant.

1.8 Benefits of Research

The research results provide the company with a better understanding of consumer preferences in each area of the total service quality. This improved understanding provides a basis to develop effective levels of customer service quality.

1.9 Limitation of Research

The research is limited to questions regarding service quality of The Pizza Company's Siam Square branch. The result of the research is not applicable to other kind of restaurants or any other of The Pizza Company's branches. The participation of respondents has been controlled and limited to those consumers who have been visiting The Pizza Company's Siam Square branch on a regular basis in order to get feedback and ideas of service quality from their direct experience

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Business management relationship could be defined into two key groups: internal customers, called employees and external customers, which are the persons who purchase their product or service, both of these key groups are inseparable (Robert and Denis, 1993).

The marketing literature describes the product in both goods and service, which is separated into; goods as a tangible product and intangible products, the latter of which is often referred to as service (Chon, Kandampully and Mok, 2001). Some businesses have a mix of tangible and intangible products, for example a restaurant offers a tangible product in the form of food and an intangible product in the form of service and atmospheres.

This chapter contains a literature review for a better understanding of the importance of a restaurant's business understanding of its customer desires and needs. The customer service is at the center of all business effects, A company's understanding of the value from its customer perspective, ensures that ways are found to deliver that value to their customer's satisfaction (Chon, Kandampully and Mok, 2001). The concept of service quality provides an improved understanding of how a customer is affected by service quality. The effectiveness on managing service quality requires a clear understanding of customer perception of service quality. According (Walton, S. Wal-Mart's founder) There is only one boss, the customer, and he or she can fire

everybody in the company from the chairman on down, simply by spending his or her money somewhere else.

2.2 Discussion

A restaurant is a business serving food to its customers. In other words, it is a business that provides a product (food) and a service, in order to meet or exceed the expectations of customers. The quality of food and the quality of services are the key important factors of a restaurant business (The restaurant quality, internet, 2009).

A customer is an individual or a group of individuals that you supply with one or more products or services. A customer will receive goods or services or be paid in return as compensation (Smith, 2003). In general, if customers are dissatisfied with the quality and value of the service that they receive, the number of complains about late delivery, rude staff and poor performance increases

A service is an act or performance, which is offered by one party to another, in other words; service is an economic activity that creates value and provides benefits to the customer (Lovelock and Wirtz, 2006).

Service Quality

SERVQUAL was built on the theory that service quality is the gap between what customers expect and how they actually perceive the performance. Service quality is calculated with **SERVQUAL** by subtracting expectation scores from perceived performance scores.

Service quality is the understanding of how the customer thinks of service quality.

It's related to three concepts; customer satisfaction, service quality, and customer values (Rust and Oliver, 1993). Service quality is a measure of how well the delivered service level matches customer expectations (Zeithaml and Parasuraman, 2004).

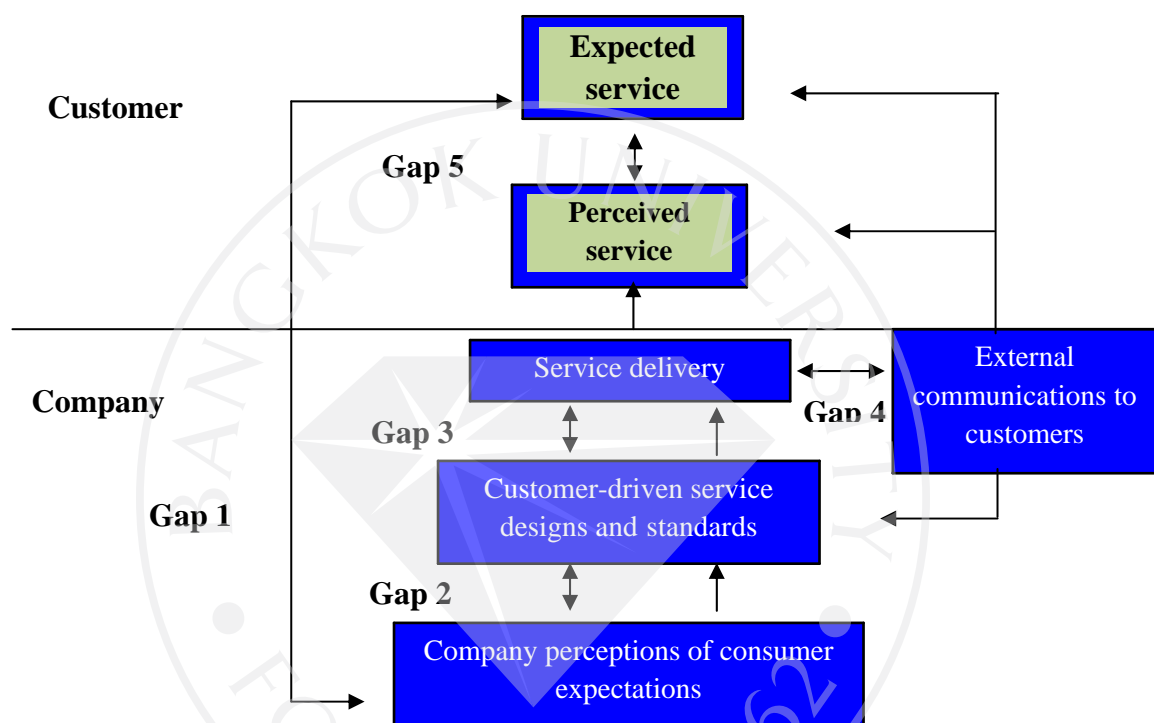
Table 2.1 Service quality five dimensions.

Service Quality Dimensions	
1. Reliability	The ability of the firm to delivering product, service, problem resolution, and pricing as promised services
2. Responsiveness	The ability to help and provide prompt service to the customers
3. Assurance	The employee's knowledge that can create trust and inspire the customer's confidence
4. Empathy	The individual attention and caring that given to the customer
5. Tangible	The physical appearance such as equipment, and all material

In today's business environment, the winners are companies that have learned how to focus on their customers and identified their purpose to be a business attracting and retaining their customers (Scott and Leebov, 2007). Service Quality is the consumer's overall impression relative to the organization and its services (Ukei and Fogli, 2005). Quality service must be each company's primary goal. It is as important as having a strong market strategy, because it is the key to growing a business (Robert and Denis, 1993, p.5). Effectiveness in service delivery involves many different strategies, skills and tasks. Gap models of service quality are models that position the key concepts,

strategies, and decision in services. It is also used in helping to guide the structure of a business (Zeithaml, Bitner and Gremler, 2006).

Figure 2.1: Gaps Model of Service Quality.



Gap 1 occurs when the management or the company doesn't understand customer expectation.

Gap 2 occurs if appropriate service designs are not selected.

Gap 3 occurs if service design and standard is not delivered.

Gap 4 occurs if performance to promises is not matching.

Gap 5 occurs when there is a difference between customer expectation and customer perception.

The concept of measuring the customer expectation and customer perception is SERVQUAL; it involves two parts of surveys, containing 22 service attributes grouped into 5 dimensions (Zeithaml and Parasuraman, 2004).

2.2.1 Customer Expectation

Customer expectation comprises of what customers believe that should or will happen, including standard service delivery (Zeithaml, Bitner and Gremler, 2006).

Benefits of quality food and service are an increase in repeat business, recommendations and referrals to new customers. Restaurants providing excellent customer service are the hallmark of success in the service industry of products that require reliable service. Service Excellence is the ability to deliver what has been promised. Prior to this a restaurant should clarify what can be promised to the customers (Zeithaml, 1990). When customers visit the restaurant, they are not considering only buying a meal, but the payment is also for a certain level of service.

The restaurant that provides the customer with high quality of service could be exceeding those expectations on the customer's side. The primary reason that the customer switches the loyalty from one to the other is because of their perceived attitude of indifference on the part of service provider (Miller and Miller, 2008).

Customers have the right to get what they expected and what they paid for, whether that is a clean glass, quality of meal in the restaurant or an on time delivery and quality of service (Chon, Kandampully and Mok 2001, p.3). Customer expectations change over time as they have more choices than ever before. In today's competitive restaurant environment, customers have more power in the new environment, because there are many ways for them to find out where is the place that provides good quality

of food and service as promised (Miller and Miller, 2008). Kwansa and Parsa (2002) the most important aspect is that the customers make recommendations to their friends if they are satisfied also called word-of-mouth. Customer satisfaction means that products and services reach customer expectation and needs (Jorgensen, 2002, p.9). Customer satisfaction is very important because it helps to increase the rate of repeat customer visits and prevents that customer tell other people about their negative experience. The reason why customer needs have to be closer analyzed is because of people's reaction to several issues are depending on their mood, criticism, and complaints when they are very dissatisfied with something. Customers are no different, the better the impression a restaurant makes, the happier the customer will feel about this restaurant. As the result, this ensures retention and continuously attracts new customer (Rust and Oliver, 1993). A customer's emotions may affect their perception of satisfaction with products and services (Zeithaml, Bitner and Gremler, 2006). Service makes customers feel comfortable and it makes dining out enjoyable (Fischer, 2001). So keeping the customer, ensuring the customer satisfaction is critical to success, no matter what size the restaurant is. If customers enter in to the restaurant, they develop an expectation for such things and if these expectations are not met during the service encounter customers are likely to judge services as poor and are likely to feel dissatisfied. The common model of measurement of customer perception of service quality focuses on meeting on expectations (Ukei and Fogli, 2005).

2.2.2 Customer Perception

Customer perception is related to customer expectation. Customer expectation is measurable and changes from time to time, for example what satisfies the customer today may be not the same for tomorrow (Zeithaml, Bitner and Gremler, 2006). Good food and good service are the foundation of a successful restaurant (Fullen, 2001). High quality food and service always ensures repeat customers. The reasons for customers to visit a restaurant the first time are different but the reasons of coming back are usually the same; they like the restaurant, its food and its service (Fischer, 2001, p.5). In order to meet with the customer expectation, the restaurant operator will be expected to have extensive information about customers, their desires and needs (Kwansa and Parsa, 2002). One of the reasons for the success of customer value is to look at the realities of today's market. Customers are more demanding than ever before, they want to deal with a company that is responsive to all their needs and that takes a personal interest in their well being (Woodruff and Gardial, 1996, p.6). The expectations from customers are different depending on the type of business and level of service, as mentioned (Woodruff and Gardial, 1996, p.6). A traveler's judgment towards quality service depends on services of baggage delivery and the service at the check in point, but at the restaurant it is different. It is important that a restaurant provides their customers with quality products and services that match the customer's perceived value of those products and services. It's best to provide customers with what they want. Businesses cannot manage the quality of customer service, unless they understand the nature of what they are going to provide to the customer and fully understand what they want from them (Martin, 1995). In any case, the customer may not be receiving 100 percent of what they expect from the restaurant but the restaurant

should be aware of this and listen to their customers, continuously striving for improvements (Smith, 2005).

Table 2.2 The common barriers between you and your customers

You			
Believe you are doing enough for customers	Lack of contact with customers	Not aware of own attitude to customers	Not fully aware of own role/position
Your organization			
Departmental ring-fencing	Reluctance to change	Poor communications	Poor information/ Poor research
Situational factors			
Distance from customers	Ignorance of customers	Poor knowledge of customers needs/attitudes	Non-customer view of products/services
Customer barriers			
Customers' ignorance of product/service	Market noise	Competitor activity	Low-level important to customers
The Customer			

Creating an impression on customers starts from the moment they step into the restaurant by using body language to engage with them, establish eye contact and having a positive facial expression (Licitra, 2007). It is important for the host to be well groomed and to avoid using strong perfume or any other accessories which may conflict with the wonderful smell of flower arrangement and the food itself (Axler and

Litrides, 1994) Once customers have entered the restaurant, the next step is time management and flow of service, which helps to create a positive impression to the customer. People dislike waiting too long. Even the restaurant is busy, the staff should pass the table, say hello quickly but don't do it in a way that seems rushed. Staff should let the customer know that they will be right with them, at least they have acknowledged them (Licitra, 2007, P.6).

As mentioned above a service is the act or performance from one party to another. It is important that restaurant employees know how to respond to the customer's question and can think about what the customer really wishes to understand what other information the customer should know about (Fischer, 2005, p.4). Keeping developing and maintaining the quality service is also important, most of the repeat customers expect the same basic level of service each time they visit, but the employee should be able and innovate new ways to improve the experience (Fischer, 2001, p.7).

2.3 Conclusion

The goal of managing a restaurant business is to satisfy customer needs and making a profit. To reach these goals, the employees of all levels should work together as a team and at maximum efforts. The employee should treat the customer the way same as she expects somebody else to treat her. Customers want more than just the product or service that is offered; they also want to be treated well. Connecting with a customer's heart and soul and treating customers like well respected human beings ensures that they will always come back for more (Chon, Kandampully and Mok, 2001). The specific aim of this research is to understand the role of the different

aspects of the service in the overall perception of customers towards service quality of The Pizza Company. The research methodology and survey technique that will be used in this study is discussed in the chapter 3.



CHAPTER 3

RESEARCH METHODOLOGY

3.1 Literature Review

This chapter is explaining the research methodology that is used in the study and also the literature review about research methodology. Research is more than a set of skills. Research is a way of thinking, examining critically the various aspects of understanding and developing the testing method (Kumar, 2005). The purpose of the research is to answer questions and acquire new knowledge, or in short is, the research can be used for the purposes of description, explanation and prediction (Marczyk, Festinger and DeMatteo, 2005). Almost every country in the world use surveys to estimate their rate of people's satisfaction with services and products that they buy (Groves and Fowler, 2004). Research methods are often divided into two main types; quantitative and qualitative methods (Muijs, 2004).

Qualitative research is the research which is exploring the understanding of an individual or a group. The questions and procedures involved in the process of research and the report of qualitative research are of flexible structure depending on the researcher (Creswell, 2008).

Quantitative research is the testing of objective theories by examining the relationship to variables. It can be measured, and numbered data can be analyzed by using statistical processes. The report of quantitative research can be used for one or more of the following: introduction, literature and theory, methods, results and discussion (Creswell, 2008).

Table 3.1 The quantitative versus qualitative. Mindshare, Business Planning (2009)

	Quantitative Research	Qualitative Research
+	<ol style="list-style-type: none"> 1. Cover a larger consumer sample size to represent the targeted population 2. The results are quantified data percentiles and means scores 3. Figures can be used statistically to identify what works, what doesn't i.e. more than 75% = acceptable score. 4. Enable team to statically compare results to quantitative researches done in the past (if available) 5. Slightly less expensive than doing qualitative research 	<ol style="list-style-type: none"> 1. Allows for the interviewer to interact with respondents, enabling a deeper dive into each issues and aspects. 2. Able to do in-depth probing of issues which yields greater details in response WHY and WHY NOT answered. 3. Allows for interaction between group members, that often stimulates discussion and uncovers issues unanticipated by the team 4. Longer time spent with consumers lasting 1.5 to 2 hours per session.
-	<ol style="list-style-type: none"> 1. Limited number of questions and issues can be asked due to the fact that interview needs to be done within 10 - 15 minutes maximum 2. Questions are generally close ended...unable to understand the WHY and WHY NOT aspect of the issues 	<ol style="list-style-type: none"> 1. Covers a smaller consumer sample size to represent the targeted population 2. Results are in-depth in nature and despite asking consumers to rate, percentile or mean score numbers can be used as indicators rather than statistical data

3.2 Research Questions

Research can be a very simple activity designed to provide answers to very simple questions relating to day-to-day activities. It is not necessarily technical, complex, and statistical and computer based (Kumar, 2005). A questionnaire is one part of the survey process. A poorly written questionnaire will not result in the required data and

instead may result in incorrect data (Brace, 2008). The way questions are asked, how answers are collected and what people are answering the questions can affect the quality of survey results (Groves, Fowler, Couper and Lepkowski, 2004). The design of the questionnaire affects the remaining survey process, likewise what happens in those processes affects how the questionnaire is designed. The following are questions that were used to answer the problem of this study. Surveys typically collect three types of information: descriptive, behavior, and attitudinal (Rea and Parker, 2005).

Major Research Question:

1. What are the areas of service quality in the restaurant, which still don't meet the customer expectation?

Sub – Question Development:

2. What is the expectation level of the customer towards service quality of the restaurant?
3. What is the perception level of the customer toward service quality of The Pizza Company?
4. What are the implications from the study, which help the restaurant to develop the service quality?

3.3 Method of Inquiry

There are four perspectives of the survey; the purpose of survey, the design of questions, the development of sampling methods, and the development of data collection methods (Groves, Fowler, Couper and Lepkowski, 2004). The method of

this study uses the survey questionnaire, which combines different methodologies; sampling, designing questions, and data collection.

3.4 Sampling Design

3.4.1 Population

The process of selecting individuals, a group of people or organization of the population is called sampling. The analysis of this sampling allows to generalizing the result back to the population, which had been chosen (Dattalo, 2008).

3.4.2 Sampling technique

Sampling is where inference about the study variable may be made from a subset, or sample, of a group of population of potential data (Ghosh, 1999).

Sampling is the process studying selected population elements to identify two basics; what element of the population will be selected and how many elements will be selected (Dattalo, 2008). The goal of the sample survey is to allow researchers to generalize about a large population by study only a small portion of that population (Rea and Parker, 2005). The surveys are often conducted simply because it's the only way to get the information needed. Even the information is available through other sources, survey research may be easier, quicker, and less expensive and a more accurate means to get the required information (Alreck and Settle, 2003).

3.4.3 Sample size

A size of a sample is an important element in determining the statistical precision with which population values can be estimated. The larger the sample, the more likely the results are to represent the population, as if increased the sample size associated with decreased sampling error (Dattalo, 2008).

Table 3.2 Sample size calculation

Size of Population	Sample Size (n) for Precision (e) of		
	±5%	±7%	±10%
100	81	67	51
125	96	78	56
150	110	86	61
175	122	94	64
200	134	101	67
225	144	107	70
250	154	112	72
275	163	117	74
300	172	121	76
325	180	125	77
350	187	129	78
375	194	132	80
400	201	135	81
425	207	138	82
450	212	140	82

Source: University of Florida

Sample size for ±5%, ±7% and ±10% Precision. Levels Where Confidence Level is 95% and P=.5.

3.5 Coding Structure

Coding is the process that uses the number to represent or transmit the message (The coding system, internet). The respondents will give the rate of their perception towards service quality of the restaurant regarding their experience. Giving the score

1 – 7, whereby 1 is not important at all and 7 is extremely important (Parasuraman, Zeithaml, and Berry, 1991).

The coding structure for the questionnaire as follow:

1 = not important at all

2 = somewhat not important

3 = not important

4 = neutral

5 = important

6 = somewhat important

7 = extremely important

3.6 Reporting

Reporting is the process after the researcher completed the data collection from the target group, combined all data, and analyzed the data using the software SPSS. The result from the questionnaire should result in answering the objective of the study about the customer perception towards service quality of The Pizza Company.

3.7 Statement of Research Method Used

Population; according to the report from The Pizza Company's the Siam Square branch is the branch with the highest traffic pattern of daily customer visits. The average monthly visits to this restaurant are 9,000 customers, approximately 300 customers per day.

Sampling technique; this study will use the Simple Random Sampling to conduct market survey through the interview of respondents in uncontrolled mixed age groups and gender. The fieldwork was conducted in Bangkok at The Pizza Company, Siam Square branch, which have the highest traffic pattern of daily customer visits. Within this research interview were conducted in order to retrieve information about customer perception and levels of importance for customers and their expectation when visiting the restaurant. The data was collected and afterwards analyzed with the software SPSS to identify the mean score and standard deviations in order to rank the service five dimensions.

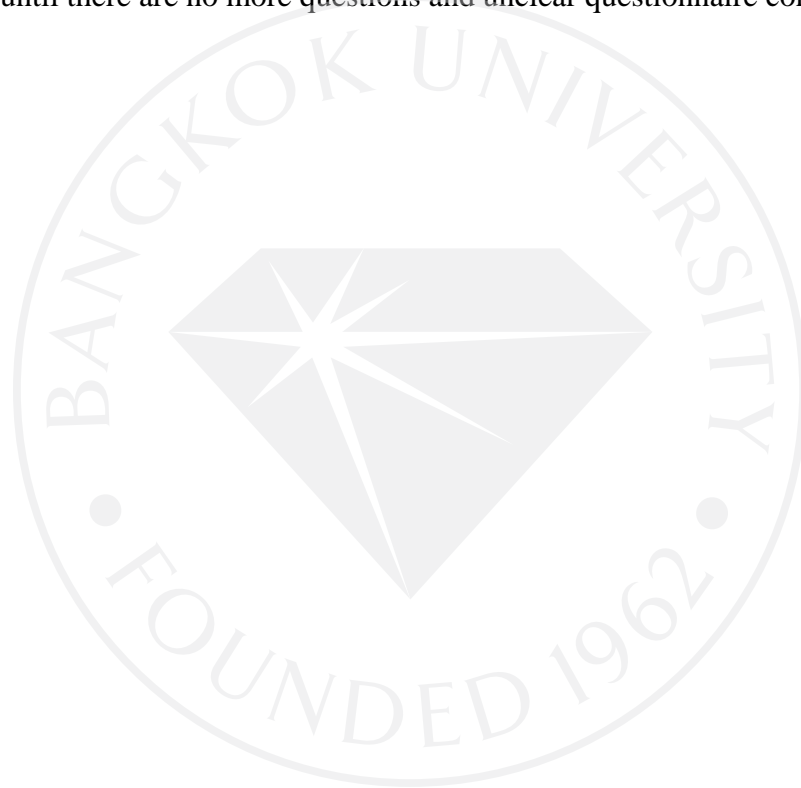
Sample size; regarding the sample calculation table 3.2, the appropriate number of the sample size is 172 respondents

Questionnaire design; it involved two parts containing 22 service attributions, grouped into 5 dimensions of Assurance, Empathy, Reliability, Responsiveness, and Tangible. The survey asks customers to provide two ratings on each attribute, one reflecting their expectation of the level of service delivery and the other reflecting their perception of the service level (See appendices 1)

In order to confirm the accuracy of the questionnaire, the customer's clear understanding and to allow for adjustments, a pre-test with 30 respondents was conducted. To avoid time and cost (www.statpac.com/customer-satisfaction.htm) the following method was used to collect feedback and improve the questionnaire:

1. Send out 30 sets of questionnaires to voluntary respondents. The voluntary respondents don't need to from the group of actual respondents, but they must not be the person who created the survey.

2. Provide the voluntary respondents the final copy of the survey and allow them to ask if there anything not clear while they are completing it.
3. Any question asked about the survey indicates a defective item, which was then modified.
4. Restart the process with a new voluntary respondent and continue doing so until there are no more questions and unclear questionnaire content.



CHAPTER 4

DATA PRESENTATION

1.1 Introduction

This chapter presents the results of the data collection, which is based on the methodology discussed in the previous chapter. Visible is the gap between customer expectation and customer perception towards service quality of The Pizza Company.

1.2 Discussion

As mentioned in chapter 3, the research methodology of this study uses the simple random sampling survey to collect data from respondents who have had experience with The Pizza Company and provide feedback regarding the service quality of the restaurant. The results of this study are presented into 5 topics as follows.

4.2.1 The Instrument of Service Quality Measurement

The basis of SERVQUAL is the assumption in the difference between the customer expectation and the customer perception that reflects on the service quality (Zeithaml and Parasuraman, 2004). The questionnaires are grouped in five dimensions as follows

Table 4.1: Five service dimension and definitions

1	Reliability	The ability of the company to delivering product, service, problem resolution, and pricing as promised services	Statement 1- 4
2	Responsiveness	The ability to help and provide prompt service to the customers	Statement 5 - 9
3	Assurance	The employee's knowledge that can create trust and inspire the customer's confidence	Statement 10 - 13
4	Empathy	The individual attention and caring that given to the customer	Statement 14 - 17
5	Tangible	The physical appearance such as equipment, and all material	Statement 18 - 22

Source: Service quality five dimensions

The study applies the principles of SERVQUAL model. The first part of the questionnaire measures customer expectation for the service quality of The Pizza Company. The second part of the questionnaire measures the customer perception of provided service quality of The Pizza Company. The other part of the questionnaire evaluates the importance of each service quality dimension. Sample of the questionnaire used in this survey is mentioned in Appendix 1.

4.2.2 Data Presentation from Expectation Scores

Customer expectation is needs, wants and any ideas of the customer regarding previous experience about products and services, which has been influenced by customer perception (Zeithaml and Parasuraman, 2004). The table below shows the scores of customer expectation on each elements of service quality of the restaurant

Table 4.2: Summary from expectation scores

Service Dimension	Expectation ID	Mean	Std. Deviation	Mean of Dimension	Rank
Reliability	E 1	6.03	0.82	6.23	2
	E 2	6.57	0.57		
	E 3	6.19	0.66		
	E 4	6.14	0.75		
Responsiveness	E 5	6.39	0.66	6.28	1
	E 6	6.23	0.73		
	E 7	6.23	0.63		
	E 8	6.40	0.69		
	E 9	6.15	0.75		
Assurance	E 10	6.25	0.71	6.23	2
	E 11	6.17	0.61		
	E 12	6.12	0.72		
	E 13	6.37	0.65		
Empathy	E 14	6.30	0.62	5.96	4
	E 15	6.48	0.60		
	E 16	6.07	0.67		
	E 17	5.00	1.02		
Tangible	E 18	6.52	0.51	6.20	3
	E 19	6.07	0.67		
	E 20	6.74	0.47		
	E 21	6.51	0.54		
	E 22	5.19	0.82		

Source: Survey, April, 2009

The E1 to E22 represented as expectation ID on each 22 items. Mean of expectation scores were 5.00 to 6.74, whereby the highest score is E20, meaning that the restaurant should have clean equipment and material. The lowest score is E17, meaning that the staff should be able to recognize the return customer. The results are shown in table 4.2

4.2.3 Data Presentation from Perception Score

The customer perception is related to the customer expectation as the customer expectation is measurable and changes from time to time. It is and described as an individual's formed opinion (Zeithaml, Bitner and Gremler, 2006).

To compare mean of five perception dimensions, the scores were arranged by given rank. The highest perception score rank is 1 and lowest perception score rank is 5.

The summary of perception scores are shown in table 4.3 P1 to P22 representation as a perception ID on each of 22 items. Mean of the perception scores were less than the expectation scores (5.54 to 1.33). The highest perception score is P2, meaning that The Pizza Company is responsible for any kind of mistake on order taking. The lowest score is P17 (the staffs of The Pizza Company are able to recognize the return customers).

Table 4.3: Summary from perception scores

Service Dimension	Perception ID	Mean	Std. Deviation	Mean of Dimension	Rank
Reliability	P 1	4.65	1.15	5.05	1
	P 2	5.83	0.65		
	P 3	5.36	0.83		
	P 4	4.37	1.04		
Responsiveness	P 5	5.27	0.78	4.73	3
	P 6	5.22	0.77		
	P 7	4.21	0.98		
	P 8	4.55	0.89		
	P 9	4.42	1.06		
Assurance	P 10	5.22	0.78	4.99	2
	P 11	4.36	0.93		
	P 12	5.10	0.77		
	P 13	5.28	0.75		
Empathy	P 14	5.27	0.92	3.82	5
	P 15	4.73	0.78		
	P 16	3.95	0.85		
	P 17	1.33	0.47		
Tangible	P 18	5.59	0.64	4.66	4
	P 19	4.73	0.78		
	P 20	5.80	0.69		
	P 21	4.91	0.80		
	P 22	2.24	0.44		

Source: Survey, April, 2009

4.2.4 Comparison between Perception and Expectation Score – Gap 5

This topic is the comparison between customer perception and customer expectation which occurs from the customer's side toward the service quality of The Pizza Company. To measure the gap between the expectations mean scores of five dimensions and five perception dimensions. The formula was calculated regarding SERVQUAL ($P - E = SQ$) and they were ranking from 5 as the highest score to 1 as the lowest score.

Table 4.4: Gap between expectation and perception scores

Variables	Expectation Scores	Perception Scores	Paired Differences	Rank
Reliability	6.23	5.05	-1.18	5
Responsiveness	6.28	4.73	-1.55	2
Assurance	6.23	4.99	-1.24	4
Empathy	5.96	3.82	-2.14	1
Tangible	6.20	4.66	-1.54	3

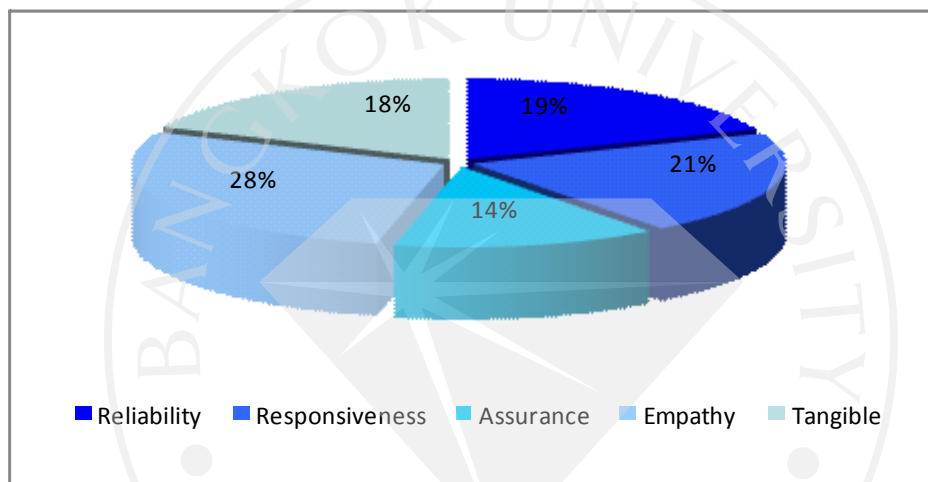
Source: Survey, April, 2009

From the table 4.4, the biggest expectation gap is Empathy (-2.14) and the second highest rank is Responsiveness (-1.55) between expectation score and perception score. The third gap is Tangible (-1.54). The second smallest is Assurance (-1.24) and the smallest is Reliability (-1.18)

4.2.5 Five Feature Ranking

The second part of the questionnaire asked the customers to allocated 100 points regarding the five service dimensions in order to rank the important of the respected dimensions. The results as following

Figure 4.1: Summary from five feature ranking



Source: Survey, April, 2009

From the table 5, it showed that the customer give the most importance to Empathy (28%). The second important is Reliability (21%) followed by Responsiveness (19%) and then Tangible (18%). The least important five dimensions is Assurance (14%)

4.3 Conclusion

The specific aim of this research is to see the gap between the customer expectation and customer perception. The survey was conducted with 200 respondents, as the result shows in this chapter (Table 4.2, 4.3, 4.4, 4.5 and Figure 4.1). The analysis will be presented in chapter 5

CHAPTER 5

DATA ANALYSIS

This chapter is to summarize the main findings of the study in the areas of Customer expectation, Customer perception, Service five dimensions ranking and the implication for this study.

5.1 Introduction

Quality of services as such has become increasingly recognized as a strategic variable in achieving in business improvement. Like in many other businesses, the quality of product is not the only key factor but service quality and customer satisfaction will lead to increasing customer loyalty and profitability.

1.2 Discussion

The result of the data presentation in chapter 4 (Table 4.2, 4.3, 4.4, 4.5 and Figure 4.1), shows that the scores between the customer expectation and customer perception represent a large gap. The following are the data analysis of each area of this study which is including Customer expectation scores, Customer perception scores, the comparison of both, and its ranking service dimensions.

5.2.1 Data Analysis from Customer Expectation Score

The highest expectation scores are on Reliability, Assurance and Responsiveness (Table 4.2). Reliability is the highest five dimensions for the customer's expectation score. It implies that customers have high expectations in the ability of the firm to delivering its product, services, problem solving, and pricing as promised services.

The Assurance and Responsiveness have a similar expectation score, which means that customers also expect the ability to help and provide prompt service to the customers. Besides customers expect knowledgeable employees to build trust and customer confidence

The second expectation score on Tangible, customers expect that the physical appearance, such as restaurant equipment and other material, is clean and well maintained.

Empathy was scored lowest. Table 4.2 shows clearly that the lowest expectation of the five service dimensions is Empathy. Customers don't have high expectations in the individual's attention and customer care.

5.2.2 Data Analysis from Customer Perception Score

The highest perception scores on Reliability and Assurance (Table 4.3). The highest score of five dimensions is on Reliability, which means that the customers agree that the restaurant has the ability to deliver products and services, resolve problems, and set prices as promised. The Assurance is the second highest of five service dimensions. Customers agree that the employees at the restaurant are knowledgeable which creates trust and inspire the customer's confidence.

The medium perception scores on Responsiveness and Tangible, meaning that the customers perceive services from The Pizza Company as prompts and think that staffs are willing to help the customers. The tangible score shows that the customers perceive the overall appearance of the restaurant such as equipment and material are clean and well maintained.

The lowest perception score is on Empathy, meaning that the customers believe that the staff and the management team at the restaurant are lacking care and attention to the individual customer needs.

5.2.3 Comparison between Expectation and Perception

The ranking result of service five dimensions (Table 4.4), show the negative gaps between customer expectation and perception in every dimension. Customers do not perceive the service from The Pizza Company following their expectations. The biggest gap is on Empathy, meaning that the customers have very high expectation on individual customer care and attention, which is not provided by the company. For other scores in table 4.4, it can be concluded that The Pizza Company needs to improve its performance in all five areas.

1.2.4 Five dimensions ranking

The most important aspect is Empathy; this study shows that the highest percentage of customers expect that the individual employee' understand customer needs and demonstrate customer care in alignment to these needs including a menu selection that is well suited for all customers, highest service quality, and good intention of staff in assisting the customers.

The second important aspect is Responsiveness; customers respond that the ability of the staff on helping and providing prompt service to the customers are of second highest priority, as reflected in this study. Responsiveness includes an appropriate way of welcoming the customer, the intention of the staff to service even at peak times, as well as an excellent attitude of all staff on duty.

The medium important is Reliability; this aspect describes the company's ability to deliver products and services, resolve problems, and pricing products and services as promised. Example are the restaurant's responsibility to rectify any mistakes of order taking, the restaurant's flexibility on the selection of ingredients and a clearly laid out and communicated pricing and promotion structure.

Tangible is the second least important aspect; the percentage of this dimension is close to reliability, as the customers prefer to see the physical appearance of all equipment, and all material well cleaned and maintained.

Assurance is the lowest importance; only a small group of the respondents from this study think that an employee's knowledge and experience contributes to building trust and inspire the customer's confidence. To this small group of respondents it is important that staff take proactive before being asked for assistance.

5.3 Conclusion

The results of this chapter show that the customer expectations towards service quality in every dimension are quite high but the customer perception scores are not able to reach all expectations. It can be said that the management of The Pizza Company should consider implementing intensive training for the employees in order to close the gap between customer expectation and the perceived service delivery. Therefore, the overall operations in the restaurant such as the variety of menu, hygiene, and the quality of time management are also important components that need to be improved. The main findings and the recommendations from this study will be discussed in chapter 6.

CHAPTER 6

CONCLUSION AND RECOMMENDATION

This research conducted regards (Zeithaml and Parasuraman, 2004.et.al PZB 1998).

The survey involved three parts, containing 22 service attributes, grouped into 5 dimensions of Assurance, Empathy, Reliability, Responsiveness, and Tangible. The survey asks customers to provide two ratings on each attribute, one reflecting their expectation of the level of service delivery and the other reflecting their perception of the service level.

The data presented here were collected to answer two of the sub-questions (See the data presentation in Chapter 4). The research questions explored were;

1. What is the expectation level of the customer toward service quality of the restaurant?
2. What is the perception level of the customer toward service quality of The Pizza Company?

This chapter summarizes the main findings of this study in the gaps between expectation and perception of service of the five dimensions and the implications regarding the results and also to identify areas for further research.

3. What are the implications from the study which can help to develop the service quality of the restaurant?

6.1 Introduction

The service industry is considered one of the largest world economies in terms of number of businesses. The goals of service companies are to provide the best quality service to satisfy their customers, as they are the main factor in the survival of the company.

6.2 Discussion

The results of Chapter 4 show that The Pizza Company failed to meet the customer expectations. The main problem falls into Gap 5 if compared to the model of the service quality gap (See Figure 2.1). The following is a discussion of the problem that was found from this study.

6.2.1 Conclusion of the study

Gap (5) Discrepancy between customer expectation and customer perception of the service delivered. There were significant differences between customer expectation and their perception along five service dimensions chosen to represent the service quality of The Pizza Company. The study found that the service as perceived by the customers, failed to meet to all their expectations in every dimension.

Empathy represents the highest score gap that was found in this study, even though empathy does not have the highest expectation, which means that even though the customer doesn't put a lot of expectation on the individual attention and care from the staff, their perception to this dimension is very low. In the service business, empathy is of key importance as it is the direct involvement between customers and employees; it includes the visual communication skills such as body language, eye

contact, and facial expressions to show that they are willing to help. Therefore, The Pizza Company should make improving this dimension their first priority.

Responsiveness is the second highest gap among the five dimensions. It seems that The Pizza Company did not provide prompt service to the customers. Responsiveness is the ability of the employee to help and provide prompt services to the customers which includes giving the customers information, quick responses to their requests and informing them about services that will be performed. Similar to the empathy dimension, responsiveness also needs improvement even though the gap is smaller in comparison to that of empathy. However, The Pizza Company should improve this dimension in order to provide better service.

Tangible is the third highest gap among the five dimensions. It seems that The Pizza Company lacks providing the customer with a good physical appearance such as a clear menu and pricing, well maintained and clean equipment, overall looks of employee's uniform, and restaurant decoration. The appearance of the restaurant and the people who are working in the restaurant can influence customer perception of the quality of service and it shows that the restaurant cares about how the customer perceives the services. Therefore, tangible are is a very important part of the service dimensions.

Assurance is the second lowest gap among five dimensions. It seems that the service that provided by The Pizza Company with regard to the employee's knowledge, which helps to create the trust and customer confidence, matches to the customer expectation. So the staffs of The Pizza Company are able to explain, and help fulfill general requirements of the customers. The staffs are able to take action before being

asked for help and they are able to recommend the menu to the customer. Even though the gap is low, the restaurant should keep the staff on regular training in order to attract the repeat customers and potential customers.

Reliability is the lowest gap among five dimensions, which means that The Pizza Company matches the customer expectation most in this regard than compared to any other dimension. The restaurant has the ability to deliver products, services, resolve problems, and price as promised services, serve the food on time, inform the price and any promotions to the customers and the restaurant is flexible on ingredient selection. Since The Pizza Company aimed to be a leading multiple food concept operator in the Asia Pacific Region by providing 100% satisfaction to all stakeholders, the restaurant must strive to meet and exceed the customer expectations. The Pizza Company should conduct a larger market research for more understanding in customer insight and to confirm the results of this study.

6.2.2 The recommendation from the study

As the results from the study indicate that the highest gap is in Empathy and the second highest gap is in Responsiveness, the recommendations to the company to reduce these gaps are as follow;

1. Increase service quality

Regarding the suggestion from Zeithaml and Bitner, 2003, the delivering of high quality service requires the translation of client expectations into quality service standards. However, service providers often experience difficulties in setting standards to match or exceed client expectations. The restaurant should ensure the

superiority of their service via distinct processes to provide professional service. He or she should serve customer with good knowledge, skill, experience, and efficacy, so that the customer has a good perception towards the service quality of the restaurant.

2. Training

The restaurant should provide ongoing training in the knowledge, service skills and interactive skills to all staff. Create a class which allows them to improve knowledge and gain confidence which will ultimately lead to gains in the Reliability and Assurance perceived by their customers. The training class should include nonverbal behavior training such as eye contact and mannerisms. The training program in the knowledge, service skill and interactive skill will help them to provide service to the customer and, in so doing, to gain higher perception of the customer toward the five dimensions of reliability, assurance, responsiveness, tangible and empathy. Providing high quality of service will help to build relationships with customers and ensures future streams (Johnson, 2000).

3. Implementing CRM

Anderson and Kerr (2001) customer relation management is a comprehensive approach for creating, maintaining and expanding customer relationships. The restaurant should implement CRM to capture and analyze data about the targeted customers, so that the restaurant can understand and predict customer behavior. For example, knowing that “customers, who ordered this item, will also order X, Y, Z” will benefit the staff by increasing product sales which will ultimately lead to gains in Assurance.

6.2.3 What did I learn from this research?

The application of basic forms of research methodologies and research processes provide interesting and meaningful insights. Following a methodology and associated processes are critical to collect relevant data, perform focused analysis, arrive at precise interpretation and have the prerequisites for aligned actions steps. How is it done and what are the resources? The process is a step by step guide to creating a research project. Performing research requires skills as well as attention, to detail. Strict adherence to the process helps to save time and resources.

6.3 Conclusion

Service quality of The Pizza Company is lower than the customer expectation. The marketing team should conduct research to confirm or disprove the results of this study.

The recommendations should research focus groups because they will help to understand the customer by gaining insight into further details with a purpose to finding out how the overall service can be readily improved.

Therefore, the management should consider implementing a training program for staff improvement.

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APPENDICES

Appendix 1: Questionnaire

This questionnaire survey is the research project, part of BA 615 Independent Study, Bangkok University and its use to the studying on the customer perception towards service quality of The Pizza Company Restaurant which is help to determine their service quality. Please read each statement carefully and completing the questionnaire.

Part 1: Restaurant Expectations

Based on your experience of visiting the restaurants, please think about the kind of restaurant quality service that you expected to see or get from it. Giving the score 1 – 7, 1 = not important at all and 7 = extremely important. *There are no rights or wrong answer.*

Demographic

1. Gender

1.....Male 2.....Female

2. Age

1.....Under 15 years old

2.....16 – 20 years old

3.....21 – 25 years old

4.....26 – 30 years old

5.....More than 30 years old

Part 1: Restaurant Expectations

	1. Not important at all	2. Somewhat not important	3. Not important	4. Neutral	5. Important	6. Somewhat important	7. Very important
1. The restaurant should be able to serve the food on time							
2. The restaurant should be responsible for any mistake on order taking							
3. The staff should inform the price and promotion to the customers before they order							
4. The restaurant should be flexible on ingredient selection i.e. add or cut off							
5. The staff should welcome the customers in appropriate way							
6. The staff should escort the customers to the table							
7. The staff should pay attention to the customers even they are busy							
8. The staff should behave well on their duty i.e. no shouting to each other in front of the customers							
9. The staff should fast respond to all requests from customers							
10. The staff should be able to explain the ingredients of the dish							
11. The staff should be willing to help the customers on general requirements in the restaurant							
12. The staff should be able to take an action before being asked for help							
13. The staff should be able to recommend the menu to the customers							
14. The restaurant should have several selection on menu for different needs							

15. The staff should give service to the customers equally							
16. The staff should keep the eyes on customers and be ready for giving an assistance							
17. The staff should be able to recognize the return customers							
18. The restaurant should have clear menu and pricing							
19. The restaurant should have all new equipment							
20. The restaurant should have all clean equipment							
21. The staff of the restaurant should dress clean and neat uniform							
22. The restaurant should have well decoration such as flower arrangement on the table							

Part 2: Feature Ranking

The listed below are 5 features that related to restaurant and service quality offered.

Please specific on how important of each feature and allocate the total of 100 among the feature.

Appearance of physical facilities, equipment, personal and communication material	
Ability to perform the promised service dependably and accurately	
Willing to help the customer and provide prompt service	
Knowledge and ability to create trust and confidence	
Caring and individual attention to the customers	

Part 3: Restaurant Perception

Based on your experience of the service of The Pizza Company, please extent your feeling to each statement below, giving score 1 – 7, 1 = Strongly disagree and 7 = Strongly agree. There are no rights or wrong answer.

	1. Strongly disagree	2. Disagree	3. Somewhat disagree	4. Neutral	5. Somewhat agree	6. Agree	7. Strongly agree
1. The restaurant serves the food on time							
2. The restaurant response to all mistake on order taking							
3. The staff informs the price and promotion to the customers before they order							
4. The restaurant is flexible on ingredient selection i.e. add or cut off							
5. The staff welcomes the customers in appropriate way							
6. The staff escorts the customers to the table							
7. The staff pays attention to the customers even they are busy							
8. The staff are behaves well on their duty i.e. no shouting to each other in front of the customers							
9. The staff giving fast respond to all requests from customers							
10. The staff are able to explain the ingredients of the dish							
11. The staff are willing to help the customers on general requirements in the restaurant							

12. The staff are able to take an action before being asked for help							
13. The staff are able to recommend the menu to the customers							
14. The restaurant has several selection on menu for different needs							
15. The staff gives service to the customers equally							
16. The staff are keeps the eyes on customers and be ready for giving an assistance							
17. The staff are able to recognize the return customers							
18. The restaurant has clear menu and pricing							
19. The restaurant has all new equipment							
20. The restaurant has clean equipment							
21. The staff of the restaurant dress well clean and neat							
22. The restaurant has nice decoration such as flower arrangement on the table.							

Appendix 2: Questionnaire (Thai)

แบบสอบถามฉบับนี้เป็นส่วนหนึ่งของชิ้นงานในวิชาการศึกษาของมหาวิทยาลัยกรุงเทพ เพื่อใช้ในการศึกษาพฤติกรรมของผู้บริโภคต่อการบริการของร้านอาหารพิซซ่า คัมพานี กรุณาอ่านข้อความในแต่ละข้ออย่างละเอียดแล้วตอบคำถามในแต่ละข้อ

ส่วนที่ 1 ความคาดหวังที่มีต่อร้านอาหาร

จากประสบการณ์โดยตรงของคุณที่มีต่อร้านอาหาร กรุณาคิดถึงการบริการของร้านอาหารในแต่ละหัวข้อที่คุณอยากให้มีความถี่ที่ 1 – 7 โดยที่ 1 คือไม่มีความสำคัญเลย ไปจนถึง 7 คือส่วนที่คุณคิดว่าสำคัญมากๆ การให้คะแนนในแต่ละข้อจะไม่มีข้อถูกและข้อผิด

ข้อมูลส่วนบุคคล

1. เพศ

1.....ผู้ชาย 2.....ผู้หญิง

2. อายุ

- 1.....ต่ำกว่า 15 ปี
- 2.....16 – 20 ปี
- 3.....21 – 25 ปี
- 4.....26 – 30 ปี
- 5.....มากกว่า 30 ปี

	ไม่สำคัญเลย	สำคัญนิดหน่อย	ไม่สำคัญ	กลางๆ	สำคัญ	ค่อนข้างสำคัญมาก	สำคัญมาก
	1	2	3	4	5	6	7
1. ร้านอาหารที่ดีต้องมีการบริการอาหารให้ตรงเวลา							
2. ร้านอาหารที่ดีควรแสดงความรับผิดชอบหากมีข้อผิดพลาดจากการรับออเดอร์							
3. ร้านอาหารที่ดีควรมีพนักงานแจ้งราคาและโปรโมชั่นส่งเสริมการขายแก่ลูกค้าทุกครั้ง							
4. ร้านอาหารที่ดีควรมีพนักงานยินยอมให้ลูกค้าเปลี่ยนแปลงส่วนประกอบหรือเครื่องปรุงของอาหารได้ตามใจชอบ							
5. ร้านอาหารที่ดีควรมีพนักงานควรต้อนรับลูกค้าอย่างมีอาชีพ เช่น การกล่าวทักทาย การไหว้							
6. ร้านอาหารที่ดีควรมีพนักงานพาลูกค้าไปนั่งที่โต๊ะ							
7. ร้านอาหารที่ดี พนักงานควรให้ความสนใจต่อลูกค้าแม้ในขณะที่อยู่ในช่วงโมเมนต์เร่งด่วน							
8. พนักงานในร้านอาหารควรปฏิบัติตัวสุภาพ เช่น ไม่ตะโกนเสียงดังหรือพูดคุยกุญหอกลั่นเอง							
9. ร้านอาหารที่ดี พนักงานควรบริการด้วยความรวดเร็วในสิ่งที่ลูกค้าร้องขอ							
10. ร้านอาหารที่ดี ควรมีพนักงานที่สามารถอธิบายถึงส่วนประกอบของอาหารได้							
11. ร้านอาหารที่ดี พนักงานควรจะสามารถตอบคำถามทั่วไปที่เกี่ยวข้องกับร้านอาหารได้							
12. พนักงานในร้านอาหารที่ดีควรให้การบริการหรือมองเห็น							

ปัญหาก่อนที่ลูกค้าจะเรียก								
13. พนักงานในร้านอาหารที่ดี ควรจะมีความสามารถในการแนะนำเมนูให้กับลูกค้าได้								
14. ร้านอาหารที่ดีควรมีเมนูหลากหลายที่เหมาะสมกับทุกคนให้เลือก								
15. พนักงานในร้านอาหารที่ดีควรให้บริการต่อลูกค้าทุกท่านด้วยความเสมอภาค								
16. พนักงานในร้านอาหารที่ดี ควรเตรียมตัวให้พร้อมสำหรับการบริการ								
17. พนักงานในร้านอาหารที่ดีควรมีความสามารถในการจดจำลูกค้าประจำได้								
18. ร้านอาหารที่ดีควรมีเมนูที่อ่านง่ายและแจ้งราคาที่ชัดเจน								
19. ร้านอาหารที่ดีควรมีอุปกรณ์ที่ใหม่อยู่เสมอ								
20. ร้านอาหารที่ดีควรมีอุปกรณ์ที่สะอาดอยู่เสมอ								
21. ร้านอาหารที่ดีควรมีพนักงานที่แต่งกายสะอาด เรียบร้อย								
22. ร้านอาหารที่ดีควรมีการจัดร้านให้สวยงาม เช่น มีการจัดแจกันดอกไม้								

ส่วนที่ 2 การจัดกลุ่มความสำคัญ

ข้อความด้านล่างคือการจัดกลุ่มความสำคัญเกี่ยวกับคุณภาพงานบริการของร้านอาหาร กรุณาให้คะแนนในส่วนต่างๆ ตามที่ท่านคิดว่ามีควมสำคัญมากน้อยเพียงไร คะแนนของทุกช่องจะต้องรวมกันแล้วได้ 100

ลักษณะภายนอก เช่น อุปกรณ์ พนักงาน การสื่อสารต่อลูกค้า	
ความสามารถในการให้บริการตามที่ระบุไว้	
ความสามารถในการให้บริการและการช่วยเหลือลูกค้า	
ความรู้ความสามารถที่จะทำให้เกิดความน่าเชื่อถือต่อลูกค้า	

การเอาใจใส่ และการสนใจลูกค้าในแต่ละบุคคล	
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ส่วนที่ 3 ประสิทธิภาพที่มีต่อร้านพิซซา คัมพานี

จากประสิทธิภาพของคุณที่มีต่อร้านอาหารพิซซา คัมพานี กรุณาระบุความรู้สึกของคุณที่มีต่อข้อความด้านล่าง โดยมีคะแนนจาก 1 – 7 โดยที่ 1 คือไม่เห็นด้วยเลย ไปจนถึง 7 เห็นด้วยเป็นอย่างยิ่ง คำตอบจะเป็นการแสดงความคิดเห็นเพียงอย่างเดียวไม่มีคำตอบที่ถูกหรือผิด

	ไม่เห็นด้วยเป็นอย่างยิ่ง	ค่อนข้างเห็นด้วยเป็นอย่างยิ่ง	ไม่เห็นด้วย	เฉยๆ	เห็นด้วย	ค่อนข้างเห็นด้วยเป็นอย่างยิ่ง	เห็นด้วยเป็นอย่างยิ่ง
	1	2	3	4	5	6	7
1. ทางร้านมีการเสิร์ฟอาหารที่ตรงเวลา							
2. ทางร้านมีความรับผิดชอบหากมีการผิดพลาดจากการสั่งอาหาร							
3. พนักงานมีการแจ้งราคาและโปรโมชั่นที่มีในช่วงนั้นๆ							
4. ทางร้านเปิดกว้างในการกำหนดเครื่องปรุงและส่วนประกอบตามที่ถูกสั่งต้องการ							
5. พนักงานของร้านมีการต้อนรับลูกค้าอย่างดี							
6. พนักงานของร้านมีการพาลูกค้าไปนั่งที่โต๊ะ							
7. พนักงานของร้านเอาใจใส่ต่อลูกค้าแม้อยู่ในช่วงเวลาเร่งรีบ							
8. พนักงานของร้านมีพฤติกรรมที่เหมาะสม เช่น ไม่ส่งเสียงดังกันในร้าน							

9. พนักงานของร้านให้บริการรวดเร็วตามที่ร้องขอ							
10. พนักงานของร้านมีความสามารถในการอธิบายส่วนประกอบของอาหาร							
11. พนักงานของร้านสามารถช่วยเหลือลูกค้าได้ดีในส่วนต่างๆที่เกี่ยวกับร้านอาหาร							
12. พนักงานของร้านสามารถมองเห็นปัญหาก่อนที่จะขอร้อง							
13. พนักงานของร้านมีความสามารถในการแนะนำรายการอาหารแก่ลูกค้า							
14. ทางร้านมีเมนูให้เลือกหลายชนิดตามความเหมาะสมแก่ลูกค้า							
15. พนักงานของร้านให้บริการแก่ลูกค้าทุกคนอย่างเท่าเทียม							
16. พนักงานของร้านคอยดูแลและเตรียมพร้อมในการบริการ							
17. พนักงานของร้านสามารถจดจำลูกค้าประจำของร้านได้							
18. ทางร้านมีเมนูที่ชัดเจนและกิจการแจ้งราคาไว้อย่างถูกต้อง							
19. ทางร้านมีอุปกรณ์ที่ใหม่อยู่เสมอ							
20. ทางร้านมีอุปกรณ์ที่สะอาดอยู่เสมอ							
21. พนักงานของร้านแต่งกายสะอาดเรียบร้อย							
22. ทางร้านมีการตกแต่งสวยงาม เช่น มีการจัดแจกันดอกไม้							

ขอบคุณค่ะ

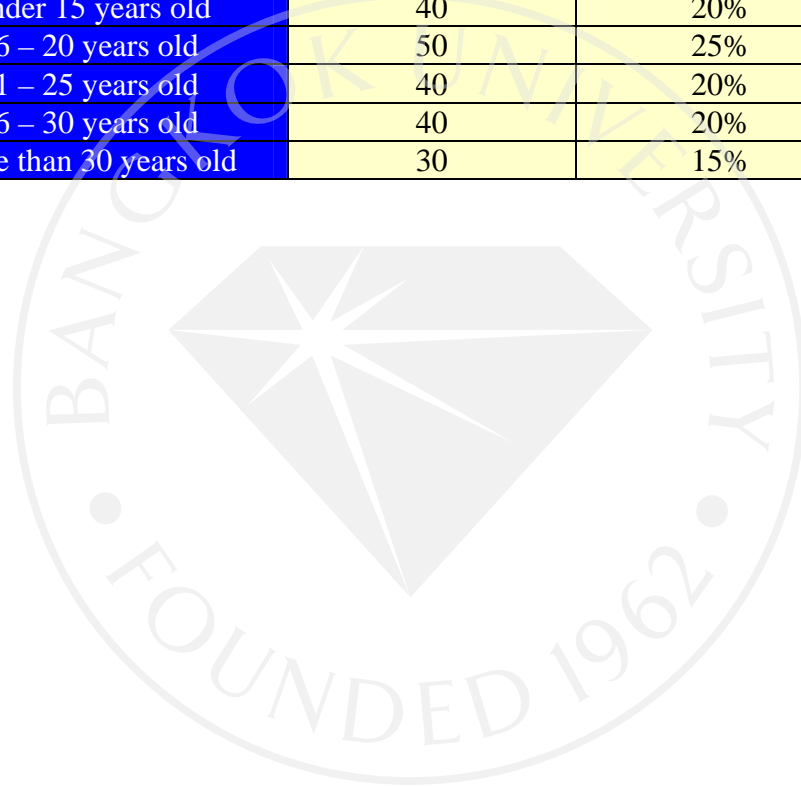
Appendix 3: Demographic

Gender

Gender	Frequency	Percentage
Male	85	42.5%
Female	115	57.5%

Age

Age	Frequency	Percentage
Under 15 years old	40	20%
16 – 20 years old	50	25%
21 – 25 years old	40	20%
26 – 30 years old	40	20%
More than 30 years old	30	15%



BIODATA

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