

**Supply Chain Management for Efficient Consumer Response  
Conference**

**31 May 2012**

**Valahia University of Targoviste, Romania**

**SCM 4 ECR**

**Service Quality and Customer  
Experience Management.  
Case study in Restaurant Industry**

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# Agenda

1. Services
2. Service quality
3. Customer experience
4. Restaurant Industry – Study Case

# 1. Services

# Services

After the managers attention was drawn to labor productivity, costs, quality, this decade will be of *service*.

It was noted that the products are purchased for service.

There is a strong demand for services related to the evolution of society in general and higher standards of living, especially.

# Services

*Services are activities, benefits or utilities that are offered on the market or provided in conjunction with the sale of a good.*

*Characteristics of services - intangibility, heterogeneity and inseparability material.*

*General feature of services is that their provision coincide in time and space with their consumption.*

# Services

It is critical to make the distinction between *services* and *service*.

Competitors commonly offer the same *services* and different *service*.

Customers have to expend more than money to use a service, for example, time and psychic cost.

These customers may be quite willing to assume more monetary cost to reduce nonmonetary cost and to obtain *stronger service*.

## **2. Service Quality**

# Service Quality

*Service quality* is a measure of how well the service level delivered matches *customer expectations*.

*Delivering quality* service means conforming to *customer expectations* on a consistent basis.

The difference between *expectations* and service standards / *performance* is the primary indicator of overall *service quality*.

# Service Quality

Two types of SQ:

1. *Technical* quality - what the customer is actually receiving from the service (outcome);
2. *Functional* quality - the manner in which the service is delivered (process).

# Service Quality

*Determinants of service quality:*

1. *Reliability*, consistency of performance
2. *Responsiveness*, willingness or readiness
3. *Competence*, required skill and knowledge
4. *Access*, approachability and ease of contact
5. *Courtesy*, politeness, respect and friendliness
6. *Communication*, keeping customers informed
7. *Credibility*, trustworthiness, believability, honesty
8. *Security*, freedom from danger, risk, or doubt
9. *Understanding/knowing*, understand customer's need
10. *Tangible*, physical evidence of the service

# Service Quality Measurement

1. **ES > PS**, perceived quality is less than satisfactory and will tend toward totally unacceptable quality, with increased discrepancy between ES and PS.
2. **ES = PS**, perceived quality is a satisfactory.
3. **ES < PS**, perceived quality is more than satisfactory and will tend toward ideal quality , with increased discrepancy between ES and PS.

# **3. Customer Experience**

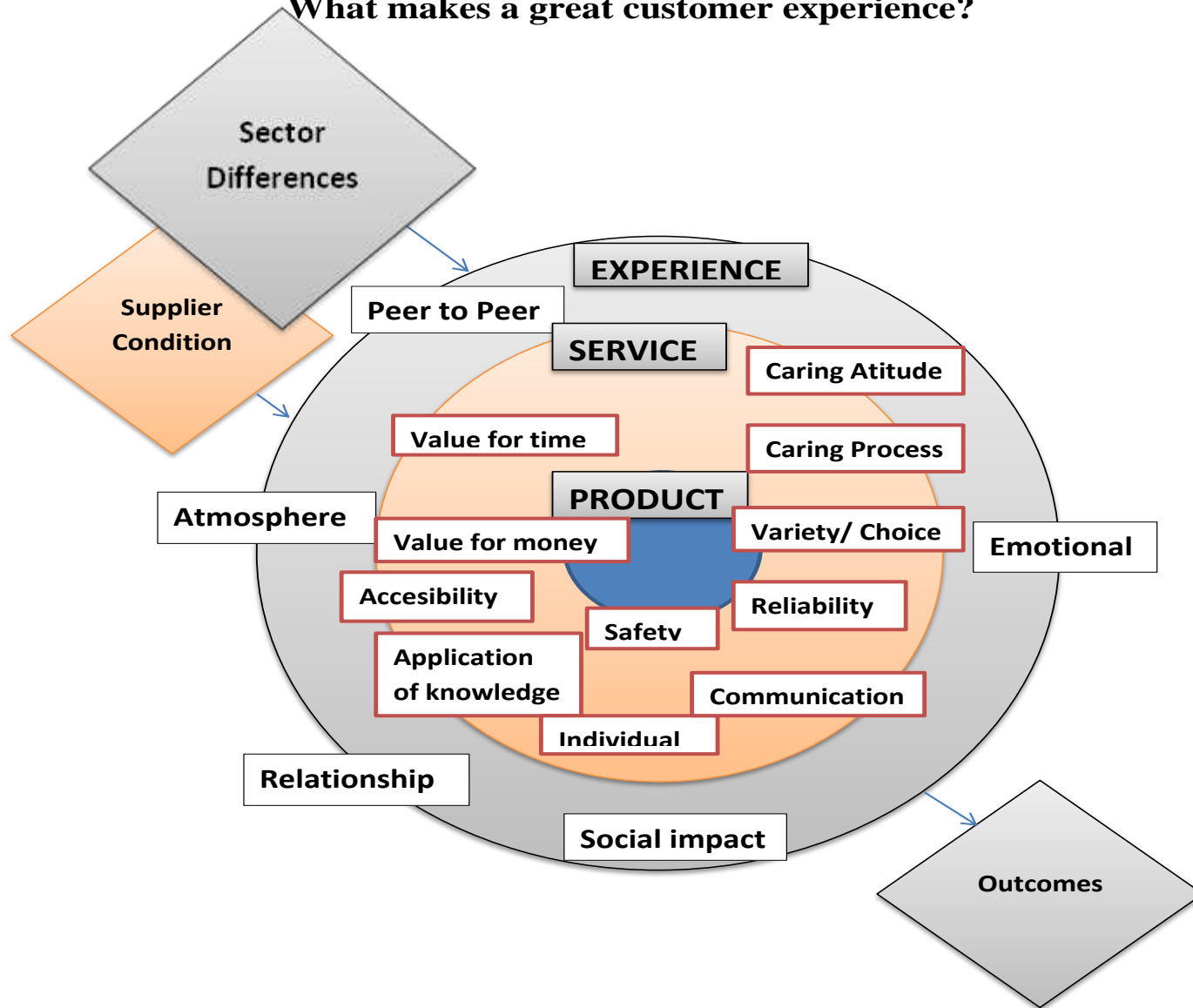
# Customer Experience

The customer experience originates from a set of interactions between a customer and a product, a company, or part of its organization, which provoke a reaction.

This experience is strictly personal and implies the customer's involvement at different levels (*rational, emotional, sensorial, physical, and spiritual*).

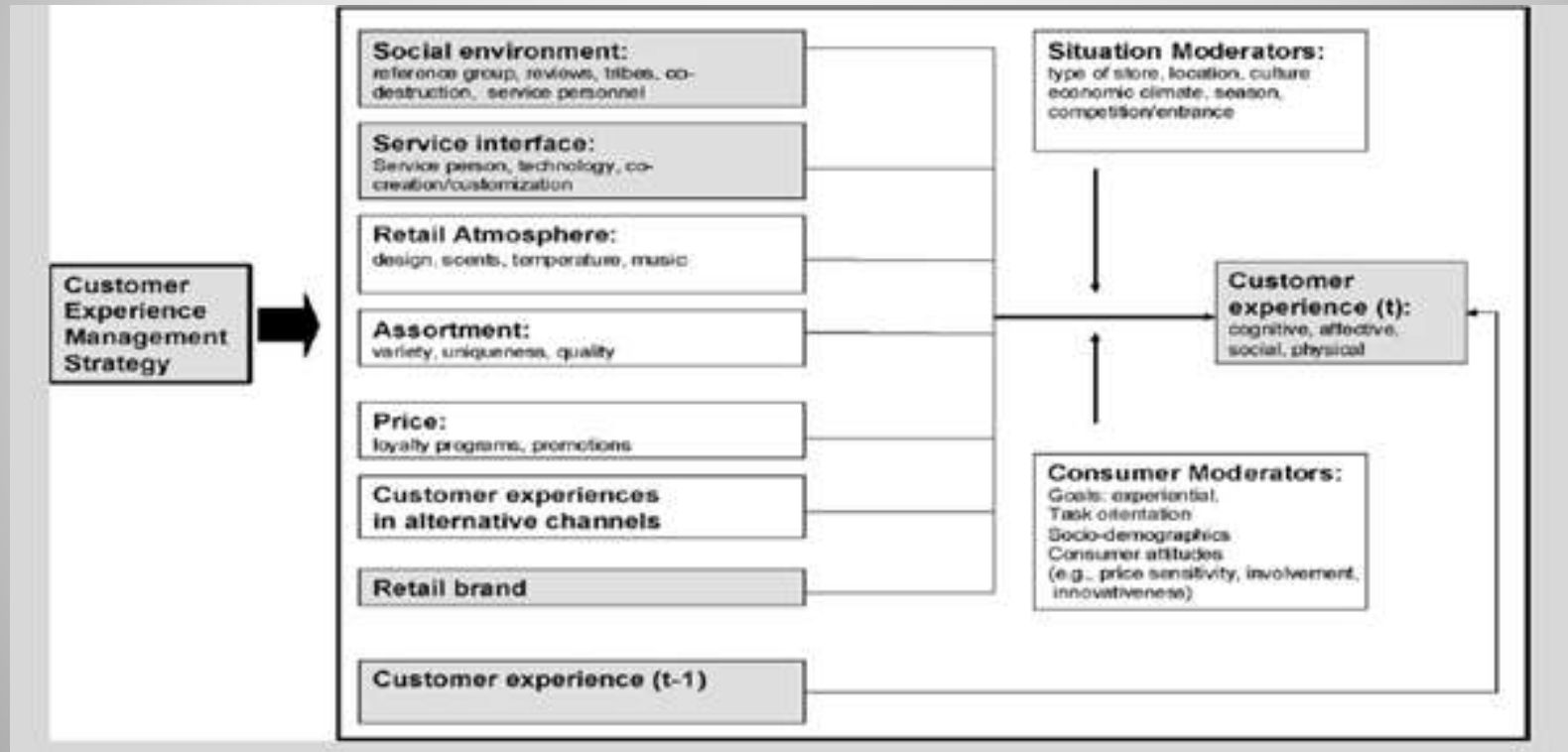
A second and related definition is that “Customer Experience is the internal and subjective response customers have to any direct or indirect contact with a company.

# What makes a great customer experience?



# Understanding customer experience

## Conceptual Model of Customer Experience



*P.C. Verhoef et.al /Journal of Retailing 85 (1,2009) 31 -41*

# Customer Experience

The sense experience includes aesthetics and sensory qualities: *sense, feel, think, act, and relate*.

The feel experience includes moods and emotions.

The think experience includes convergent/ analytical and divergent/ imaginative thinking.

The act experience refers to motor actions and behavioral experience.

The relate experience refers to social experience, such as relating to a reference group.

# Customer Experience

The five experience include three dimensions, that is, *Sensory Experience*, *Emotional Experience*, and *Social Experience*.

Sensory Experience refers to the aesthetics and sensory perceptions about the shopping environment, atmosphere, products and service.

Emotional Experience includes the moods and emotions generating during the shopping trip. Social Experience emphasizes the relationships with others and society.

# The dimensions of experience

Before a company can charge admission, it must design an experience that customers judge to be worth the price. Excellent design, marketing, and delivery will be every bit as crucial for experiences as they are for goods and services.

Ingenuity and innovation will always precede growth in revenue. Yet experiences, like goods and services, have their own distinct qualities and characteristics and present their own design challenges.

One way to think about experiences is across two dimensions. The **first dimension** corresponds to *customer participation*.

# The dimensions of experience

The **second dimension** of experience describes the *connection*, or environmental relationship, that unites customers with the event or performance.

# Entertainment in Retailing

An entertainment shopping mall does not stop merely providing products, services, or entertainment: rather it provides “experiences” to its consumers through the products, facilities, space, and services provided.

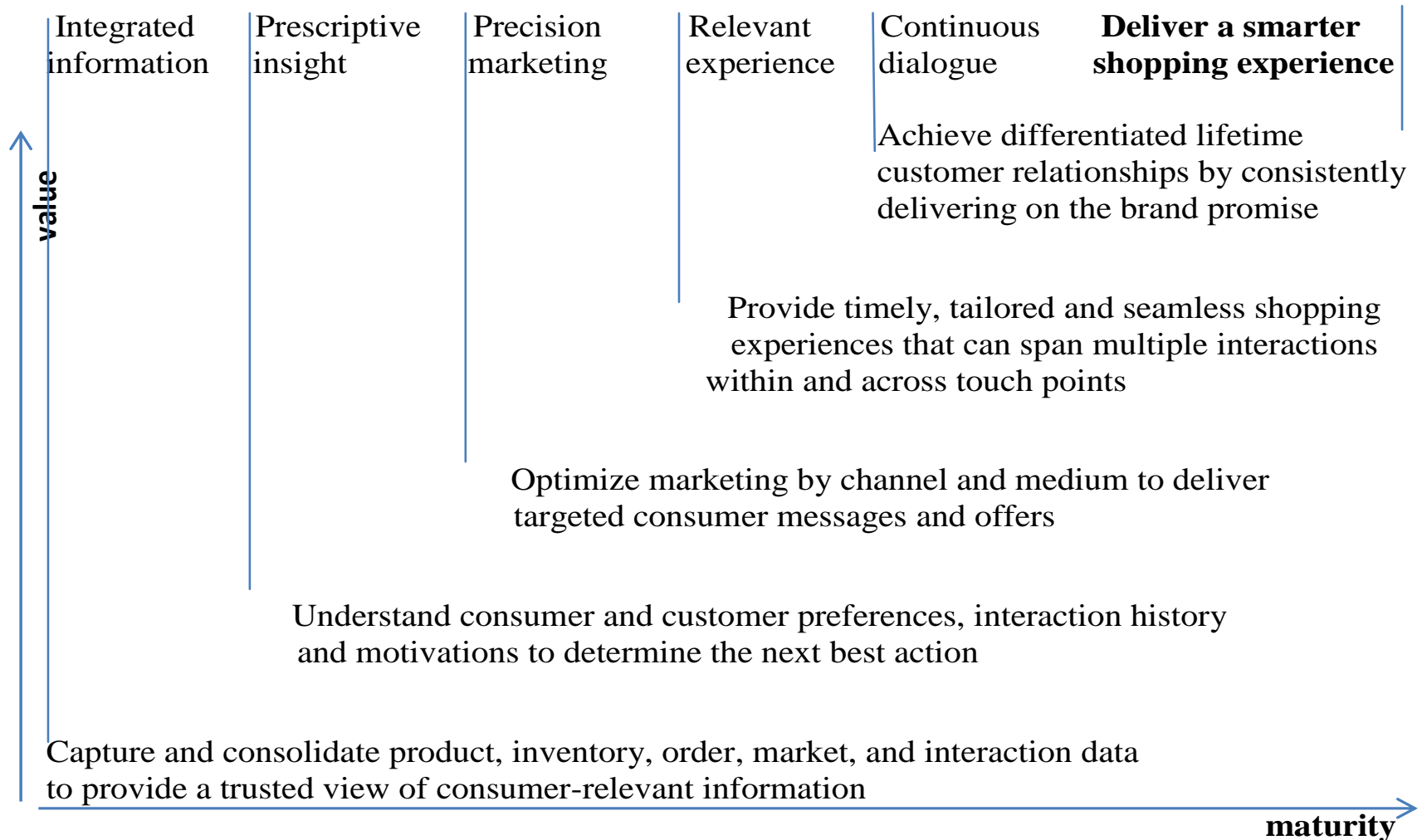
# Factors and attributes of entertaining shopping experiences

Category	Factors		Entertaining attributes
Restaurant	Product	Price	- low price - mark-down
		Product	- various/good product selection - unique merchandise - finding what consumers wants
	Service	Sales associate	- sales associates' caring service
		Customer service	- good customer service offered (i.e., try-on merchandise, no-questions asked returns)
	Environment	Store design	- window display - store interior design
		Store amenities	- convenient location - rest area
	Events		- promotional events (i.e., fashion show)
Customer	Customer resources		- financial resources - time
	Social aspects		- shopping companions

## Factors and attributes of non-entertaining shopping experiences

Category	Factors		Non-entertaining attributes
Restaurant	Product	Price	- high price
		Product	- poor product selection - low-quality merchandise - out-of-stock sizes or merchandise
	Service	Sales associate	- touting/too aggressive sales associates - unfriendly sales associates
		Customer service	- limited/no customer service (e.g., cannot return, cannot try on merchandise)
	Environment	Store amenities	- limited parking space
		Store atmosphere	- crowdedness - unclean store
Customer	Customer resources		- limited financial resources - limited shopping time - consumers' physical health
	Social aspects		- unpleasant shopping companion

# Delivering a unique shopping experience enables retailers to achieve differentiated life-time customer relationships.



# Anatomy of a Best-in-Class Shopper Solution - *Principles*

## **1. Make the solution obvious.**

Great solutions paint a bold, vivid picture, capturing shopper's attention and helping them to visualize the value.

# Anatomy of a Best-in-Class Shopper Solution - *Principles*

## **2. Less is often more.**

Simple combinations of known brands or common groupings of widely meals can serve as the basis for clever shopper solutions that both engage and motivate shoppers. Be wary of overly complex or heavily loaded displays, wich often do more to confuse shoppers than motivate them.

# **Anatomy of a Best-in-Class Shopper Solution - *Principles***

## **3. What is the new news.**

shoppers often report that they buy the same brands and items because there is nothing new to consider. This surprises many brand manufacturers, especially those with a history of new product introductions and line extensions. Realize that shoppers may need more overt reminders that something is truly new.

# **Anatomy of a Best-in-Class Shopper Solution - *Principles***

## **4. Help shoppers be smarter.**

Solution content that helps make people smarter and more effective shoppers is consistently rewarded with higher sales. Help shoppers to learn while they shop by providing content such as recipes, nutritional information, and brand information.

# **Anatomy of a Best-in-Class Shopper Solution - *Principles***

## **5. Tell shoppers why they should act today.**

it seems so simple, but a “call to action” message really does improve shopper’s motivation scores. Words like “Friday special” and “While quantities last” let shoppers know that waiting just isn’t an option.

# Anatomy of a Best-in-Class Shopper Solution - *Principles*

## **6. Bring products together for a complete solution whenever possible.**

It isn't always possible to merchandise complete ingredient sets together in one place in the store. But one solution used simple signage to bring together frozen pizza, soft drinks, and ice cream to create a suggestion that shoppers could both recognize and take action on (see Exhibit 9, page 16).

# **4. Restaurant Industry – Case Study**

# Restaurant Industry Study Case

Comparison between *Belvedere* and *Continental* restaurants using the questionnaire based on Servqual.



Comparison between *Belvedere* and *San Marco* restaurants using the questionnaire developed on the basis of Servqual survey.



# Restaurants placed in service quality analysis

## *Continental Restaurant*

- Part of the hotel group "Valahia SA"
- Located in the center of Targoviste
- Private parking
- Romanian traditional specifics
- diversified drinks
- 10 employees, 4 chefs, 4 waiters and cook 2 help

# Restaurants placed in service quality analysis

## *San Marco Restaurant*

- Located in the Old Center of Targoviste
- Private parking – no
- International specifics
- diversified drinks
- 30 employees: 10 chefs, 12 waiters, 2 bartenders and 6 six auxiliary

# Restaurants placed in service quality analysis

## *Belvedere Restaurant*

- Located in the Old Center of Targoviste, 1st floor of the building
- Private parking – no
- International specifics
- diversified drinks
- 20 employees, 8 chefs, 8 waiters, 2 bartenders and 2 auxiliary

# SERVQUAL Instrument

It measures the **gap** between customer expectations and experience. The model was refined to the useful acronym RATER:

1. Reliability
2. Assurance
3. Tangibles
4. Empathy, and
5. Responsiveness

The questionnaire contains 42 statements about the characteristics of services, divided as follows: 21 in Part A claims which includes expectations from a restaurant in general and 21 in Part B claims, which includes perceptions of the restaurant in question.

Respondents were asked to complete the two parts, on a scale from 1 (totally disagree) to 7 (strongly agree).

## Questionnaire (our proposal)

Based on SERVQUAL instrument we developed a second questionnaire for restaurants Belvedere and San Marco, to measure the **gap** between the positive and negative aspects, consisting of 92 attributes, 56 positive and 36 negative aspects, divided into seven groups:

1. Food
2. Drink
3. Price / value
4. Service
5. Staff
6. Atmosphere / environment
7. Location.

Respondents were asked to complete, indicating their perceptions of the restaurant concerned about the quality of services received, on a scale from 1 (totally disagree) to 7 (strongly agree).

# **Analysis and interpretation of data based on Servqual questionnaire**

## **Comparative analysis between quality delivered and perceived quality - Belvedere**

The gap between Belvedere restaurant quality delivered and perceived quality of reviews is 0.33 points, the largest gap of 0.62 points, is the competence of staff at the restaurant, where the value supplied is not measure customer perceived value and the smallest difference being on the security offered, with a value of 0.22 points.

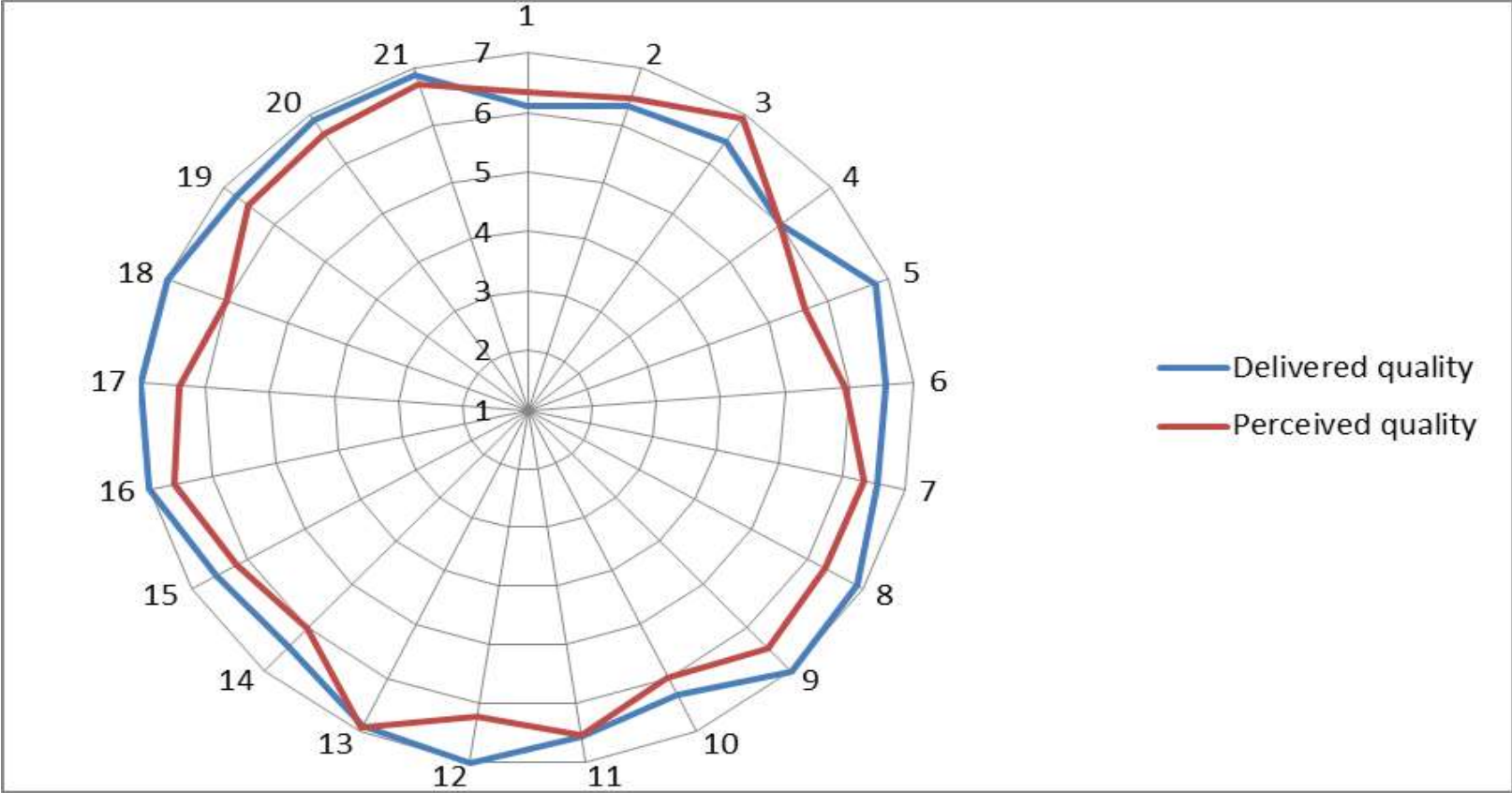
The quality delivered by Belvedere restaurant fits the customer perceived quality for restaurant appearance, availability, courtesy, attention and competence of staff, program, safety and trust transactions.

# Comparative analysis between delivered quality and perceived quality - Belvedere

Percepții de la restaurantul Belvedere	Liv X (—)	Per O (—)	Ecart (GAP)	Reprezentare grafică							
				1	2	3	4	5	6	7	
<b>1. Tangibilitate</b>											
1.1. Restaurantul dispune de un echipament modern	6.11	6.33	-0.22							XO	
1.2. Restaurant dispune de facilități fizice extrem de atrăgătoare	6.33	6.47	-0.14							XO	
1.3. Personalul de la restaurant are aspect îngrijit	6.44	6.93	-0.49							X	O
1.4. În restaurant materiale asociate cu serviciul sunt atrăgătoare	6.00	6.00	0							XO	
<b>Subtotal</b>	<b>6.22</b>	<b>6.43</b>	<b>-0.21</b>								
<b>2. Disponibilitate</b>											
2.1. Restaurantul își respectă promisiunea	6.78	5.60	1.18							O	X
2.2. Restaurantul efectuează serviciile fără eroare de prima dată	6.56	5.93	0.63							O	X
2.3. Personalul le va spune clienților exact când serviciile vor fi efectuate	6.56	6.33	0.23							O	X
2.4. Personalul de la restaurant oferă servicii prompte clienților	6.89	6.33	0.56							O	X
2.5. Personalul de la restaurant este întotdeauna dispus să ajute clienții	7.00	6.47	0.53							O	X
2.6. Personalul nu este niciodată prea ocupat pentru a răspunde	6.33	6.00	0.33							XO	
2.7. Restaurantul are orele de deschidere convenabile tuturor clienților săi	6.56	6.53	0.03								XO
<b>Subtotal</b>	<b>6.67</b>	<b>6.17</b>	<b>0.5</b>								



# Comparative analysis between delivered quality and perceived quality - Belvedere



## **Comparative analysis between delivered quality and perceived quality - Continental**

The gap between the quality delivered by Continental restaurant and customer perceived quality is of 0.62 points, the largest gap of 0.75 points, the availability of staff at the restaurant, where the value supplied is not measure customer perceived value and the smallest difference being on the security offered, with a value of 0.35 points.

The value received by the customer is perceived as greater than the value delivered by Continental, with a difference of -0.02 points on the competence of personnel.

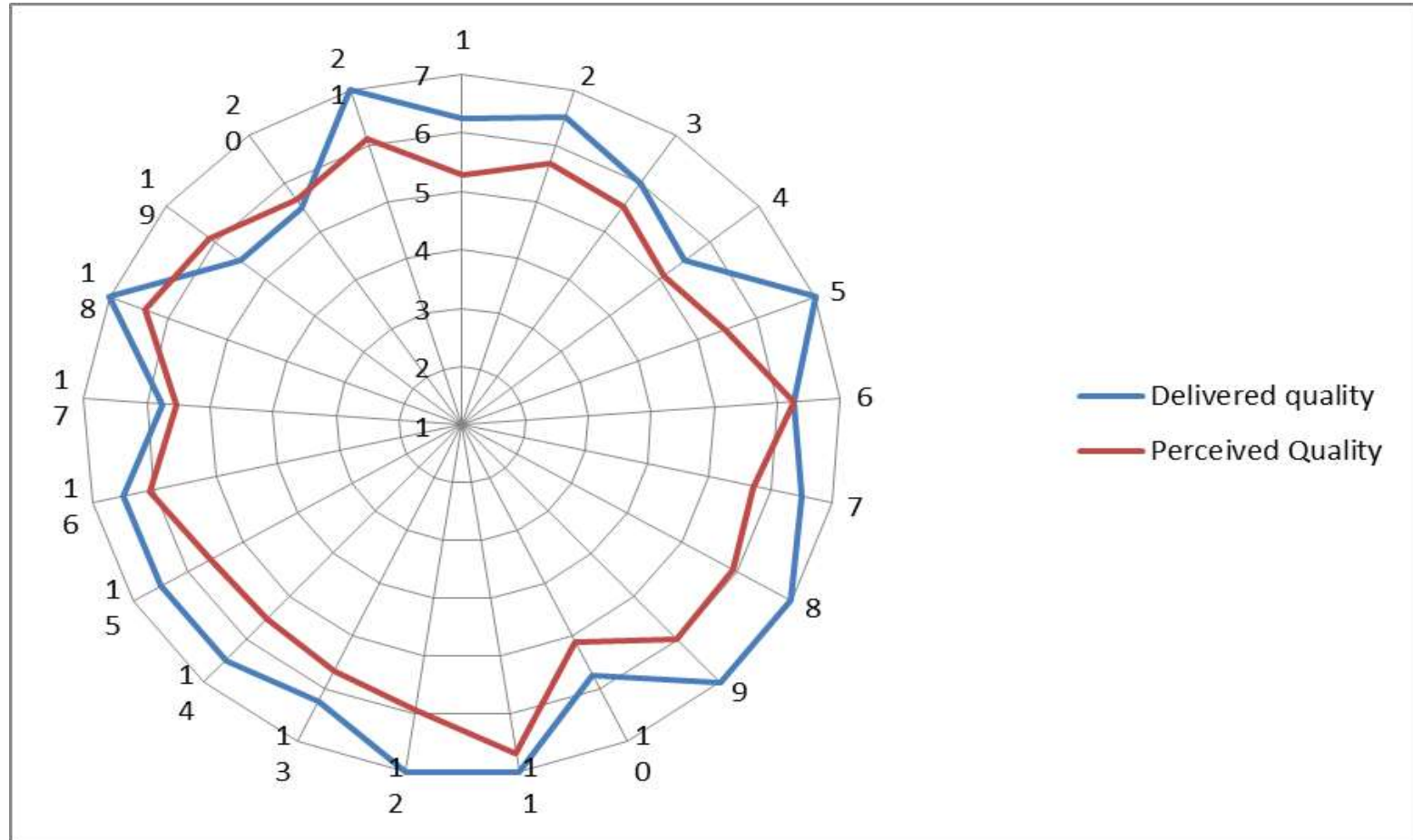
The quality delivered to the client fits the quality perceived by the customer, on the appearance, courtesy and competence of personnel performing services without error, program understanding customer needs and trust.

# Comparative analysis between delivered quality and perceived quality - Continental

Percepții de la restaurantul Continental	LivrX (—)	Per O (—)	Ecart (GAP)	Reprezentare grafică						
				1	2	3	4	5	6	7
<b>1. Tangibilitate</b>										
1.1. Restaurantul dispune de un echipament modern	6.25	5.27	0.98					O	X	
1.2. Restaurant dispune de facilități fizice extrem de atrăgătoare	6.50	5.67	0.83					O		X
1.3. Personalul de la restaurant are aspect îngrijit	6.00	5.53	0.47					X	O	
1.4. În restaurant materiale asociate cu serviciul sunt atrăgătoare	5.50	5.07	0.43					O	X	
<b>Subtotal</b>	<b>6.06</b>	<b>5.39</b>	<b>0.67</b>							
<b>2. Disponibilitate</b>										
2.1. Restaurantul își respectă promisiunea	7.00	5.47	1.53					O		X
2.2. Restaurantul efectuează serviciile fără eroare de prima dată	6.25	6.27	-0.02					X	O	
2.3. Personalul le va spune clienților exact când serviciile vor fi efectuate	6.50	5.73	0.77					O		X
2.4. Personalul de la restaurant oferă servicii prompte clienților	7.00	5.93	1.07					O		X
2.5. Personalul de la restaurant este întotdeauna dispus să ajute clienții	7.00	6.00	1					O		X
2.6. Personalul nu este niciodată prea ocupat pentru a răspunde	5.75	5.13	0.62					O	X	
2.7. Restaurantul are orele de deschidere convenabile tuturor clienților săi	7.00	6.67	0.33							X
<b>Subtotal</b>	<b>6.64</b>	<b>5.89</b>	<b>0.75</b>							



# Comparative analysis between delivered quality and perceived quality - Belvedere



# Analysis and interpretation of data from the detailed questionnaire

## Comparative analysis between the positive aspects – Belvedere and San Marco

The positive aspects perceived by customers about the services offered by the restaurant Belvedere restaurant predominate over most of San Marco, the difference being -0.34 points.

The greatest difference is -0.66 points on the price and the lowest deviation is -0.05 points on the personnel.

San Marco restaurant advantage is represented by its location which is less difficult access, is spacious and attractive beside Belvedere.

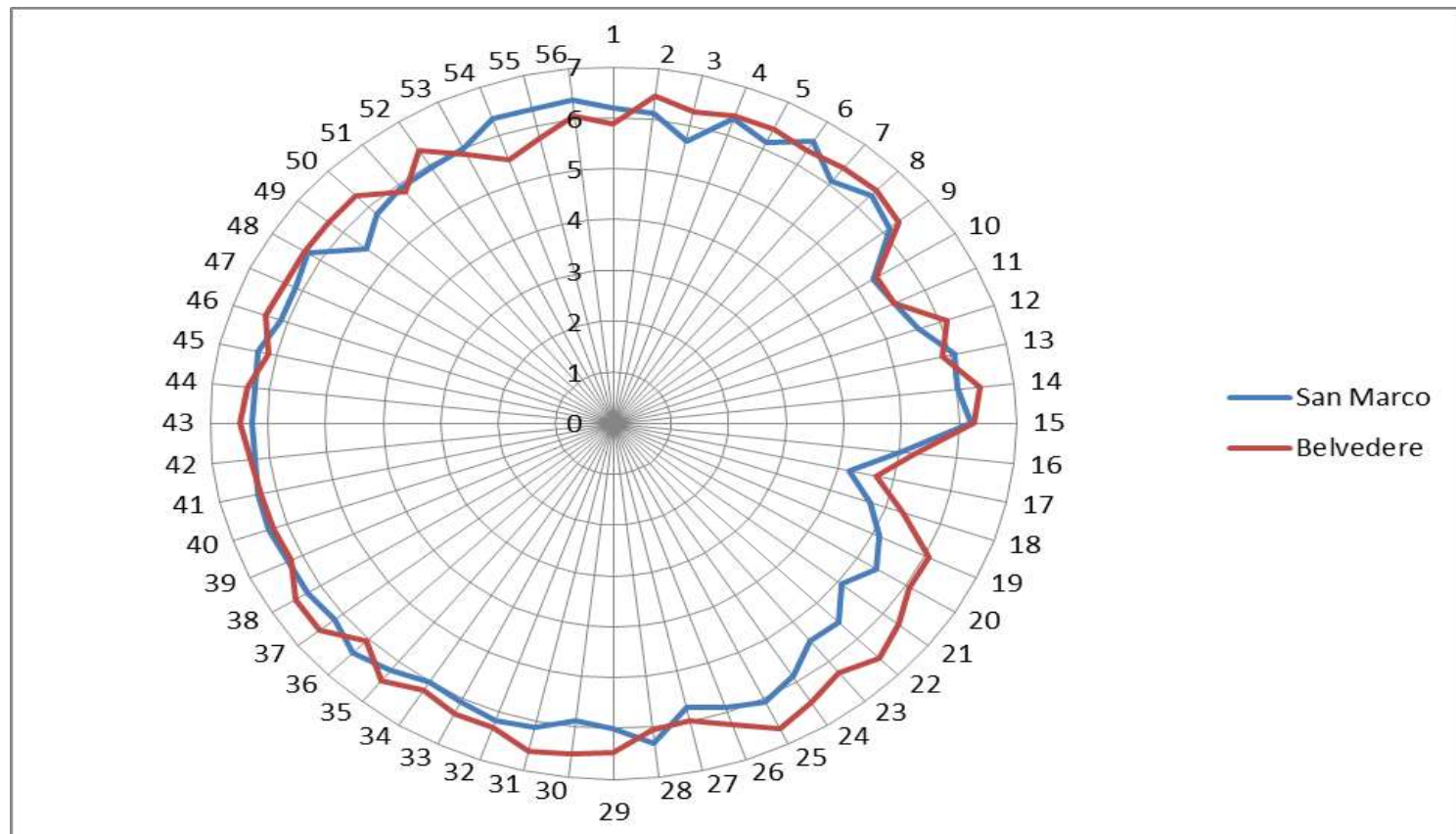
## Comparative analysis between the positive aspects – Belvedere and San Marco –

Caracteristici	S M X ( — )	Belv O ( — )	Ecart (GAP)	Reprezentare grafică						
				1	2	3	4	5	6	7
<b>1. Mâncare</b>										
1.1. Mâncare variată	6.2	5.87	0.33						XO	
1.2. Mâncare gustoasă	6.13	6.47	-0.34						XO	
1.3. Mâncare tradițională/autentică	5.67	6.27	-0.6						XO	
1.4. Mâncare caldă	6.33	6.4	-0.07						XO	
1.5. Porții potrivite	6.13	6.4	-0.27						XO	
1.6. Mâncare bine prezentată	6.53	6.33	0.2						XO	
1.7. Mâncare bine gătită	6.07	6.4	-0.33						XO	
1.8. Mâncare proaspătă	6.33	6.47	-0.14						XO	
1.9. Salată proaspătă, variată	6.13	6.33	-0.2						XO	
1.10. Meniu vegetarian diversificat	5.33	5.4	-0.07					XO		
1.11. Meniu pentru copii diversificat	5.4	5.4	0					XO		
1.12. Mâncare accesibilă tuturor	5.6	6.13	-0.53						XO	
<b>Subtotal</b>	<b>5.99</b>	<b>6.15</b>	<b>-0.16</b>							
<b>2. Băuturi</b>										
2.1. Băuturi diversificate	6.07	5.87	0.2						XO	
2.2. Băuturi de o calitate superioară	6	6.4	-0.4						XO	
2.3. Vinuri diversificate	6.2	6.27	-0.07						XO	
<b>Subtotal</b>	<b>6.1</b>	<b>6.18</b>	<b>-0.08</b>							





## Comparative analysis between the positive aspects – Belvedere and San Marco -



# Analysis and interpretation of data from the detailed questionnaire

## Comparative analysis between the negative aspects – Belvedere and San Marco

Customer perceived negative aspects of the services offered by the restaurant San Marco predominate over most of the restaurant Belvedere, the difference being 25.96 points.

The greatest difference is 7.21 points on the food, and the smallest difference is 0.26 points on the restaurants location.

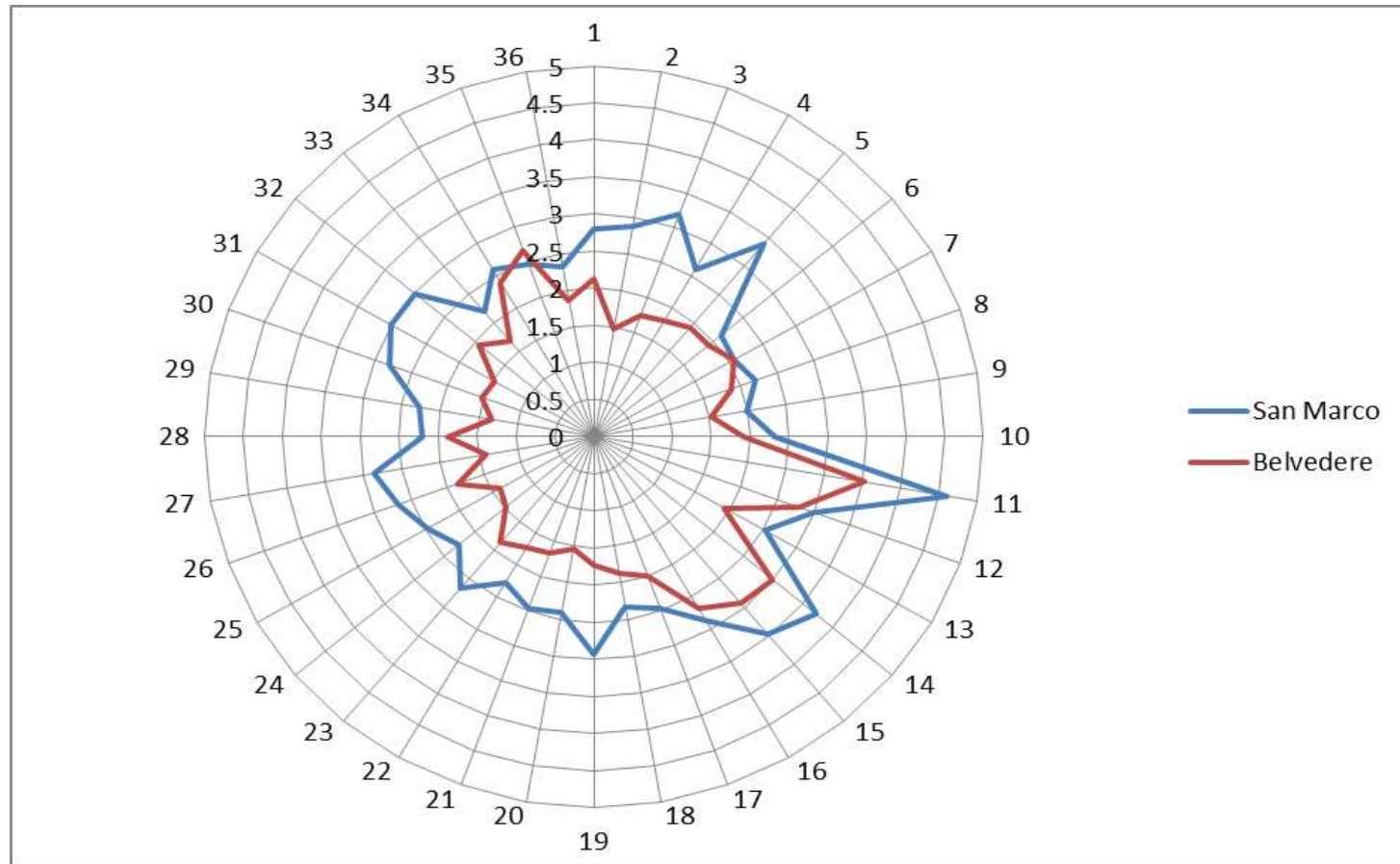
## Comparative analysis between the negative aspects – Belvedere and San Marco –

Caracteristici	S M X ( — )	Belv O ( — )	Ecart (GAP)	Nivel de maturitate							
				1	2	3	4	5	6	7	
<b>1. Mâncare</b>											
1.1. Alegere limitată a meniului	2.8	2.13	0.67		O	X					
1.2. Mâncare fadă	2.87	1.47	1.4			X					
1.3. Variabilitate redusă a mâncării	3.2	1.73	1.47		O	X					
1.4. Temperatură inadecvată a mâncării	2.6	1.8	0.8		O	X					
1.5. Mâncare comună	3.4	1.93	1.47		O	X					
1.6. Mâncare inatractivă	2.13	1.93	0.2		XO						
1.7. Porții mici	2.07	2.07	0		XO						
1.8. Consistență slabă a mâncării	2.2	1.87	0.33		XO						
1.9. Mâncare excesiv de grasă	2	1.53	0.47		XO						
1.10. Deserturi mai puțin bune	2.33	1.93	0.4		XO						
<b>Subtotal</b>	<b>2.56</b>	<b>1.839</b>	<b>0.721</b>								
<b>2. Băuturi</b>											
2.1. Băuturi scumpe	4.6	3.53	1.07					O	X		
2.2. Alegeri limitate	3	2.8	0.2			XO					
2.3. Servire lentă	2.53	1.93	0.6		O	X					
<b>Subtotal</b>	<b>3.38</b>	<b>2.75</b>	<b>0.62</b>								
<b>3. Prețul/ valoarea</b>											
3.1. Prețuri mari	3.73	3	0.73			O		X			
3.2. Inexistența reducerilor pt petreceri	3.47	2.93	0.54			O		X			
3.3. Utilizare ineficientă a timpului	2.87	2.67	0.2			XO					
3.4. Răspuns la solicitări întârziat	2.47	2	0.47		O	X					
<b>Subtotal</b>	<b>3.14</b>	<b>2.65</b>	<b>0.49</b>								

## Comparative analysis between the negative aspects – Belvedere and San Marco –

<b>4. Servirea</b>																			
4.1. Servire încetă	2.33	1.87	0.46																
4.2. Servire grăbită	2.93	1.73	1.2																
4.3. Servire neatentă	2.4	1.53	0.87																
4.4. Servire impersonală	2.47	1.67	0.8																
4.5. Servire eronată	2.27	1.73	0.54																
4.6. Lipsă de reacție a personalului	2.67	1.87	0.8																
4.7. Impolitețe față de clienți	2.27	1.47	0.8																
4.8. Dezinteres pt. nevoile clienților	2.47	1.4	1.07																
<b>Subtotal</b>	<b>2.48</b>	<b>1.66</b>	<b>0.82</b>																
<b>5. Personal</b>																			
5.1. Personal necalificat	2.67	1.87	0.8																
5.2. Aspect/Ținută neîngrijit/ă	2.87	1.4	1.47																
5.3. Personal tânăr neexperimentat	2.2	1.87	0.33																
<b>Subtotal</b>	<b>2.58</b>	<b>1.71</b>	<b>0.87</b>																
<b>6. Atmosfera/ Mediul</b>																			
6.1. Atmosferă tensionată	2.27	1.33	0.94																
6.2. Mediul aglomerat	2.8	1.53	1.27																
6.3. Zgomot/muzică tare	3	1.47	1.53																
6.4. Lipsa intimității	3	1.93	1.07																
6.5. Mese necurățate	2.2	1.67	0.53																
6.6. Zona de fumători nedelimitată	2.6	2.4	0.2																
<b>Subtotal</b>	<b>2.65</b>	<b>1.72</b>	<b>0.92</b>																
<b>7. Locație</b>																			
7.1. Locație cu acces dificil	2.47	2.67	-0.2																
7.2. Locație cu aspect neatrăgător	2.33	1.87	0.46																
<b>Subtotal</b>	<b>2.4</b>	<b>2.27</b>	<b>0.13</b>																
<b>Total</b>	<b>2.68</b>	<b>2</b>	<b>0.68</b>																

## Comparative analysis between the negative aspects – Belvedere and San Marco -

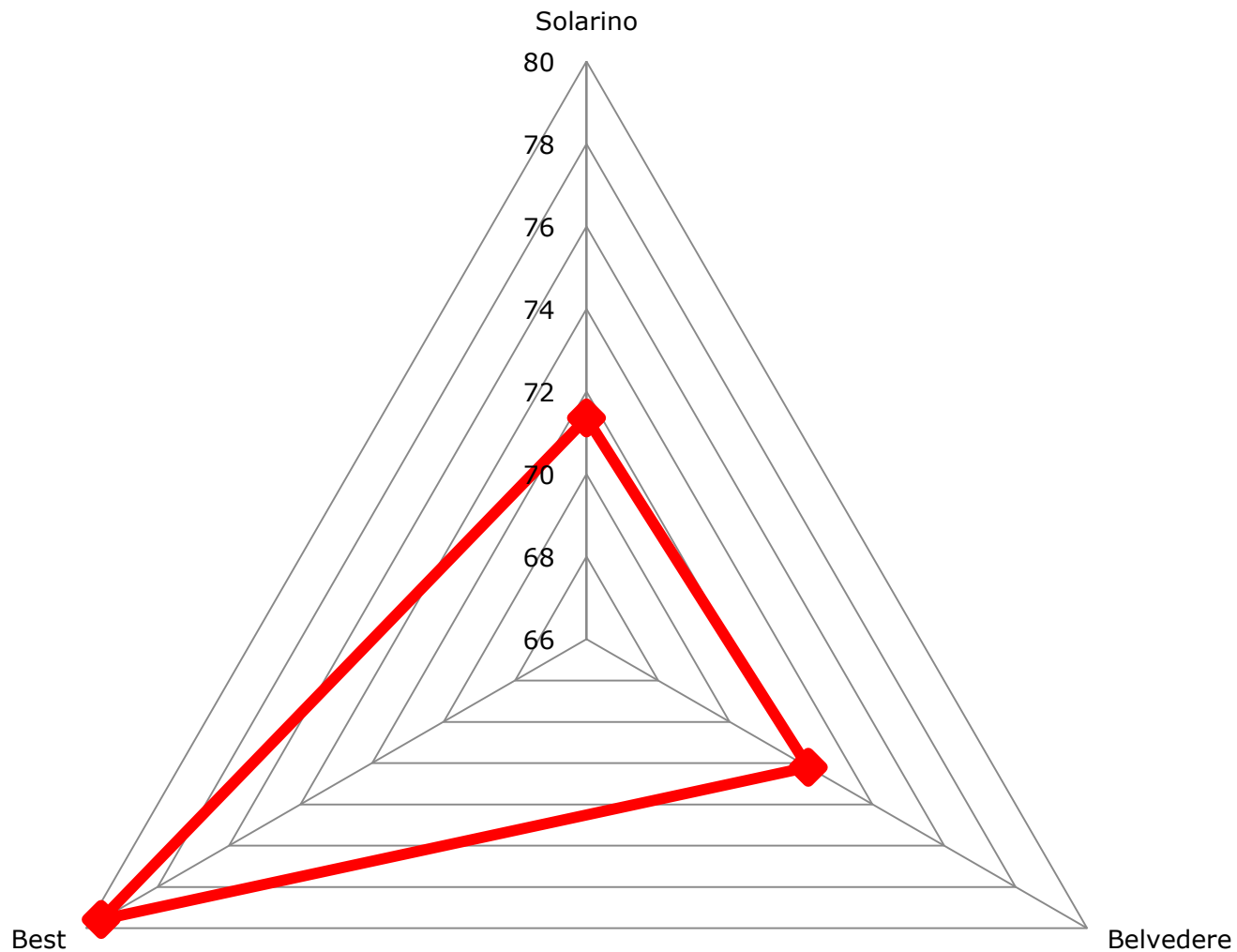


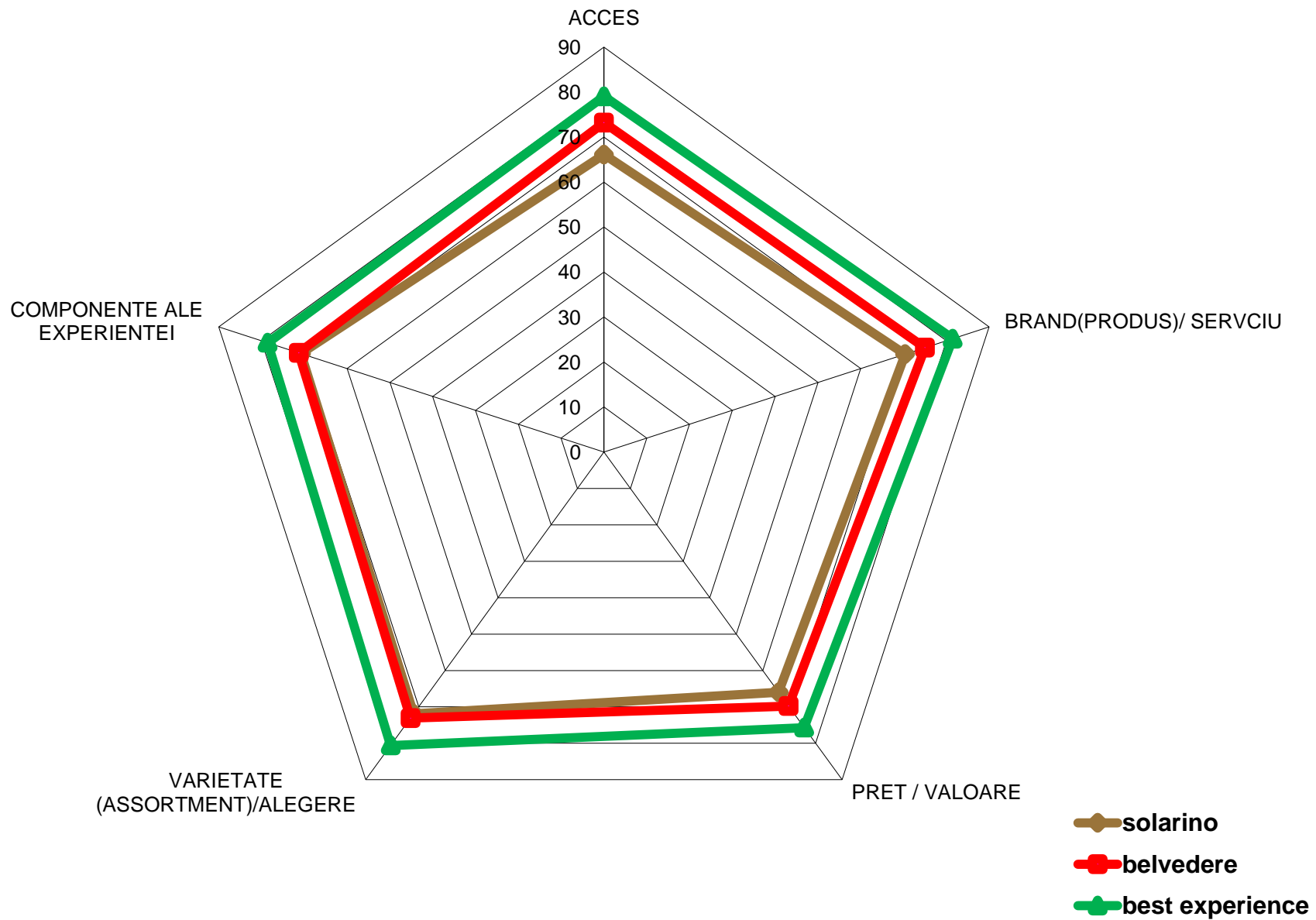
# **RESTAURANTS**

**SOLARINO  
BELVEDERE**

## Grupe de caracteristici (%)

	<b>SOLARINO</b>	<b>BELVEDERE</b>	<b>BEST EXPERIENCE</b>
<b>1. ACCES</b>	<b>66.11</b>	<b>73.20</b>	<b>79.03</b>
<b>2. BRAND(PRODUS)/ SERVICIU</b>	<b>70.37</b>	<b>74.99</b>	<b>81.47</b>
<b>3. PRET / VALOARE</b>	<b>66.01</b>	<b>69.78</b>	<b>75.69</b>
<b>4. VARIETATE (ASSORTMENT)/ALEGERE</b>	<b>71,94</b>	<b>73,09</b>	<b>80,59</b>
<b>5. COMPONENTE ALE EXPERIENTEI</b>	<b>70,79</b>	<b>71,31</b>	<b>78,57</b>
<b>Total</b>	<b>71,36</b>	<b>72,20</b>	<b>79,58</b>

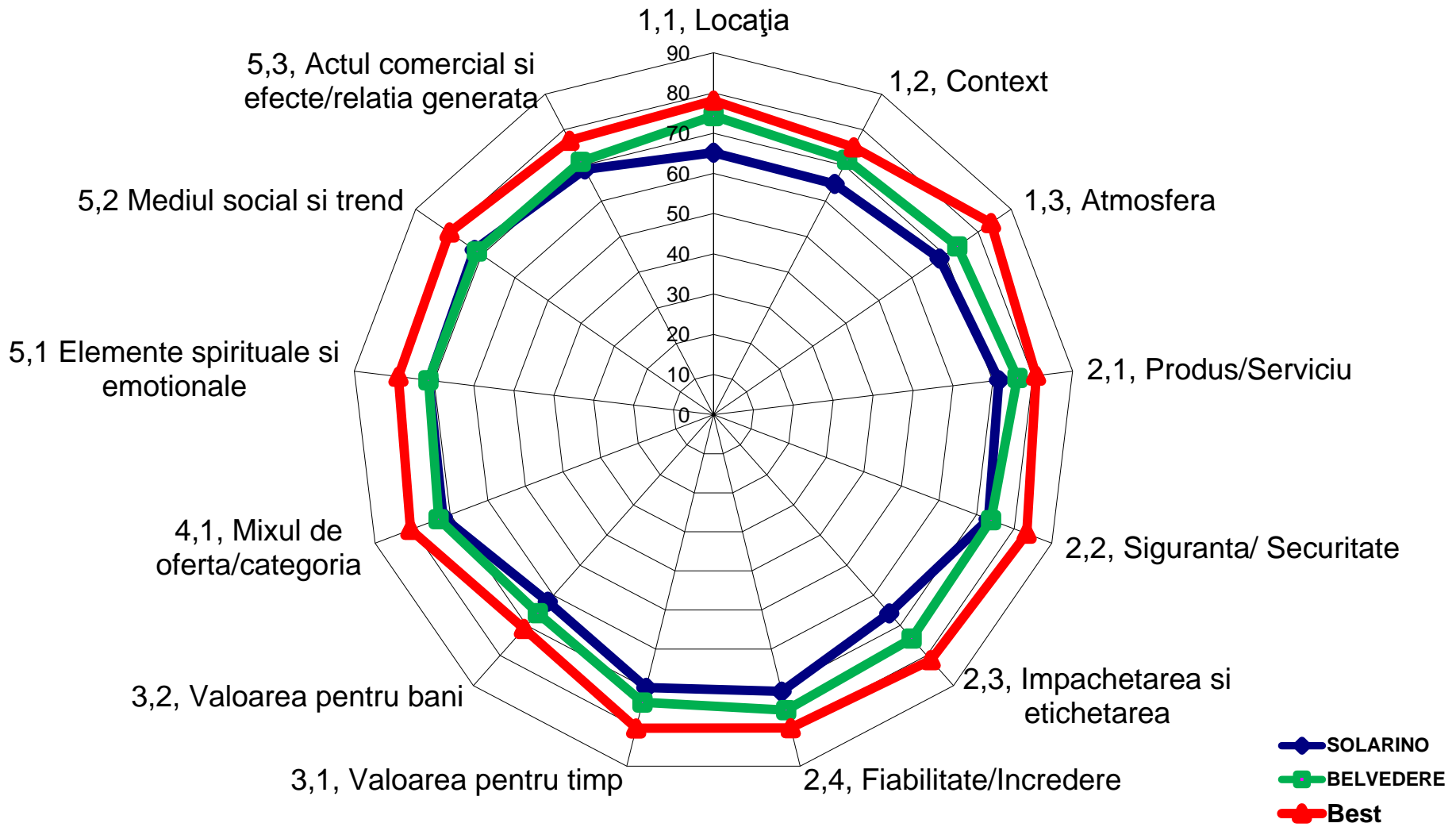


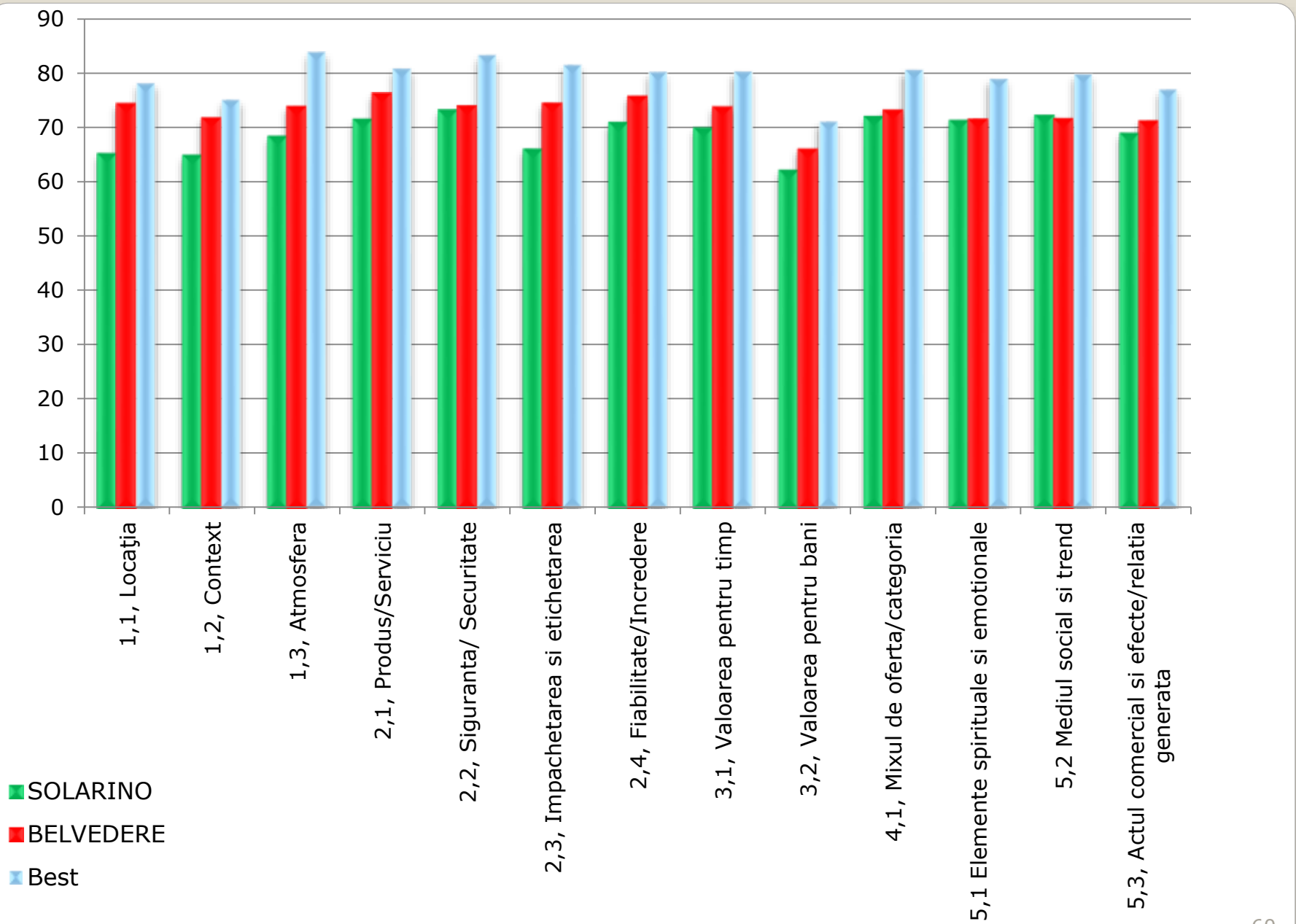


## Analiza restaurantelor față de cea mai bună experiență

	SOLARINO	BELVEDERE	Cea mai buna experienta
<b>Criteriaul 1 : ACCES</b>	<b>66.11</b>	<b>73.20</b>	<b>79.03</b>
<b>1.1. Locația</b>	<b>65.17</b>	<b>74.28</b>	<b>78.11</b>
<b>1.2. Context</b>	<b>64.84</b>	<b>71.59</b>	<b>75.09</b>
<b>1.3. Atmosfera</b>	<b>68.33</b>	<b>73.72</b>	<b>83.89</b>
<b>Criteriaul 2 : BRAND(PRODUS)/ SERVICIU</b>	<b>70.37</b>	<b>74.99</b>	<b>81.47</b>
<b>2.1. Produs/Serviciu</b>	<b>71.50</b>	<b>76.17</b>	<b>80.83</b>
<b>2.2. Siguranta/ Securitate</b>	<b>73.17</b>	<b>73.83</b>	<b>83.33</b>
<b>2.3. Impachetarea si etichetarea</b>	<b>65.95</b>	<b>74.33</b>	<b>81.50</b>
<b>2.4. Fiabilitate/Incredere</b>	<b>70.86</b>	<b>75.63</b>	<b>80.23</b>
<b>Criteriaul 3 : PRET / VALOARE</b>	<b>66.01</b>	<b>69.78</b>	<b>75.69</b>
<b>3.1. Valoarea pentru timp</b>	<b>69.90</b>	<b>73.67</b>	<b>80.30</b>
<b>3.2. Valoarea pentru bani</b>	<b>62.11</b>	<b>65.89</b>	<b>71.08</b>
<b>Criteriaul 4 : VARIETATE (ASSORTMENT)/ALEGERE</b>	<b>71,94</b>	<b>73,09</b>	<b>80,59</b>
<b>4.1. Mixul de oferta/categoria</b>	<b>71.94</b>	<b>73.09</b>	<b>80.59</b>
<b>Criteriaul 5 : COMPONENTE ALE EXPERIENTEI</b>	<b>70,79</b>	<b>71,31</b>	<b>78,57</b>
<b>5.1 Elemente spirituale si emotionale</b>	<b>71.28</b>	<b>71.39</b>	<b>78.94</b>
<b>5.2 Mediul social si trend</b>	<b>72.19</b>	<b>71.48</b>	<b>79.79</b>
<b>5.3. Actul comercial si efecte/relatia generata</b>	<b>68.90</b>	<b>71.06</b>	<b>77.00</b>

# Reprezentarea grafică a criteriilor

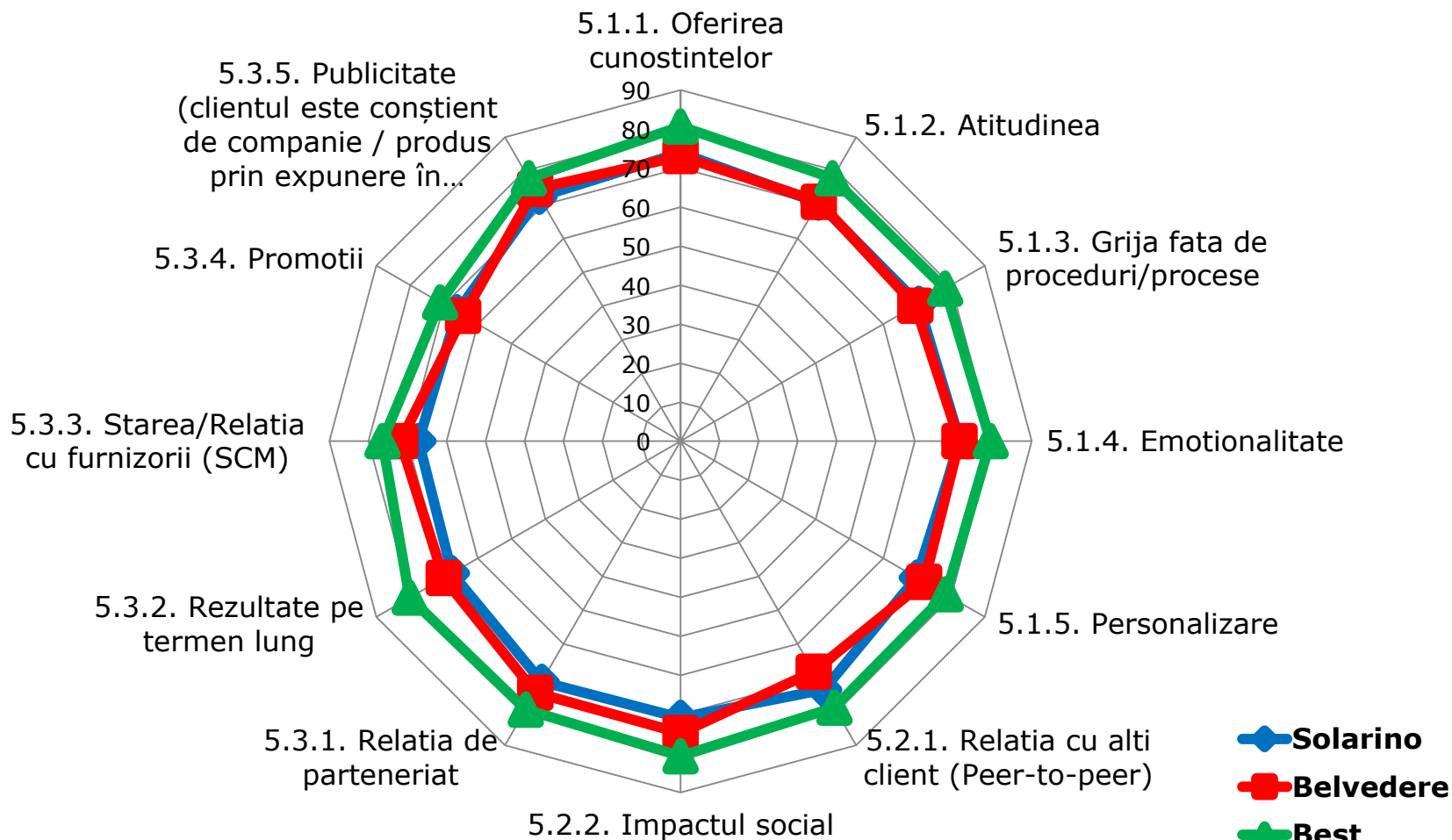


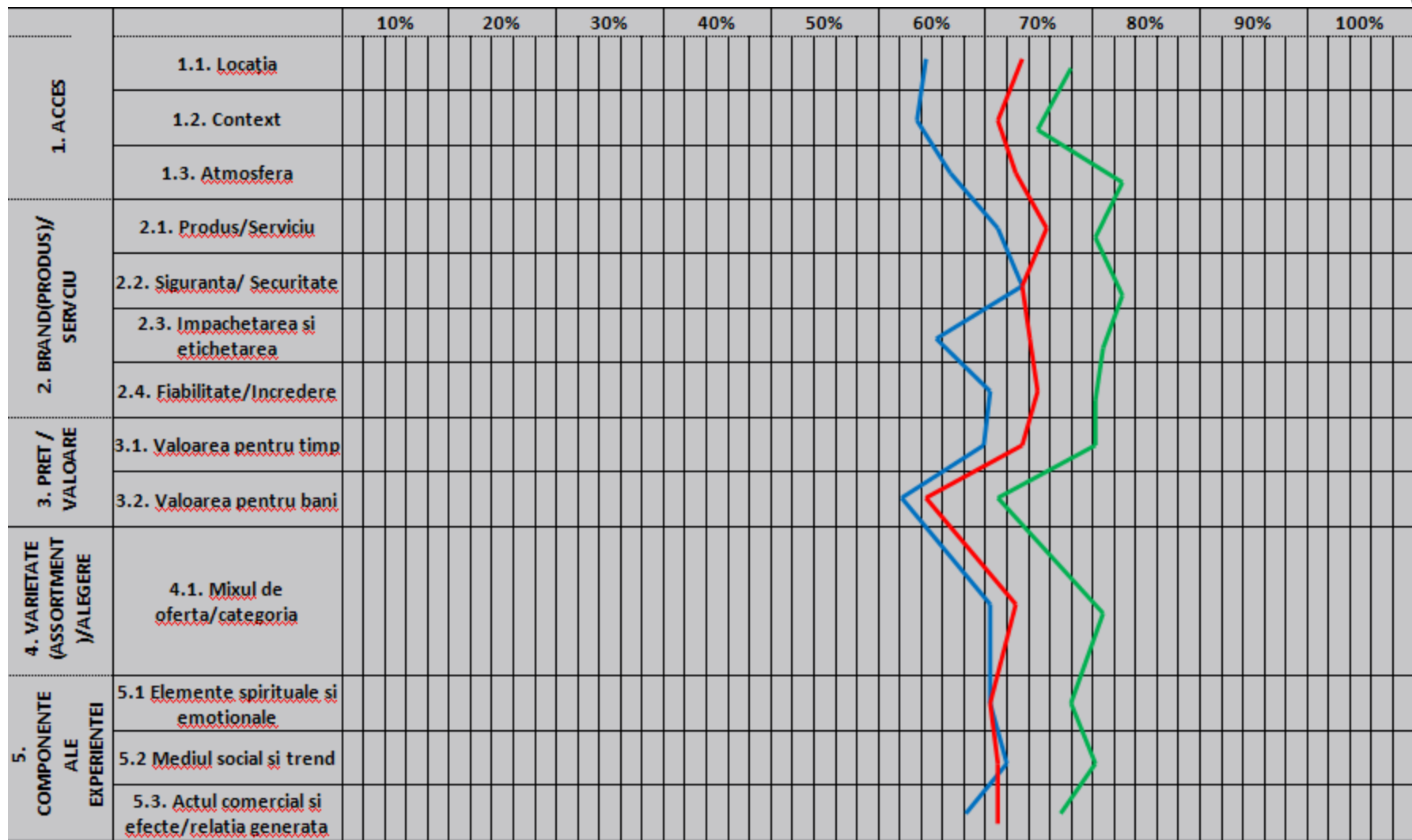


## Analiza comparativă a restaurantelor din punctul de vedere al criteriului 5

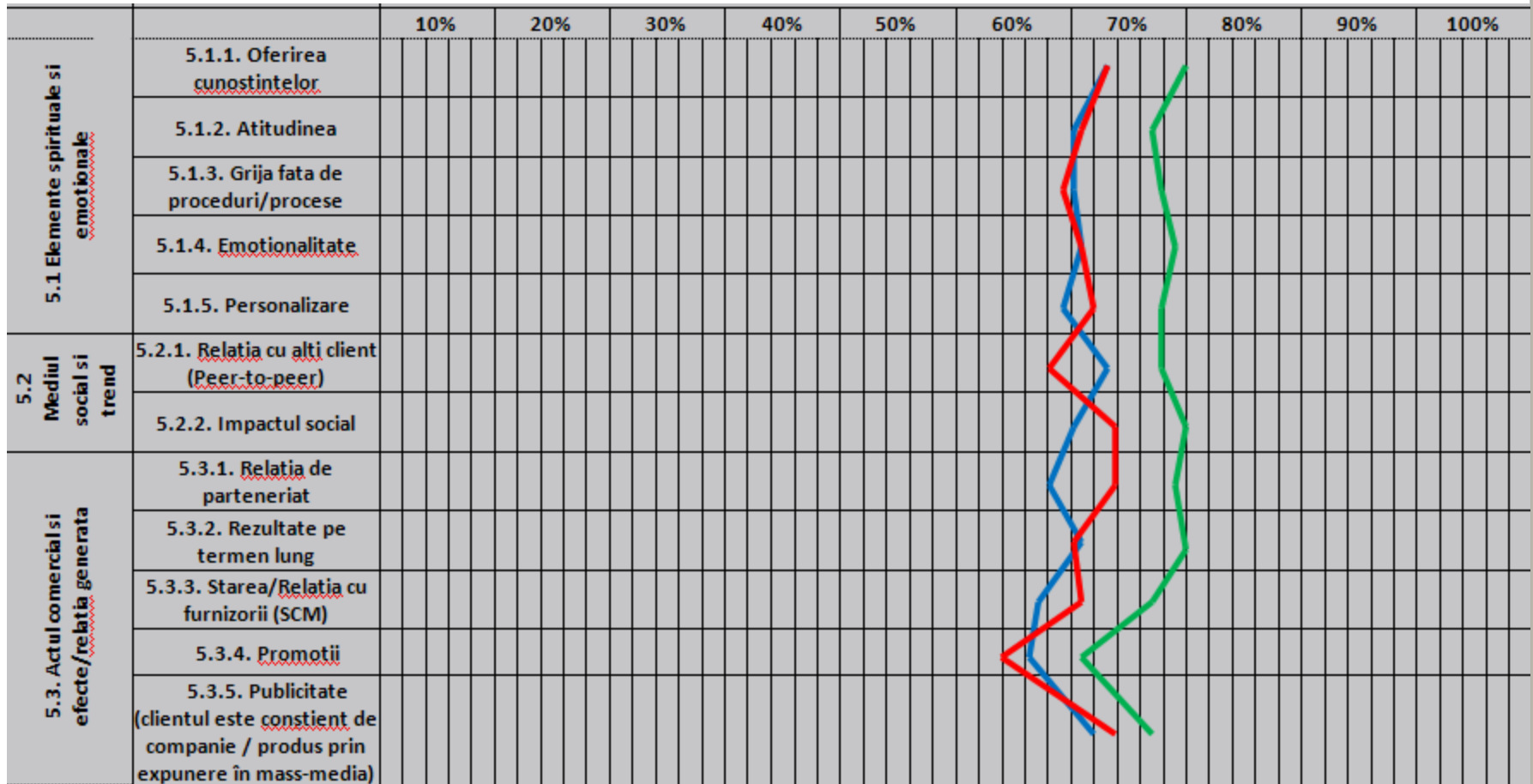
<b>Criteriul 5 : COMPONENTE ALE EXPERIENTEI</b>	<b>SOLARINO</b>	<b>BELVEDERE</b>	<b>CEA MAI BUNA EXPERIENTA</b>
<b>5.1 Elemente spirituale si emotionale</b>	<b>71,28</b>	<b>71,39</b>	<b>78,94</b>
<b>5.1.1. Oferirea cunostintelor</b>	<b>73,94</b>	<b>73,07</b>	<b>80,67</b>
<b>5.1.2. Atitudinea</b>	<b>70,58</b>	<b>70,88</b>	<b>77,86</b>
<b>5.1.3. Grija fata de proceduri/procese</b>	<b>70,46</b>	<b>69,46</b>	<b>78,25</b>
<b>5.1.4. Emotionalitate</b>	<b>71,56</b>	<b>71,44</b>	<b>79,44</b>
<b>5.1.5. Personalizare</b>	<b>69,88</b>	<b>72,09</b>	<b>78,46</b>
<b>5.2 Mediul social si trend</b>	<b>72,19</b>	<b>71,48</b>	<b>79,79</b>
<b>5.2.1. Relatia cu alti client (Peer-to-peer)</b>	<b>73,50</b>	<b>68,17</b>	<b>78,83</b>
<b>5.2.2. Impactul social</b>	<b>70,88</b>	<b>74,79</b>	<b>80,74</b>
<b>5.3. Actul comercial si efecte/relatia generata</b>	<b>68,90</b>	<b>71,06</b>	<b>77,00</b>
<b>5.3.1. Relatia de parteneriat</b>	<b>71,17</b>	<b>74,41</b>	<b>79,40</b>
<b>5.3.2. Rezultate pe termen lung</b>	<b>67,67</b>	<b>70,09</b>	<b>80,17</b>
<b>5.3.3. Starea/Relatia cu furnizorii (SCM)</b>	<b>67,17</b>	<b>71,83</b>	<b>76,42</b>
<b>5.3.4. Promotii</b>	<b>66,17</b>	<b>64,33</b>	<b>71,17</b>
<b>5.3.5. Publicitate</b> (clientul este conștient de companie /produs prin expunere în mass-media)	<b>72,33</b>	<b>74,67</b>	<b>77,83</b>

## Reprezentarea grafică a caracteristicilor criteriului 5 – Componente ale experienței





**Solarino** —  
**Belvedere** —  
**Best experience** —



**Solarino** ————  
**Belvedere** ————  
**Best experience** ————

## Future reaserch

In the next stage, my reaserch will be based on a survey between the customers of Continental, San Marco and Belvedere restaurants, to find out why they choose to go on a restaurant beside the others.

The metodology is a questionnaire with 7 attributes: Food, Drinks, Price/Value, Service, Staff, Atmosphere/Medium, Location. Respondents will be asked to complete, indicating what is the most important criteria for them, on a scale from 1 (most important) to 7 (less important).

**Thank you for your attention!**