

**Using Design Thinking to map the Customer Journey
in a South Brazilian Steakhouse.**

Dissertation submitted in part fulfilment of the requirements
for the degree of
Master of Science in Marketing
at Dublin Business School

Daniel de Salles Canfield

Declaration: I, Daniel de Salles Canfield, declare that this research is my original work and that it has never been presented to any institution or university for the award of Degree or Diploma. In addition, I have correctly referenced all literature and sources used in this work and this work is fully compliant with the Dublin Business School's academic honesty policy.

Signed: Daniel de Salles Canfield

Date: 10th January 2016

Acknowledgements

I express my gratitude to everyone who supported me throughout the course of this MSc programme. I am thankful for their aspiring guidance, invaluable constructive criticism and friendly advice during the Dissertation work. I am sincerely grateful to them for sharing their truthful and illuminating views on a number of issues related to the study.

I would like to express my sincere gratitude to my advisor Professor Ann Masterson for the continuous support of my MSc Dissertation, for her attention, knowledge and guidance.

I express my warm thanks to Mr. Pedro Vaz and his employees for their support during the research process at the Steakhouse X.

I would also like to thank my classmates who were with me, every day, during the two semesters of the MSc in Marketing.

Last but not the least, I would like to thank my family: my parents and my brothers for supporting me throughout writing this thesis and my life in general.

Abstract

Purpose – The purpose of this study is to identify what aspects influence the Steakhouse X Customer Journey by developing a Map of all the touchpoints and consumer behaviours during this journey of interaction between client and restaurant.

Design/methodology/approach – This study applied a sequential mixed-method approach since the qualitative data collection techniques supported the creation of the quantitative data collection instrument. 34 clients of the Steakhouse X participated in an Observation technique and 6 customers in a semi-structured Interview to define the restaurant Customer Journey Map and the Brazilian Cultural Background influence. Based on the results, an Internet-mediated Questionnaire was conducted among 131 participants, using the DINESERV model as a reference, to measure the Customer Satisfaction of the entire Customer Journey.

Findings – The results suggested that the Steakhouse X clients can be separated in 3 different Personas and each Persona Customer Journey Map has different numbers of touchpoints, Cultural Background influence and Customer Satisfaction values.

Research limitations/implications –The study context is limited to the Steakhouse X setting and to south Brazilian customers.

Practical implications – For restaurant managers the results suggest that great effort needs to be put in to understand the Customer Journey process and to improve the Customer Satisfaction in all these touchpoints.

Originality/value – The Dissertation development is a combination of 2 distinct areas (Marketing and Design) that are gathered to result a unique business perspective study. Therefore, the Steakhouse X Customer Journey Map has a final complex visual representation because important elements were incorporated to the Map to produce an appreciable result.

Keywords Customer Journey, Design Thinking, Brazilian Cultural Background, Customer Expectation, Customer Perception, Customer Satisfaction.

Table of Contents

Chapter 1: Introduction	7
Chapter 2: Literature Review	12
2.1 Customer Journey	13
2.2 Design Thinking	15
2.3 Customer Cultural Background	17
2.4 Customer Expectation	20
2.5 Customer Perception	22
2.6 Customer Satisfaction.....	24
2.7 Literature Review Conclusion	25
Chapter 3: Methodology	27
3.1 Methodology Introduction.....	28
3.2 Research Design	28
3.2.1 Research Philosophy	28
3.2.2 Research Approach	29
3.2.3 Research Strategy.....	29
3.2.4 Sampling.....	31
3.3 Data Collection Instruments.....	33
3.3.1 Observation Technique	33
3.3.2 Semi-structured interview.....	33
3.3.3 Internet-mediated questionnaire	34
3.4 Data Analysis Procedures.....	35
3.4.1 Observation data analysis.....	36
3.4.2 Semi-structured interview data analysis.....	36
3.4.3 Internet-mediated questionnaire data analysis.....	36
3.5 Research Ethics	37
3.6 Limitations of Methodology	37
Chapter 4: Research Findings and Analysis	39
4.1 Customer Journey Map Findings and Analysis	40
4.1.1 Observation Technique Findings and Analysis	40
4.1.2 Semi-structured Interview Findings and Analysis.....	43
4.1.3 Design Thinking Findings and Analysis	44
4.1.4 Overall Findings and Analysis.....	44
4.2 Customer Cultural Background Findings and Analysis	47
4.3 Customer Expectation Findings and Analysis	48
4.4 Customer Perception Findings and Analysis.....	52
4.5 Customer Satisfaction Findings and Analysis	55
Chapter 5: Conclusions and Recommendations	60
5.1 Conclusions	61
5.2 Recommendations and Future Research	65
Chapter 6: Self-reflection on own learning and performance	67
6.1 Description	68
6.2 Feelings.....	69
6.3 Evaluation	70
6.4 Analysis.....	71
6.5 Conclusion.....	71
6.6 Action Plan	72
Chapter 7: References.....	74
Chapter 8: Appendices	83

List of Figures and Tables

Figure 1 Touchpoint definition.....	14
Figure 2 The Double Diamond Model	16
Figure 3 Hofstede’s 6-D Model© of Brazilian culture	19
Figure 4 Customer expectation zone of tolerance	21
Figure 5 Customer Journey Touchpoints of the Steakhouse X.....	46
Figure 6 Customer Expectation in the Internet-mediated Questionnaire	49
Figure 7 Customer Perception in the Internet-mediated Questionnaire.....	53
Figure 8 Customer Expectation vs. Customer Perception in the Internet-mediated Questionnaire ...	56
Figure 9 Customer Satisfaction (Gap) in the Internet-mediated Questionnaire.....	56
Figure 10 Customer Journey Map of the Steakhouse X	62
Table 1 Profile of the Observation Technique participants	41
Table 2 Customer Journey touchpoints identification in the Observation Technique	42
Table 3 Profile of the Semi-structured Interview respondents	43
Table 4 Profile of the Internet-mediated Questionnaire respondents	48
Table 5 Customer Expectation in the Internet-mediated Questionnaire.....	50
Table 6 Customer Perception in the Internet-mediated Questionnaire	54
Table 7 Customer Satisfaction in the Internet-mediated Questionnaire.....	57

Chapter 1: Introduction

1 Introduction

The customer interaction with business today has not only significantly increased but also become one of the main issues of the business strategy. Over the past decades marketing researchers developed theories and techniques to understand how customers interact with a company product and service. These techniques help to transform the customer behaviour collected data into a visual representation such as maps, graphics, diagrams, etc. This Dissertation is based on the technique developed by Johns and Clark (1993) called Customer "Journey". The Customer Journey is a customer oriented technique (i.e. the customer point-of-view is the key focus of the theory) that maps all the "touchpoints" that a person has with a product and service when he or she is engaging with the company. It highlights all the key moments that a customer experiences in the entire "Journey", from the first step until the last step of the service experience.

One of the main characteristics of this study is the multi-disciplinary aspect. Since the researcher knowledge background is a mixture of Design and Marketing the largest contribution for this academic paper is the addition of a methodology that has its foundation in the design discipline, called Design Thinking. The Design Thinking is a "thinking process" that introduces the design culture and methods into business innovation to create new realities (e.g. transformation, evolution and innovation). It offers new models of processes and toolkits that can be used by multi-disciplinary teams to improve, accelerate and visualise every creative process (Almendra and Christiaans, 2013; Brown, 2008; Jeanne, 2014; Tschimmel, 2012). For this reason, this study applies the Design Thinking model developed by the Design Council (2005), named The Double Diamond Model, to create the "Map" of the Customer Journey in the south Brazilian Steakhouse.

Due to the customer oriented approach of the Customer Journey it is extremely necessary not only to develop the Customer Journey Map, with all the touchpoints that he or she is experiencing, but also to understand and measure the consumer behaviour in the whole engagement process. The consumer behaviour plays a remarkable role in the creation of the Customer Journey Map since they will have different expectation, perception and level of satisfaction in each touchpoint. Therefore, the measure of the Customer Expectations, Perceptions and Satisfaction in the Customer Journey helps companies to identify how their consumers are feeling during each touchpoint and especially how they can improve their service quality based on those feelings. This study applies a Customer Satisfaction measurement technique, developed by the author, based on the DINESERV. This measurement technique was created by Stevens *et al.* (1995) to be used exclusively in the restaurant industry and it measures the Customer Satisfaction by comparing the Customer Expectation of the service with the Customer Perception of it (Keith and Simmers, 2011).

Another aspect that has influence in the Customer Satisfaction and consequently in the Customer Journey is the Customer Cultural Background. The culture of the individuals has direct

relation to their human behaviours and consequently to their consumer behaviours (Sun *et al.*, 2014). Thus, businesses must be aware that the customer country has specific cultural aspects and they have to be treated in a specific way. Consequently, this research proposes to identify the influence of the Brazilian Customer Cultural Background in the south Brazilian Customer Journey using the “most well-known” dimension model created by Geert Hofstede called 6-D Model© (Manrai and Manrai, 2011). This model was applied in Brazil and other 50 countries to determine how the national culture influence each of the 6 dimensions: Power Distance, Individualism/Collectivism, Masculinity/Femininity, Uncertainty Avoidance, Long-/Short-Term Orientation, and Indulgence (The Hofstede Centre, 2015).

Taking that into consideration, the service sector chosen for this proposed research is the “casual-dining restaurant” (i.e. restaurant that serves mid- to high-priced food in a relaxed atmosphere where table service is provided) more specifically the south Brazilian Steakhouse since the Rio Grande do Sul state (south of Brazil) has a strong barbecue culture (Ha and Jang, 2013; Kim, McCahon and Miller, 2003). Rio Grande do Sul was the first big area of cattle breeding in Brazil thus, the barbecue did not take long to become the state traditional meal. According to BRF (2015) the barbecue in the Rio Grande do Sul is so important that in 2003 was created the *Lei do Churrasco Gaúcho* (i.e. Rio Grande do Sul Barbecue law). The law states that to be considered an authentic *gaúcho* (i.e. related to Rio Grande do Sul) barbecue the meat must be prepared with rock salt and roasted over wooden fire in a manual control. Therefore, the company selected for this Dissertation is a casual-dining restaurant called “Steakhouse X” (i.e. fictitious name to preserve the restaurant anonymity) located in Santa Maria / Rio Grande do Sul since it has all the necessary and legal attributes to achieve the goals of this study.

This Dissertation aims to originally contribute to the marketing literature by combining different disciplines and theories. The addition of the Design Thinking methodology to create a valuable and up-to-date investigation about the Customer Journey in the south Brazilian Steakhouse market expands the marketing boundaries and introduces new theories and tools based on the design knowledge. Besides, consumer behaviour elements such as Customer Expectation, Customer Perception, Customer Satisfaction and Customer Cultural Background provide required elements to the Customer Journey Map development since it is based on the customer point-of-view. Consequently, the study goal is to answer the following Research Question:

What aspects influence the Customer Journey in the south Brazilian Steakhouse experience?

The proposed research will explore how consumers interact with this specific service sector (i.e. south Brazilian Steakhouse) and what aspects have significant influence in each step of the Journey. For this reason, the research objectives were defined as:

RO1: To develop a Customer Journey Map of a south Brazilian Steakhouse using the Design Thinking methodology.

RO2: To identify the influence of Cultural Background in the Customer Journey Map of a south Brazilian Steakhouse.

RO3: To measure the Customer Journey Expectation of a south Brazilian Steakhouse.

RO4: To measure the Customer Journey Perception of a south Brazilian Steakhouse.

RO5: To measure the Customer Journey Satisfaction of a south Brazilian Steakhouse by comparing the Customer Expectation with the Customer Perception.

In order to examine the investigation major points the Literature Review (see Chapter 2) is supporting the research with the background related to the five Research Objectives previously stated. The review of literature is divided in six sub-sections, which must be deeply comprehended, to create the secondary research pillars for the investigation. Firstly, the Customer Journey process is approached. Its definition and how it is applied gives the primarily knowledge of the research core section. Some scholars are investigated and the necessary adaption for the study purpose is made. Secondly, the Design Thinking suitability for this study is comprehended through the methodology and tools explanation. Thirdly, the Customer Cultural Background is presented and its possible influence on Customer Journey Map pointed out. Fourthly, the Customer Expectation is highlighted to introduce and evaluate one of the two Customer Satisfaction key elements. Fifthly, the Customer Perception is stated to complete the Customer Satisfaction elements. Lastly, the Customer Satisfaction is researched and assessed.

The Methodology (see Chapter 3) is a combination of secondary research (i.e. review of the literatures on the research pillars above) and primary research (i.e. qualitative and quantitative methods). The primary research has the purpose of using the qualitative research (i.e. observation and semi-structured interview) to develop the Customer Journey Map, to identify the Cultural Background influence and to support the development of the questionnaire and scale items. This cross-sectional research has a 4-week period (i.e. November of 2015) of data collection that is performed with south Brazilians over 18-year old that have had at least one dinner at the Steakhouse X, located in Santa Maria (Rio Grande do Sul / Brazil).

In the Chapter 4 the Research Findings and Analysis are presented according to each Research Objective (i.e. *RO1*, *RO2*, *RO3*, *RO4* and *RO5*). Firstly, the Customer Journey Map (*RO1*) Findings and Analysis have the widest attention since the development of the Map is the focus of the study. The data collection techniques (observation and semi-structured interview) Findings are presented and combined with the Design Thinking Findings to generate important tables, figures and, consequently,

Analysis. Secondly, the Brazilian Cultural Background influence (*RO2*) Findings and Analysis are based on the 6-D Model© applied by The Hofstede Centre (2015). The six cultural dimensions are noticed, through observation and semi-structured interview, in all the touchpoints of the Customer Journey and their possible influence is analysed. Thirdly, the Customer Expectation (*RO3*) and Customer Perception (*RO4*) Findings and Analysis are stated using the results of the Internet-mediated Questionnaire. Several tables and figures help to highlight the most significant measurement behaviours (i.e. expectation and perception) in each touchpoint of the Customer Journey. Lastly, the Customer Satisfaction (*RO5*) Findings and Analysis are demonstrated by comparing the Internet-mediated Questionnaire results of the two previous Research Objectives (*RO3* and *RO4*). Charts and tables are created to support the analysis of the results and to point out the main touchpoint Gaps in the Customer Satisfaction.

The Conclusions and Recommendations are the following content of this Dissertation (see Chapter 5). Firstly, to identify all the touchpoints and clients' feelings in the Steakhouse X Customer Journey, the Conclusions of each Research Objective are highlighted. The Customer Journey touchpoints and consumer behaviours of the Steakhouse X are defined and then combined to produce the final visual element of this study: Customer Journey Map of the Steakhouse X. Lastly, the Recommendations for future studies and for the Steakhouse X are presented. Some practical features that can be used by the restaurant to improve its Customer journey quality are displayed and some research aspects that can be applied in future studies, about this topic, are suggested.

The Chapter 6 presents a Self-reflection on own learning and performance during the entire MSc in Marketing Programme and Dissertation development at Dublin Business School in the year of 2015. The learning and performance of the researcher activities are assessed using the Gibbs' Reflective Cycle (Gibbs, 1988, cited in University of Kent, 2012). This Reflective Cycle is composed of six sequential stages: Description (what happened?), Feelings (what were I thinking and feeling?), Evaluation (what was good and bad about the experience?), Analysis (what else can I make of the situation?), Conclusion (what else could I have done?) and Action Plan (if it rose again, what would I do?).

Chapter 2: Literature Review

2 Literature Review

2.1 Customer Journey

The customer interaction with business today would have been unimaginable a few decades ago (Norton and Pine II, 2013). It has significantly increased and become one of the main issues of the business strategy. This interaction was defined by many authors as the customer experience (Berry, Carbone and Haeckel, 2002; Johnston, 1999) and it is becoming a competitive business element. Since the services are more commoditised, companies are focused on providing the best experience for their customers (Johnston and Kong, 2011). The customer experience is a holistic concept that encompasses every aspect of a company's offering (Teixeira *et al.*, 2012), however "working in a holistic way is an illusion" since it is impossible to consider every single aspect of a service. Therefore, the focus should be on the "wider context" where the service process takes place (Stickdorn and Schneider, 2010).

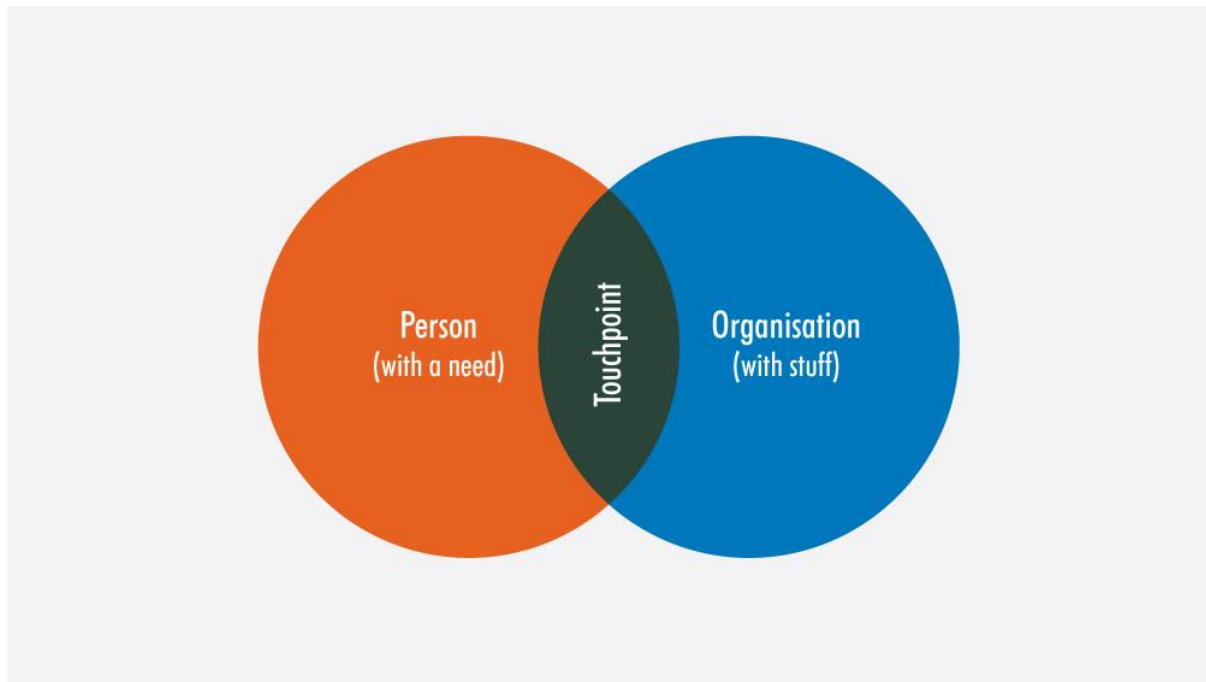
According to Johnston and Kong (2011) the researches about the customer experience "appears to be in its infancy" when compared to other service related topics such as service quality and loyalty. The methods used to collect data are based on the service design techniques, which restrict the study since they are focused on "single elements of customer experience, rather than on the complete landscape of the experience factors" (Teixeira *et al.*, 2012). Besides, the service is just the process or activity, while the customer experience is "their personal interpretation of the service process" and their interaction, involvement and feeling during their journey (Johnston and Kong, 2011).

Although there is a shortage of specific research about customer experience, many techniques were developed by other research areas to understand how customers interact with companies' products and services. These techniques support the interpretation of the collected information by transforming the data into a visual representation such as maps, graphics, diagrams, etc. (Tschemmel, 2012). Some of the most used tools are 'service blueprinting' (Shostack, 1992) and 'service mapping' (Kingman-Brundage, 1989). However, these are based on the company's point-of-view. Different from those, Johns and Clark (1993) developed a technique to map the consumers' interaction, focused on the customer's point-of-view, called service 'journey'.

The Customer Journey is a sequential process of how individuals "learn about, purchase and interact" with the company brand, products and services through specific "touchpoints" (see Figure 1) (Norton and Pine II, 2013; Skinner, 2010). It is a graphical representation of customer relationship with a company's products/services that will describe the key steps travelled before, during and after the purchase and use (Vianna *et al.*, 2012). According to Teixeira *et al.* (2012) the journey is "co-

created” by the customer unique experiences across different designed elements that sometimes are not under an organisation control (e.g. social environment).

Figure 1 Touchpoint definition



Source: Design Thinking Network (2012)

The Customer Journey is a “multi-channel and time-based” process since the customer can gather information from many sources that can be provided by the company (e.g. advertising) or not (e.g. friends and family) (McDonald, 2011; Stickdorn and Schneider, 2010). In addition, as important as to identify and visualise the Customer Journey touchpoints is to “collect stories that explain why the journey happened as it did”. To understand what motivated him or her to result in this process (Stickdorn and Schneider, 2010).

Despite the fact that the Customer Journey definition and purpose are similar among many researchers, its structure (e.g. phases) does not follow a specific pattern. Vianna *et al.* (2012) split it into two phases: decide to buy the product/service and dispose of it or make a new acquisition. Stickdorn and Schneider (2010) break down the customer path in three phases: pre-service, service and post-service. Norton and Pine II (2013) divide the journey in five phases: pre-entry, entry, the service transaction itself, exit and post-exit.

As can be seen, Customer Journey is a customer-centred process that not only helps companies to improve their offerings but also to “innovate, allocate resources and transition from an old business model to a new one based on a new job customers want done” (Norton and Pine II, 2013). Using the customer’s assessment of the service (i.e. satisfaction or dissatisfaction) businesses

can better understand how this judgments will result in “the intention to repurchase or not, the intention to recommend it to others, or the intention to complain or not” and align the company “promise making” with the “promise keeping” (Johnston and Kong, 2011; Norton and Pine II, 2013).

2.2 Design Thinking

Since the economy is shifting from “industrial manufacturing to knowledge work and service delivery” innovation is significantly expanding. Its purpose is shifting from just physical products to new “processes, services, IT-powered interactions, entertainments, and ways of communicating”. These human-centred activities are exactly the aspect in which the Design Thinking “can make a decisive difference” (Brown, 2008). Design Thinking is a “thinking process” that introduces the design culture and methods into business innovation to create new realities (e.g. transformation, evolution and innovation). It offers new models of processes and toolkits that can be used by multidisciplinary teams to improve, accelerate and visualise every creative process (Almendra and Christiaans, 2013; Brown, 2008; Jeanne, 2014; Tschimmel, 2012).

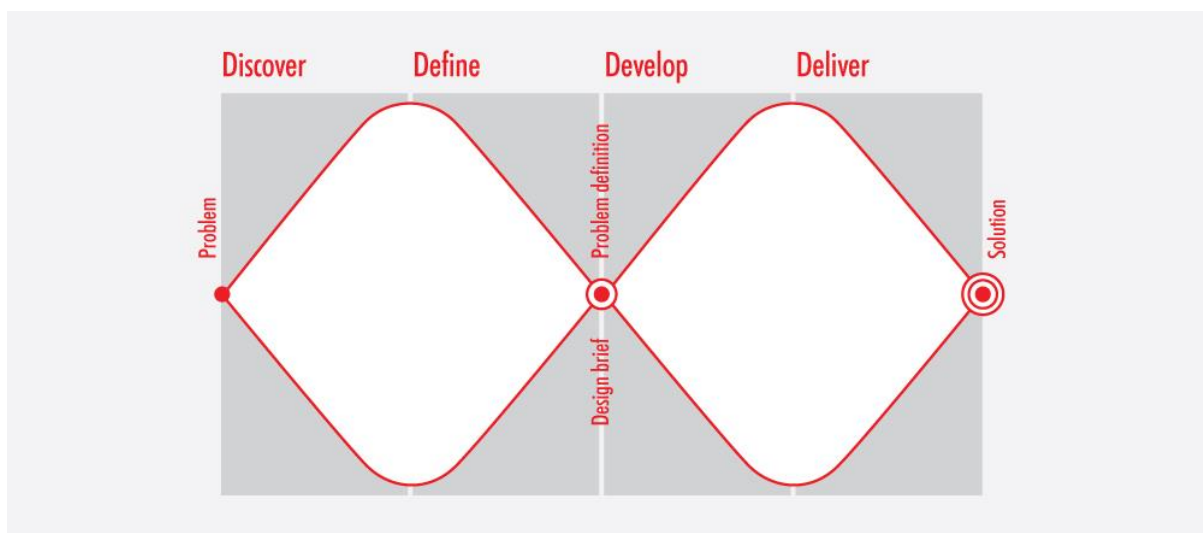
The term design thinking (i.e. lower case) was firstly stated in 1992 and was focused on the designers’ cognitive process: “identifying the essential mental strategies of designers while working on a project” (Tschimmel, 2012). However, it became ‘famous’ in 2003 when the founder of IDEO (i.e. one of the world’s most influential design consultancy) David Kelley associated the Design Thinking (i.e. upper case) as part of the business strategy: “process of transformation, focused on organisational processes and creative thinking strategies” (Bonini and Sbragia, 2011).

According to Bono (2007) the need for Design Thinking is not absolute yet since individuals find it difficult to understand the “existence of a whole way of thinking that is different from thought”. They do not know that there is another way of thinking and that it can be used not only by designers but also by any “professional with an open mind who can think, act, make it tangible and participate in an innovation process” (Hanson and Nitzche, 2006). For this reason, the Design Thinking has expanded its reach beyond the design discipline, moving especially to the “fields of management and marketing” (Tschimmel, 2012).

Since the Design Thinking is a human-centred approach solutions can be created in a collaborative way by participatory methods of co-creation. Therefore, the creative process is moving from designing “for users” to designing “with users”. In other words, the final customers and users are considered the product and service ‘experts’ and they participate in the full process, from data research to design solutions (Tschimmel, 2012).

The Design Thinking has been the focus of many studies and some models were developed to support the achievement of creative business solutions. Despite all models have the same purpose (i.e. problem solving), they have significant differences among them (e.g. number of stages, name of the stages, etc.). The four most known methodologies are as it follows: (1) HCD (i.e. human-centred design) Model was created by IDEO and it is defined as a not “perfectly linear process”. Each project has its own “contours and character”; however, all of them follow the three main phases: Inspiration, Ideation and Implementation (i.e. build and test the ideas). See the Appendix 1 for the visual representation of the model (IDEO, 2015). (2) Vianna Model is similar to the HCD since it has three main phases: Immersion, Ideation and Prototyping. However, the main difference is the addition of a transition phase between the two first phases called Analysis and Synthesis that has the purpose of “organising the data visually to point patterns that help the understanding of the whole and identifying opportunities and challenges”. See the Appendix 2 for the visual representation of the model (Vianna *et al.*, 2012). (3) Evolution 6² Model was developed by Katja Tschimmel and differs from the other models by the number of phases. This model contains six “process spaces” called “E-phases” (i.e. all start with an ‘E’): Emergence, Empathy, Experimentation, Elaboration, Exposition and Extension. See the Appendix 3 for the visual representation of the model (Tschimmel, 2015). (4) Double Diamond Model was created by the Design Council UK (2005) and it is the model used in this Dissertation since it has a significant advantage among the other models: easy and effective visual description (see Figure 2). All the four stages (i.e. Discover, Define, Develop and Deliver) are divided in two categories: “divergent” (i.e. creative stage) and “convergent” (i.e. refine stage) what facilitates the understanding and memorising of the model (Design Council, 2015).

Figure 2 The Double Diamond Model



Source: Design Council (2015)

“Since visual perception is the dominant among the senses”, one of the main contributions of Design Thinking is the visual aspect. The entire process is visually described and the tools give the necessary support to improve the optical environment (Tschimmel, 2012). Designers apply sketch, drawings and materials models since thinking in multiple perspectives about future possibilities is difficult by only using internal mental process therefore, they need to interact with an external representation (Cross, 2011). The main tools definitions and functionalities have some similarities among the researchers and are as it follows: exploratory research, interview, group interview, observation and media research (i.e. discover phase); insight cards, concept map, personas, empathy map, blueprint and Customer Journey (i.e. define phase). This last tool is widely applied and is the focus of this research since it graphically represents the customer relationship stages with a product or service, described by their touchpoints before, during and after purchase and use; brainstorming, co-creation, prototype and storyboard (i.e. delivery phase) (Design Council, 2015; IDEO, 2015; Tschimmel, 2015; Vianna *et al.*, 2012).

2.3 Customer Cultural Background

Nowadays, companies must shift their marketing strategies from “undifferentiated mass market” to “individual customers”. They must understand the context where their customers live and one of the most important aspects attached to their behaviours is the culture (Beckman and Barry, 2007). According to Jahoda (1984) culture is considered the most elusive term in the social sciences. It is defined by Tylor (1871) as the “complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society” and it influences all the human behaviour “including consumption” (Sun *et al.*, 2014).

For Triandis (1972) there are two types of culture: objective and subjective. Objective culture is “the set of observable acts and products regularly found within a group” (Berry, Carbone and Haeckel, 2002), like tools, roads and overt behaviours. Subjective culture is “a cultural group’s characteristic way of perceiving the man-made part of its environment” (Triandis, 1972). More specifically, it refers to mental processes (i.e. beliefs, values, and norms) “that are shared by a particular group of people and distinguish them from others” (Sun *et al.*, 2014).

Many researchers have been focusing their studies to understand the cultural variables and their influence in the consumer behaviour (Brewer and Venaik, 2010; Fischer, 2009; Mooij and Hofstede, 2011; Taras *et al.*, 2010). Some even maintain that culture has become a central focus in consumer research (Shavitt *et al.*, 2008). According to Wen *et al.* (2012) customers in different countries have different perceptions of service quality due to cultural and environmental differences.

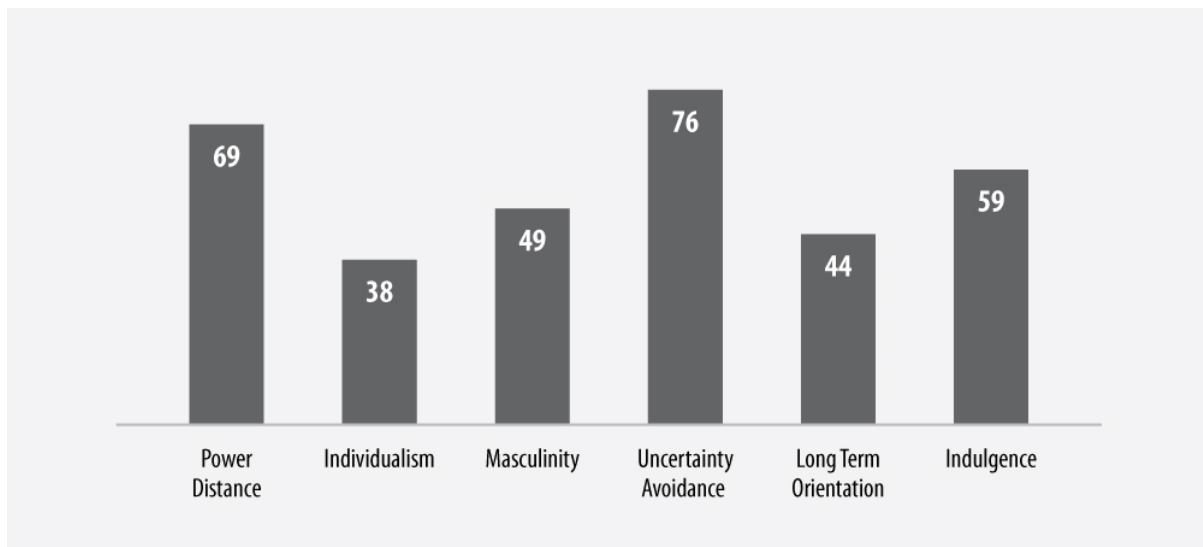
Consequently, "cultural differences must be taken into account in the study of measurement of service quality and satisfaction" (Laroche *et al.*, 2004).

According to Mooij (2010) the understanding of the cultural influence in the consumer behaviour is supported by the use of "dimensional models". These cultural models "define patterns of basic problems that have consequences for the functioning of groups and individuals". They were developed by many researchers thus, they have some significant differences such as: number of countries measured, the level of analysis (i.e. individual versus culture level), the dimension structure (i.e. one-poled or two-poled categorizations), the number of dimensions (i.e. Hofstede 6; Schwartz 7; GLOBE 9).

However, Geert Hofstede is the "most well-known name in the field of cross-cultural psychology and business" (Manrai and Manrai, 2011). His research about cultural dimensions started in 1979 with 40 countries and evolved, in 1980, to 50 countries and three world regions. In addition, in a study accomplished by Taras *et al.* (2009) 121 culture measuring instruments were reviewed and 97.5 percent of them contained at least some dimensions which are conceptually similar to Hofstede's. Thus, Hofstede's cultural dimension is "usually" adopted by researchers to enhance the consumer studies knowledge and to support the development of new scales, "based on Hofstede's work" (Park, Kim and O'Neill, 2014; Sun *et al.*, 2014).

Hofstede found six dimensions of national culture (6-D Model©) labelled Power Distance, Individualism/Collectivism, Masculinity/Femininity, Uncertainty Avoidance, Long-/Short-Term Orientation, and Indulgence (The Hofstede Centre, 2015). It is "a scoring system which measures the degree to which a culture demonstrates each dimension, with higher numbers indicating a higher acceptance of that dimension" (Park, Kim and O'Neill, 2014). Hence, the 6-D Model© was applied in Brazil and the results are illustrated in the figure 3 and described as follows.

Figure 3 Hofstede's 6-D Model© of Brazilian culture



Source: The Hofstede Centre, 2015

Power Distance: with a score of 69, "Brazil reflects a society that believes hierarchy should be respected and inequalities amongst people are acceptable". This Dimension result indicates that the social status and respect is measured and "communicate" by the status symbols of power. *Individualism vs. Collectivism*: with a score of 38, Brazilian people "from birth onwards are integrated into strong, cohesive groups" (i.e. especially represented by the extended family). This collective behaviour has the effects that people are "we"-conscious and it is important to preserve harmony and avoid "loss of face" (Mooij and Hofstede, 2011); people tend to trust more on word-of-mouth and referrals (Yoon *et al.*, 2010); impulse purchase is more satisfactory when another person is present in the process (Sun *et al.*, 2014). *Masculinity vs. Femininity*: with a score of 49, Brazil is very intermediate on this dimension (The Hofstede Centre, 2015). Brazilian individuals are between the masculine society's values (e.g. success, money, and things) and the feminine society's values (e.g. caring for others and quality of life) (Manrai and Manrai, 2011). *Uncertainty avoidance*: with a score of 76, Brazil (and the majority of Latin American countries) shows a "strong need for rules and elaborate legal systems in order to structure life" (The Hofstede Centre, 2015). This dimension culture is reflected in the society conduct as people have a low desire to change and to innovate (Mooij and Hofstede, 2011); there is a necessity of relaxing and good everyday life moments (e.g. chatting with colleagues, enjoying a long meal or dancing with guests and friends); *Long- vs. Short-Term Orientation*: with a score of 44, Brazil is intermediate in this dimension (The Hofstede Centre, 2015). Individuals' values are between Long-Term orientation (e.g. perseverance, thrift and having a sense of shame) and Short-Term orientation (e.g. personal steadiness and stability, respect for tradition, and the pursuit of happiness) (Mooij, 2010). *Indulgence*: with a score of 59, Brazil is classified as "an Indulgent society". Brazilians have the willingness to enjoy life and have fun through their impulses

and desires achievement; spend time and money in leisure moments since it has an extreme value for them (The Hofstede Centre, 2015).

2.4 Customer Expectation

On the condition that customers are more exposed to restaurant options and settings, they have not only developed a "complex set of attributes" to select the place of their dining experience but also they are evolving their dining expectation due to "changing social environment, better education, the development of culinary culture, healthy dieting awareness and cultural influences". Since the customer is becoming more "sophisticated" his or her expectation is following the same trajectory. They are expanding their expectations by willing to have new experiences that will satisfy their ever-changing needs (Marković and Raspor, 2011; Marković, Raspor and Šegarić, 2010). Therefore, expectations are a "crucial determinant of consumer behaviours" and their understanding and management is one of the key aspects to provide a satisfactory Customer Journey for them (Haseki, 2013).

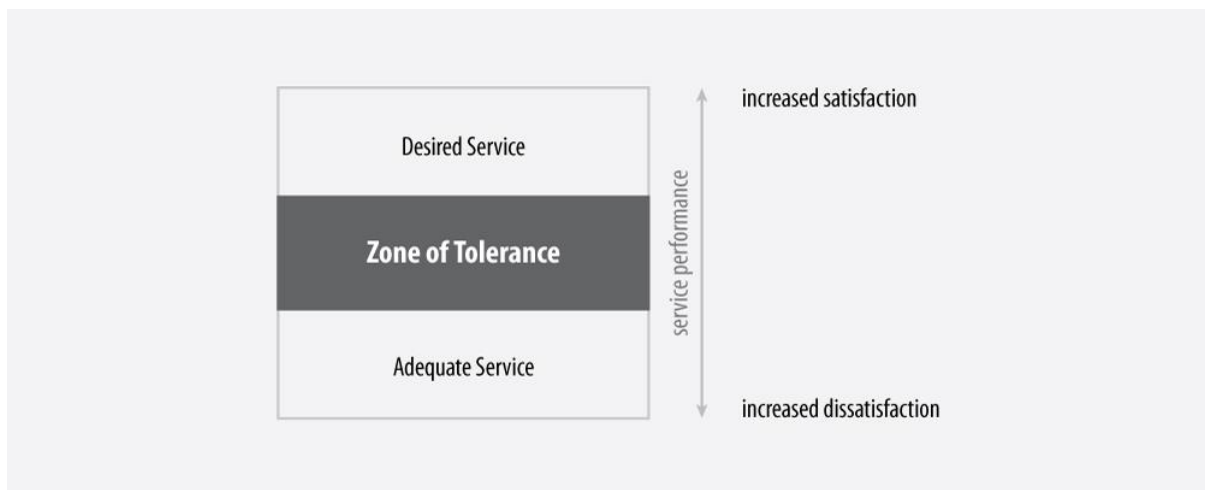
Customer Expectation can be defined as the capability of the service provider. For instance, the customer feeling that a restaurant should offer (Marković, Raspor and Šegarić, 2010). Montreuil and Caisse (2006) have a definition that is more associated to the basic human behaviour: customer expect to fulfil their needs and desires in different ways. Furthermore, some scholars give the meaning of customer expectation related to preconceived ideas and previous experiences about a product or service (Credo, 2011; Olson and Dover, 1979). However, expectations are not exclusively based on previous experiences. They have many other external factors that contribute to build this feeling such as marketing communication, word of mouth, advertising, brand, etc. (Johnston and Kong, 2011; Kim and Mattila, 2013).

Therefore, to comprehend what the customer really expects, what influences their expectations and how to fulfil their needs and wants is the challenge that a restaurant has to manage and overcome (Hsieh and Yuan, 2010; Kim and Mattila, 2013). However, this is not an easy task since the customer expectations are "extremely dynamic" and the assessment of them is related to various internal and external factors. Previous researchers stated that the customer service assessment is based on a single level of expectation standard: the feeling of what a service provider should offer (Hsieh and Yuan, 2010). However, many studies developed new levels and conceptual models to better understand the customer expectation. Parasuraman *et al.* (1991) presented their definition of customer expectation levels, which still is the base of the majority of the future studies, containing two divisions: adequate expectation (i.e. "will be") and desired expectation (i.e. "can be" and "should be"). Coye (2004) and Tam (2005) displayed a similar study with two types of expectations:

predictive expectations (i.e. likely to have) and normative expectations (i.e. ideal to have). Zeithaml and Bitner (2003) have more divisions between the two main levels, resulting in five customer expectation levels: minimum tolerable expectations, acceptable expectations, experience-based norms, normative “should” expectations and ideal expectations or desires.

This research uses the two levels customer expectation since it is the foundation of almost all the expectations studies and models. Besides, the two levels approach provides an efficient adaption for the dynamic customer expectation of south Brazilian Steakhouses since the expectation can vary from customer to customer and from situation to situation. According to Hsieh and Yuan (2010) this variation can occur because “customers have physical and mental vibrations across different services as well as different contexts”. Thus, one key element: zone of tolerance, which can become wide or narrow dynamically. The zone of tolerance is the range of service considered satisfactory and it is drawn between the “must be” (i.e. desired) and “I can tolerate it” (i.e. adequate) line (see Figure 4). If a performance is above the zone, it is pleasantly surprising; on the other hand if is below the zone, it is frustrating (Gregorio and Cronemyr, 2011).

Figure 4 Customer expectation zone of tolerance



Source: Gregorio and Cronemyr (2011)

As seen before, customer expectations can be influenced by many internal and external factors therefore, businesses have the opportunity to ‘manipulate’ what their customer would expect from their services. Haseki (2013) states that there are three possibilities to manage customer expectation: accommodating (i.e. fulfilling) the expectations, altering (i.e. shaping) them and abandoning the customer if the previous options fail. Solomon *et al.* (2006) highlight the three possibilities as well and affirm that the main cause of dissatisfaction is related to customer expectations exceeding the company’s ability to deliver. Kim and Mattila (2013) express that one of the best strategies is to ‘surprise’ the customer. It can happen when individuals encounter

unexpected or misexpected (i.e. occurring imprecisely) products or services. However, a pleasant surprise can have a long-term issue since the customer can increase his or her level of expectation for the next experience.

Given these points, the expectation management should support companies to avoid customer dissatisfaction and loss of clients without knowing their complaint. Thus, it should help to identify what aspects have a positive effect on their expectation to generate product and service improvements.

2.5 Customer Perception

The Customer Perception, defined as "customer experiences or behaviours in practice", has an important role in the Customer Journey satisfaction since the customer perception must meet or exceed the customer expectation to generate a positive brand association (Hsieh and Yuan, 2010). According to Bougoure and Neu (2010) the quality of a service can be defined as the "sum total" of the customer's perception of the service. Johns and Howard (1998) complement stating that service quality does not exist outside the customer perception. For Wu (2013) the customer assessment of a service is the perception of what is received and what is given and this "extent of value" is defined by the customer perception, not by the supplier assumption. Thus, the measure of a restaurant's quality and performance is the measure of a perceived performance. To put it differently, what matters is what the customer actually perceives from the service rather than the reality of the service performance (McDonald, Frow and Payne, 2011).

According to Johnston and Kong (2011) perceptions are personal and they are not exclusively based on the service process. They are based on the consumer personal experience of the service process and the benefits that he or she will have. Thus, the understanding of their behaviours and perceptions is extremely important to create post-purchase management and customer relationship marketing (Park, Kim and O'Neill, 2014; Vijayvargy, 2014). However, Walter, Edvardsson and Öström (2010) highlight that in the restaurant industry the borderline between the customer's service experience and the perception of the outcome is not clear. As an illustration, buying a meal, eating and being served is not separable from the customer's feeling during the process.

Many researchers in the past decades focused their studies on understanding which aspects the customers use to make the service assessments. According to Stickdorn and Schneider (2010) despite the fact that services are intangible, the outcomes, artefacts and environment take place in the physical dimension. Thus, customers perceive them with all their senses (i.e. see, hear, smell, touch and taste). Vijayvargy (2014) has a similar approach that customer perception can be

measured through tangible influences and divide it in three main aspects: physical facilities, equipment and appearance of personnel. Walter, Edvardsson and Öström (2010) follow the same tangible definition and divide the customer direct and indirect experience in four aspects: the service process, the organisation, the facilities and how the customer interacts with the service firm's representatives and other customers.

However, some scholars have a different way of thinking and support their researches by highlighting the intangible aspects that might influence the customer judgement perception. For Gazzoli, Hancer and Kim (2013) services have an intangible and interactive nature thus the main quality attribute is the attitude and behaviours of the employees. Restaurants that have a customer oriented culture will provide a high level of customer satisfaction since the employee interaction will have a positive impact in the customer perception of the service. McDonald, Frow and Payne (2011) adopt the same theory and carry on stating that the staff has a critical role not only delivering a great service but also shaping the brand perception. Under those circumstances, a positive corporate perception is vitally important to service organisations since it influences the purchase decision in case of insufficient information on service attribute (Wu, 2013).

In addition, this study and some previous researches believe that the combination of tangible aspects with intangible aspects provide a better measurement of the customer perception of a service. Ryu, Lee and Kim (2012) affirm that, in the restaurant industry, the combination of three "vital attributes" of the restaurant experience should enhance customer perception, satisfaction and loyalty: food, physical environment and employee service. Many other scholars sustain this opinion and state that food, service and ambience are the three most commonly agreed-upon attributes of restaurant quality (Bujisic, Hutchinson and Parsa, 2014; DiPietro *et al.*, 2011; Dutta *et al.*, 2013; Mhlanga, Hattingh and Moolman, 2015). However, there is no consensus about which one of the three main attributes is the most important. They vary from the type of restaurant (e.g. fast food restaurant, steakhouse restaurant, luxury restaurant, etc.) and the elements that compose each attribute have a variation too.

Therefore, every service has the opportunity of being perceived by the customer in a different way since consumers have different needs to different offers. Companies must analyse all aspects of the customer interaction to developed and communicate a differential advantage that will be perceived by the target customer (McDonald, Frow and Payne, 2011). Although the consumer is paying for a product/service, what he or she is "truly receiving is an experience": good, bad or indifferent and the steakhouses have an excellent opportunity to emotionally engage with the customers by providing a good perception experience to them (Johnston and Kong, 2011).

2.6 Customer Satisfaction

The intense and growing competitive market leave service companies with no option but to build a competitive advantage in relation to their competitors. The key to this advantage is to provide a positive Customer Satisfaction by delivering a high-quality service (Keith and Simmers, 2011; Park, Kim and O'Neill, 2014; Ryu, Lee and Kim, 2012; Wu, 2013). Businesses must not only identify their customers' needs and wants but also how satisfied or dissatisfied they are about the business product and service (Park, Kim and O'Neill, 2014). For McDonald, Frow and Payne (2011) the opportunity to increase or decrease customer satisfaction is through the customer touchpoint with the company (i.e. "moment of truth"). All these experiences together will determine the service quality. Therefore, any feeling that the customer has from the arrival until the departure should be observed and included on the total restaurant experience (Mhlanga, Hattingh and Moolman, 2015).

Service quality and customer satisfaction have become one of the biggest marketing issue (Ryu, Lee and Kim, 2012). They have been the focus of many marketing studies and some meanings were created to define them. However, due to the similarity between service quality evaluation and customer satisfaction some researchers affirm that they are "identical" (Dabholkar, 1993; Iacobucci *et al.*, 1994; Namkung and Jang, 2008). Therefore, this study will use the term customer satisfaction to approach the "customer's overall evaluation of his or her purchase and consumption experience of a good or service" (Cronin and Taylor, 1992; Johnson *et al.*, 1995).

Companies should focus on customer satisfaction because it is directly related to "growth of revenues, reduction of costs, improvement of quality, and establishment of market shares" (Park, Kim and O'Neill, 2014). Customer satisfaction also increases shareholder value (Keith and Simmers, 2011). In addition, customer satisfaction is a "prerequisites of consumer loyalty, such as repeat sales and positive word-of-mouth" (Ryu, Lee and Kim, 2012) and can lead to customer trust, stock prices, reduction in customer complaints and perceived risk (Zhang, Zhang and Law, 2013). However, it is impossible for a company to provide "100 per cent perfect quality". Mistakes are part of the service process and must have a significant amount of attention to reduce them at the source (Vanniarajan and Meharajan (2012). A client's dissatisfaction can be easily transformed in "complaints, negative word-of-mouth and suspension of repurchase" (Park, Kim and O'Neill, 2014). On the other hand, it can be used by the company as a useful resource of information to increase the customer satisfaction rate (Vanniarajan and Meharajan (2012).

In the same way of the importance, definition, advantages and disadvantages of the customer satisfaction, its measurement has been researched by many academics and they often follow the same pattern by defining customer satisfaction as the comparison that customers establish between their expectations and their perception (Grönroos 1990; Hsieh and Yuan, 2010; Johnston and Kong, 2011; Marković, Raspor and Šegaric, 2010; Parasuraman *et al.*, 1988). In other words, it is the overall

difference between a customer's expectations and perceptions of the service experience. Under those circumstances, the satisfaction will be positive when the perception is higher than the expectation and negative when the perception is lower than the expectation.

Consequently, some quality (i.e. satisfaction) measurement techniques were created to translate satisfaction into numbers. The most known and used techniques are the SERVQUAL (Parasuraman *et al.*, 1985), SEVPERF (Cronin and Taylor, 1992), FAIRSERV (Carr, 2007), Kano model (Kano *et al.*, 1984), Taguchi loss function (Taguchi, 1987) and Importance Performance Analysis (IPA) (Martilla and James, 1977; Slack, 1994). However, those techniques are general and have to be adapted to each specific industry.

Therefore, this study will employ the measurement technique developed by Stevens *et al.* (1995) called DINESERV. This instrument is an adaptation of the SERVQUAL (i.e. most widely used model for measuring service quality) to the unique restaurant service settings (Bougoure and Neu, 2010; Keith and Simmers, 2011; Marković, Raspor and Šegarić, 2010; Namkung and Jang, 2008). Like SERVQUAL, DINESERV is based on the same gap theory model that compares customer expectation of the service with customer perception (Keith and Simmers, 2011). Its structure has the same combination of tangible and intangible aspects stated before: food, service and ambience (see item 2.6). According to Marković, Raspor and Šegarić (2010) the DINESERV contains 29 items, measured on a six-point scale (e.g. absolutely different, different, somewhat different, somewhat same, same, and absolutely same). The items are divided in five specific dimensions: tangibles (e.g. restaurant's physical design, appearance of staff and cleanliness), reliability (e.g. freshness and temperature of the food, accurate billing and receiving ordered food), responsiveness (e.g. staff assistance with the menu and prompt response to customers' needs and requests), assurance (e.g. staff recommendations trust, confidence about the food and fearless of complaint) and empathy (e.g. personalized attention to customers by anticipating special dietary requirements or by being sympathetic towards customers' problems).

2.7 Literature Review Conclusion

Although the six sub-sections of this Literature Review were stated independently, the association of them is the real outcome to answer this Dissertation Research Question and Objectives. The utilisation of Customer Journey references, such as Norton and Pine II (2013), with Design Thinking references, such as Tschimmel (2015), allowed the understanding of the Customer Journey Map definition and development process. In addition, the main selected scholars of the other four sub-sections: Customer Cultural Background (The Hofstede Centre, 2015), Customer Expectation (Hsieh and Yuan, 2010), Customer Perception (Johnston and Kong, 2011) and Customer Satisfaction

(Stevens *et al.*, 1995) provided the necessary consumer behaviour comprehension to incorporate their elements into the previous Customer Journey Map.

Given these points, the combination of these 6 contents, that belong to two different research areas (i.e. Marketing and Design), presents a unique point-of-view of how customers interact with a specific company and how they feel during this experience process. The Dissertation results can be used by restaurant and other sector companies that want to better understand their customers' interaction activities and by researchers that want to explore the Customer Journey subject not only focusing on the Marketing perspective but also applying Design theories to expand their panorama of this important business discussion.

Chapter 3: Methodology

3 Methodology

3.1 Methodology Introduction

Since this Dissertation is a combination of two disciplines (i.e. Marketing and Design) and the main subject (Customer Journey) has a shortage of specific studies, a research methodology pattern could not be truly identified across the previous scholars. Different strategies were used by previous researchers such as: open-ended questionnaire (Johns and Howard, 1998), case study (Norton and Pine II, 2013), interviews (Walter, Edvardsson and Öström, 2010), survey (Tseng, Qin Hai and Su, 1999) and a mix of observation and focus group (Johnston and Kong, 2011; Andaleeb and Conway, 2006; Peng and Hung, 2015).

The purpose of this study is to combine multiple techniques to develop a reliable and strong research. Under those circumstances, qualitative research (i.e. observation technique and semi-structured interview) was employed to build the Customer Journey Map, to identify the influence of the Brazilian Cultural Background in the Map and to support the creation of the quantitative research. The quantitative research (i.e. internet-mediated questionnaire) was applied to measure the Customer Satisfaction in each touchpoint of the Customer Journey Map. In addition, the Design Thinking Methodology was used to visually assist the development of the qualitative and quantitative research elements and further the Customer Journey final Map.

The service segment selected to this study was the casual-dining restaurant, specifically the Steakhouse restaurant since the south of Brazil has a strong barbecue cultural tradition. Consequently, the research audience was Brazilian customers over 18-year old that have had dinner at the Steakhouse X (i.e. chosen restaurant) divided in three different "Personas" (i.e. fictional characters that synthesize a group of people's behaviours) (Vianna *et al.*, 2012). The result is a Customer Journey Map, with different characteristics for each of the three Personas, developed for this specific Steakhouse X in November of 2015.

3.2 Research Design

3.2.1 Research Philosophy

According to Saunders, Lewis and Thornhill (2009) the social world of business cannot be theoretically defined by definite "laws" because of its complexity. The term research philosophy relates to the development of knowledge and the nature of that knowledge. Individuals do not fit into law-like generalisations since their meanings and actions are adjusted by their interpretation of the social world environment. This Dissertation, considering the philosophical aspect, represents the

researcher's point-of-view impregnated with assumptions that are a consequence of the way he sees and interprets the world. This definition reinforces the "Interpretivism" research philosophy selected for this study. The primary research was conducted adopting an "empathic stance" by understanding the customers from their point-of-view. As a result, the qualitative and quantitative data was collected focused on specific motivations and interests of the participants (Saunders, Lewis and Thornhill, 2009).

The observation and interpretation of the social constructions are responsible for the development of the knowledge and theory. Besides, the researcher effort in understanding the social phenomena "generates surprising findings beyond the current common and accepted knowledge". Therefore, the interpretivism goal is to "understand subjective realities and to offer interpretative explanations". It is to explore why people have different experiences and how these differences result in different meanings for them (Saunders, Lewis and Thornhill, 2009).

3.2.2 Research Approach

The research approach selected: "Induction" approach, follows the same understanding of the research philosophy that humans cannot be analysed without their social world interpretation. To put it another way, individuals' behaviours are a consequence of their perception of the environment variables. The induction approach is concerned about understanding the "meanings humans attach to events" and it is appropriate for small sample studies.

According to Saunders, Lewis and Thornhill (2009), "to induce something is to draw a conclusion from one or more particular facts or pieces of evidence. The conclusion explains the facts & the facts support the conclusion". Besides, this conclusion is supported by past experiences and evidences, and the assumption is that future events will have a characteristic based on the standard events previous characteristics.

Although "induction cannot prove the conclusion as a fact", it can strongly "give an interpretation of the data or information collected". Consequently, the induction approach had the aim of gathering the data, based on Brazilian customers experience and experimentation in the Steakhouse X, and of developing a knowledge grounded in the data analysis and interpretation (Saunders, Lewis and Thornhill, 2009).

3.2.3 Research Strategy

This Dissertation used the "grounded theory" strategy because, according to Glaser and Strauss (1967), it is often thought to be the best example of the inductive approach and the Dissertation research nature has the same perspective as the research findings, which are determined by the "collection, examination and process of continual re-examination of data" (Robson, 2002). According

to Saunders, Lewis and Thornhill (2009) the grounded theory strategy is based on the following process: (1) the collection of the data starts without the generation of an initial theoretical framework; (2) the observations generate the data used to develop the theory and predictions; (3) and the predictions are tested in further observations to confirm them. In addition, the grounded theory is an "interpretive process" in which the theoretical insights conclusions are deduced by considering the data collected at a "conceptual level" (Suddaby, 2006). However, this strategy is not perfect and easy to perform. To achieve high-quality results this grounded theory study depended on creativity, hard work and a percentage of good luck.

The research choice applied to this Dissertation was the "mixed-method" because the research design was supported by both qualitative and quantitative data collection techniques and analysis procedures. In addition, the mixed-method type used was the "sequential" type since the data collection and analysis procedure was not made at the same time but one after the other (Saunders, Lewis and Thornhill, 2009). Despite this method combines both qualitative and quantitative data collection, the analysis was totally separated. That is to say, qualitative data were analysed qualitatively and quantitative data were analysed quantitatively. Therefore, the purpose was to create an "Instrument development scheme" in which qualitative research (i.e. observation and semi-structured interview) was employed to support a questionnaire and scale items (Bryman, 2006).

To produce a significant amount of information the qualitative research had two different data collection techniques, such as: observation technique and semi-structured interviews. These two techniques were applied concomitantly since they complement each other in the development of the whole Customer Journey Map. The observation technique was used to identify the touchpoints that the customer was experiencing during the Service Stage (e.g. parking the car in the Steakhouse, ordering the drinks and foods, paying the bill, etc.) and the semi-structured interview identified the touchpoints in the Pre-Service Stage (e.g. arranging with friends to go to the Steakhouse) and the Post-Service Stage (e.g. posting a picture on Social Media). Besides, the influence of the Brazilian Cultural Background in the Customer Journey definition could be identified through these two qualitative data collection techniques. As a result, the qualitative data gave the assistance to identify all the touchpoints of the Customer Journey Map and to support the generation of the questionnaire items.

Companies must not only simply identify the touchpoints that customers have with them but also how they feel in each touchpoint, how satisfied or dissatisfied they are. Therefore, the quantitative research had this exact purpose. Using the data collection technique called internet-mediated questionnaire the level of Customer Satisfaction in each touchpoint, previous recognized during the qualitative research, was measured (i.e. translated to numbers) by comparing the Customer Expectation of a restaurant with the Customer Perception of the Steakhouse X experience.

The Customer Satisfaction results provided significant information to develop a better and more complex Customer Journey Map of a south Brazilian Steakhouse X.

Other key point of the Methodology was the usage of the Design Thinking tools. They gave the practical and visual background to create the supporting material and methodologies used during the research. For instance, the observation technique (i.e. called Shadowing in the Design Thinking Methodology) used a customised sheet specifically created for the study. The semi-structured interview was conducted based on the DT theory of Co-creation to enable the final user to be part of the development process. The Customer Journey Map was totally built using the DT tool with the same name: Customer Journey that visually represents the journey in a timeline. The classification of the customers presented in the Customer Journey Map was decided by using the DT tool called Personas, which gathers customers in different groups according to their similar characteristics.

Despite the fact that Customer Journey tends to be analysed through a longitudinal time-horizon (i.e. series of events during a period of time), this study used cross-sectional time-horizon since the time constrained was a key limitation. Consequently, the quantitative and qualitative data were obtained as a "snapshot" (particular phenomenon at a particular time) of the customers experiences in the Steakhouse X (Saunders, Lewis and Thornhill, 2009).

3.2.4 Sampling

The research was administered to customers of a specific casual-dining restaurant (i.e. Steakhouse X) located in the city of Santa Maria, south of Brazil. The chosen company is part of the full-service restaurant category since it "offers table service with complete, varied menus and multiple entrees" (Mhlanga, Hattingh and Moolman, 2015). The choice for this restaurant was made due to the fact that it is the city's most well-known dinner steakhouse that has the main requirements for this Dissertation research: high-quality food, great ambience and excellent service experience.

The study population chosen was Brazilian people over 18-year old that have already had dinner at the Steakhouse X. The 18-year old was a limitation because this is the country minimum age required to legally perform two significant touchpoints of the Customer Journey: drive a car and drink alcohol. However, the development of an accurate Customer Journey Map of the south Brazilian Customer could not be done without dividing the research population into specific "Personas". According to Vianna *et al.* (2012) "Personas are archetypes, fictional characters, granted from the synthesis of behaviours observed among consumers' extreme profiles. They represent the motivations, desires, expectations and needs, gathering significant characteristics of a more comprehensive group". Therefore, the data collection techniques supported the division of the general audience into three main personas: John & Mary (i.e. a couple that goes alone to the Steakhouse X); Bob & Matt (two or more male friends that go together to the Steakhouse X); Carol & Susan (two or more female friends that go together to the Steakhouse X). Their specific needs and

experiences in the Steakhouse X had to be collected aiming different Customer Journey Map elements for each Persona.

Although this proposed research used three different data collection techniques, the sampling technique selected was the same for all of them: "non-probability sampling technique". This decision was made because the elements of the sample were selected by the researcher personal judgement and not by their chance of selection. Consequently, the classification of the non-probability sampling technique selected was the "convenience sampling" since the researcher needed to continue the selection process of the elements until the required sample size was reached (Saunders, Lewis and Thornhill, 2009).

The process of collecting the primary data was performed differently from qualitative to quantitative and from each data collection instrument, as follows:

Observation technique took place during a 2-week period (i.e. November of 2015) and had the sample frame based on the convenience sampling. The chosen elements were selected because they were at the Steakhouse X at the same time as the researcher observation. In addition, the researcher used the gender and companion criteria, previous defined to each Persona, to select the same amount of observations for each Persona. According to the research time frame and the use of three data collection instruments the sample size was 34 individuals divided in 3 Personas (John & Mary; Bob & Matt; Carol & Susan). The 15 observations equally represented John & Mary: 5 observations; Bob & Matt: 5 observations; Carol & Susan: 5 observations.

Semi-structured interview took place during a 1-week period (i.e. November of 2015) and had the sample frame based on the investigator's contact list. The investigator used the convenience sampling to choose individuals that had the equal gender and companion characteristics previously defined to each Persona. The result of this primary data collection instruments was a sample size of 6 participants interviewed being 3 males and 3 females. When allocated to the research defined Personas, they represent John & Mary: 2 interviews; Bob & Matt: 2 interviews; Carol & Susan: 2 interviews.

Internet-mediated questionnaire took place during a 1-week period (i.e. November of 2015) and had the sample frame based exclusively on the investigator's Social Media contacts. The researcher used the convenience sampling since he filtered his contacts using one specific criteria: the respondent must have been to Santa Maria before. The sample size was restricted to the size of the filtered Social Media contacts: 300 individuals. The result was 131 questionnaires answered where 100% of them were completely answered and used in the study (i.e. the questionnaire was developed with all "required" questions to prevent incomplete answers). When allocated to the research defined Personas the valid questionnaires represented John & Mary: 73 questionnaires; Bob & Matt: 31 questionnaires; Carol & Susan: 27 questionnaires.

3.3 Data Collection Instruments

To collect the primary data the study employed a sequential combination of qualitative and quantitative methods. To put it another way, the qualitative method used two different data collection instruments, to support and complement each other, with the purpose to create a high-quality quantitative method (i.e. questionnaire). Consequently, the data collection instruments were as follows:

3.3.1 Observation Technique

Despite “observation is a somewhat neglected aspect of research”, it can be extremely significant to “add richness” to a research data. Since this research objective is to highlight aspects of the human behaviour, the observation was an essential aspect to discover their attitudes by watching them (Saunders, Lewis and Thornhill (2009).

The observation technique applied in this research was in form of a “descriptive observation” since it was concentrated on physical setting, key participants and particular events. The purpose of the observation was to pinpoint all the touchpoints that the customer was experiencing in the Steakhouse X during the Service stage (i.e. from parking the car until leaving the restaurant). Besides, the customer behaviour and Cultural Background influence were noticed to add customer feelings into the development of a precise Customer Journey Map (Saunders, Lewis and Thornhill, 2009).

The data collection was conducted outside and inside the selected casual-dining restaurant, using an “unobtrusive position” (e.g. avoiding eye contact with the participants) to prevent negative observer effect. The technique took place in a 2-week period (i.e. November of 2015) on three different days of the week (Monday, Thursday and Saturday) from 8pm till 11pm to avoid the “time error” (i.e. untypical data of the total time period). All the data were recorded by the researcher, in an observation form at the moment of the collection to prevent the loss of important facts (Saunders, Lewis and Thornhill, 2009). This observation form (see Appendix 4) was specially created by adapting the items of the DINESERV questionnaire with the realistic Customer Journey of the Steakhouse X. The result is a form that has the Persona identification field (i.e. gender, age and companion criteria), the Customer Journey steps (20 touchpoints to be chronologically identified) and several observation fields to highlight customer behaviours and Cultural Background influences (e.g. group or individual decision, quick or slow drink ordering, etc.).

3.3.2 Semi-structured interview

The individual interviews were conducted as a “semi-structured interview” technique. The chosen customers of the Steakhouse X were invited to the researcher’s residence (i.e. controlled environment

without external noises) to participate in an individual interview with the researcher. The purpose of the interview was to identify all the touchpoints that the customer experienced during the Pre-Service and Post-Service stage of the Steakhouse X. Besides, the customer behaviour and Cultural Background influence were debated to add customer feelings into the development of the Customer Journey Map.

The interview list of themes and questions was previously defined by the researcher (i.e. "prior planning prevents poor performance") and was used in a 'flexible' manner. In other words, the interview flow varied from respondent to respondent because of their personal and consumer behaviours, even though all the interviews had the same standard script. The script (see Appendix 5) was developed by reviewing secondary research and adapting it to the Steakhouse X reality. The result was an interview script with 9 questions divided in three main categories: 3 closed-ended questions to identify the Persona (i.e. gender, age and companion criteria); 3 open-ended questions asking them to describe their Pre-service experience in the Steakhouse X; and 3 open-ended questions asking them to describe their Post-service experience in the Steakhouse X. In addition, the script had an introduction text to present the research purpose, to explain the structure of the interview, to highlight the participant anonymity rights, and to thank for the participation.

In a 1-week period (i.e. November of 2015) on different days of the week the Brazilian participants were recruited, by the researcher, and asked to participate in a 30-minute "face-to-face interview" (Saunders, Lewis and Thornhill, 2009). Using the script questions, the participants' answers about their Steakhouse X Customer Journey experience and Cultural Background influence, and the data was audio-recorded and note-taken to prevent the loss of significant details.

This data collection technique was supported by some of the main Design Thinking tools to produce superior results. In the first place, the researcher used the Persona tool and the Customer Journey tool to create a previous Customer Journey Map of the Steakhouse X. The Map gave the necessary assistance to provide a logical and focused interview that resulted in a co-created process between the researcher and the final users (i.e. participants). For this reason, the interview produced meaningful insights that shaped the final Customer Journey Map of the Steakhouse X and the customer behaviour during each touchpoint.

3.3.3 Internet-mediated questionnaire

The two data collection techniques, previously described, supported the creation of the quantitative research that was focused on a single data collection technique called internet-mediated questionnaire. The purpose of the questionnaire was to measure the Customer Satisfaction (i.e. the difference between the Customer Expectation and the Customer Perception) of each touchpoint experienced in the Steakhouse X by the three selected Personas.

The respondents were filtered from the researcher's Social Media contacts, and received a message, with the survey's link (i.e. Google Form) asking to respond a Portuguese questionnaire (see Appendix 6 for the English questionnaire). This survey was created adapting the Google Form configurations (i.e. layout template) and the structure had a clear and logical flow (i.e. introduction, questions and conclusion) created using the DINESERV questionnaire as the basis. According to Dillman (2007) a good questionnaire design helps to ensure a high level of response and the layout must be cautious with different computer operating systems and internet browsers to guarantee the same desired designed configuration.

The result was an internet-mediated questionnaire with 61 questions, being 3 questions to identification of the Persona; and the remainder 58 questions divided in two main categories: 38 questions to measure the Customer Expectation of each Customer Journey touchpoint (i.e. total of 16 touchpoints) of a generic restaurant in Santa Maria; and 29 questions to measure the Customer Perception of each Customer Journey touchpoint (total of 16 touchpoints) of the Steakhouse X. The questions were limited to "closed-ended" types such as multiple choice (Persona category) and numeric ranking scales (Customer Expectation and Customer Perception categories). The touchpoint ranking scale questions were chronologically divided in Pre-Service, Service and Post-Service and it was used a five-point Likert-type rating scale. Ranking was carried out in the form of "1=totally disagree", "2=disagree", "3=undefined", "4=agree", "5=totally agree". In addition, a questionnaire header was developed to present the researcher, to state the research purpose, to explain the fill requirements, to highlight the participant anonymity rights, and to thank for the participation.

The quantitative data collection was pilot tested with 2 individuals one week before the questionnaire release. The pre-test provided new insights and few questions had to be repaired to achieve a better comprehension. After this step the online questionnaire was sent to the participants with a one-week period collection.

3.4 Data Analysis Procedures

According to Saunders, Lewis and Thornhill (2009) data in a raw format are the data that have not been processed and analysed yet thus, they have short meaning. For this reason, the qualitative and quantitative primary raw data were processed and analysed to turn them into a significant and useful information that helped answer the research question and meet the research objectives.

The analysis of the three data collection techniques, of this Dissertation, had different procedures as follows.

3.4.1 Observation data analysis

One important aspect of the observation data analysis pointed out by Saunders, Lewis and Thornhill (2009) is that the data collection and analysis “may be part of the same process”. In this Dissertation case, while the researcher is observing (i.e. collecting data) the customers, he is simultaneously analysing their attitudes and behaviours.

The primary data collected by the observation technique were recorded in the observation form and subsequently transferred to the qualitative data analysis software (CAQDAS) called AQUAD 7. The choice for this software was made due to its open-source freeware aspect and data analysis high-performance. The program allowed the insertion of “textual, audio, video, and image data” for posteriorly word analysis, table analysis on different levels of criteria, comparison of cases, and multiple other features (AQUAD, 2015).

The primary data collected in this technique were analysed through an absolute frequency. The incidence of the touchpoints observed during the Service stage of the Customer Journey was the key aspect to determine which touchpoint would be part of the final Customer Journey Map. The inclusion criteria were at least 50% of occurrence of the touchpoint in each Persona. For instance, in the Carol & Susan Persona the “ordered dessert” was detected in three observations out of five. Therefore, this touchpoint integrates the final Customer Journey Map. The touchpoints frequency, for each Persona, is demonstrated in the specific Histogram.

3.4.2 Semi-structured interview data analysis

The primary data collected by the semi-structured interview were transcribed from the note-taking diary and the audio-recorded devices into a word-processed format. The exact words were written, addressed to each participant and an “indication of the tone” was described to highlight his or her non-verbal communication (Saunders, Lewis and Thornhill, 2009). The qualitative data analysis software for this technique was the same used in the observation technique: the AQUAD 7.

In the same way as the observation technique, the primary data collected in the interview were analysed through an absolute frequency, and the incidence of the touchpoints collected during the Pre-service and Post-service stages of the Customer Journey was the key aspect to determine which touchpoint would be part of the final Customer Journey Map.

3.4.3 Internet-mediated questionnaire data analysis

Although there are several quantitative data analysis softwares (e.g. Minitab™, SAS™ and SPSS), this study interpreted the data with the same online software used to collect them: Google Form. The online platform has substantial “numeric data” analysis tools that provide a summary view of the

data, individual responses browsing, filter implementation, data rules comparison, and many other functions.

The data collected from the questionnaires were analysed with the purpose of quantifying the Customer Satisfaction of each touchpoint of the Steakhouse X Customer Journey. In order to discover this Customer Satisfaction, the data analysis compared the difference between the results of the first category of questions (i.e. Customer Expectation of a generic Restaurant) with the results of the second category of questions (i.e. Customer Perception of Steakhouse X). This difference was figured through the attribution of numeric values to the different five-point Likert-type rating scale that enabled the calculation of statistical procedures and the creation of Customer Satisfaction charts.

3.5 Research Ethics

In the event that all research studies have ethical issues to consider, this study had to deal with them as well (i.e. when designing, implementing, analysing and reporting the research) to ensure that they do not have a negative implication in the proposed research. According to Saunders, Lewis and Thornhill (2009), research ethics is the “appropriateness” of the researcher behaviour when dealing with the rights of the individuals and organisations that are part of his or her research.

Thereupon, the main ethical issues of this Dissertation were defined as it follows: Firstly, the researcher got the consent from the Steakhouse Company and from all the semi-structured interview participants by using a customised consent form created specifically to this study. Secondly, the full confidentiality rights of the Steakhouse Company were maintained. Thirdly, the semi-structured interview and internet-mediated questionnaire participants were informed, by the researcher before the investigation beginning, of their rights to confidentiality/anonymity and withdraw from the research. Fourthly, every datum collected was processed fairly, lawfully and only for research purpose. Fifthly, the whole raw and analysed data were stored and protected by using a secure database. Sixthly, every investigator approach to a respondent was properly performed to avoid unpleasant participant reactions (e.g. embarrassment, stress and discomfort). Lastly, the observation technique was employed using the covert study to prevent “reactivity” (i.e. reaction of the investigated to the investigator).

3.6 Limitations of Methodology

In order to achieve a high-quality research standard the investigation had to consider its limitations. Some of them were easy to identify and control however, a few aspects were more critical and

required a wide amount of effort. The limitations were as it follows. Firstly, the study had to be developed in a 12-week period. This short quantity of time was a limitation for collecting and interpreting a representative number of data. Secondly, although this study already uses 3 data collection techniques, some important data collection instruments were not included (e.g. focus group, ethnography and case study) because the researcher had to choose the techniques that better served for the Research Question and Research Objectives achievement. Besides, the utilisation of other data collection techniques would have a negative consequence in the study since the time to collect and analyse the information was immensely short. Thirdly, since the researcher was not working and his income was based on a foreign and weaker currency, the low budget was a barrier to accurately collect and analyse the research information. Fourthly, on the condition that the investigator native language is not English, the quality of the questionnaire translation (i.e. from Portuguese to English) and its findings may have affected the results of the study. Fifthly, the Customer Expectation and Perception vary depending on their reason of going to the Steakhouse X. Lastly, the use of two qualitative data collection instruments (i.e. observation and semi-structured interview) made the qualitative samples too small.

Chapter 4: Research Findings and Analysis

4 Research Findings and Analysis

This Dissertation had the purpose to answer the Research Question: "*What aspects influence the Customer Journey in the south Brazilian Steakhouse experience?*". Thus, to reach this goal the study Findings were analysed according to the five Research Objectives. Consequently, this Chapter was divided in five parts (i.e. *RO1, RO2, RO3, RO4* and *RO5*).

RO1: To develop a Customer Journey Map of a south Brazilian Steakhouse using the Design Thinking methodology.

RO2: To identify the influence of Cultural Background in the Customer Journey Map of a south Brazilian Steakhouse.

RO3: To measure the Customer Journey Expectation of a south Brazilian Steakhouse.

RO4: To measure the Customer Journey Perception of a south Brazilian Steakhouse.

RO5: To measure the Customer Journey Satisfaction of a south Brazilian Steakhouse by comparing the Customer Expectation with the Customer Perception.

The *RO1* was the main Objective of the study since the Customer Journey Map is the final component that summarises the Dissertation content. In addition, the *RO2, RO3, RO4* and *RO5* were immensely necessary because they provided the identification and measurement of the human behaviour elements added to the Customer Journey Map.

4.1 Customer Journey Map Findings and Analysis

To "*develop a Customer Journey Map of a south Brazilian Steakhouse using the Design Thinking methodology*" (*RO1*) the Dissertation had a combination of 2 data collection techniques (i.e. Observation and Semi-structured Interview) to detect all the touchpoints that the Steakhouse X customers experienced during their Journey. To support the development of the Map, the Design Thinking methodology had a significant role since its tools were applied during the entire process (i.e. from the "discover" phase until the "deliver" phase).

4.1.1 Observation Technique Findings and Analysis

In the course of the Customer Journey Map development, the Observation Technique had the goal of identifying the touchpoints that the Steakhouse X clients had during the Service Phase (i.e. customer experiences in the restaurant physical location).

This data collection technique analysed 34 customers of the Steakhouse X (see Table 1). The sample had a few more males (n = 18, 52.95%) than females (n = 16, 47.05%). The respondents' age quantity was higher in the categories 35-44 years old (n = 14, 41.17%) followed by 25-34 years old (n = 13, 38.23%).

Table 1 Profile of the Observation Technique participants

	John & Mary (couple)		Bob & Matt (male friends)		Carol & Susan (female friends)		Total	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Gender								
Male	5	50	13	100	0	0	18	52.95
Female	5	50	0	0	11	100	16	47.05
Age								
18-24 years old	0	0	0	0	0	0	0	0
25-34 years old	4	40	5	38.46	4	36.36	13	38.23
35-44 years old	6	60	4	30.76	4	36.36	14	41.17
45-54 years old	0	0	0	0	3	27.27	3	8.82
55 years old or +	0	0	4	30.76	0	0	4	11.76

Source: Author

One of the most significant insights provided by the Observation Technique was the clear identification of the three main Personas of the Steakhouse X (see Appendix 7 for complete Observation notes). The 34 consumer behaviours and characteristics grouped them in 3 main Personas: John & Mary (n = 10), Bob & Matt (n = 13) and Carol & Susan (n = 11). However, when combined to each Persona the 34 customers represent 15 Personas that were equally observed (i.e. 5 observations each). The ages of the Personas were predominantly between the 25-44 years old (79.4%). The couple (John & Mary) were totally between the 18-24 years old (40%) and 35-44 years old (60%); the male friends (Bob & Matt) had a similar composition with the difference of the 55 years old or more addition (30.76%); and the female friends (Carol & Susan) had the inclusion of the 45-54 years old (27.27%).

Despite the Observation Form did not have some demographic characteristics to highlight, the researcher identified important aspects of the participants' profile. Since the Steakhouse X is located in Santa Maria / Rio Grande do Sul the participants' country of residence was totally Brazilian (n = 34, 100%). The Portuguese language and the Brazilian pronunciation were used by the researcher to confirm these assumptions. In addition, the status and price of the restaurant supported the definition of the monthly income category of the participants. The researcher strongly believes that the participants belong to the Group 6 (i.e. family monthly average income equals to R\$ 9.897) or higher. According to G1 (2013), the Brazilian economic scale goes from Group 1 (i.e. family monthly average income equals to R\$ 854) until the Group 7 (i.e. family monthly average income equals to R\$ 17.434).

Although the Observation Technique was applied to identify the respondents' profile, the principal purpose of this data collection technique was to identify all the touchpoints experienced by each Persona through the Service Phase of the Steakhouse X (see Table 2). As a result, the touchpoints that had a frequency equal or higher than 50% (per Persona) were included in the final Customer Journey Map.

Table 2 Customer Journey touchpoints identification in the Observation Technique

Touchpoints	John & Mary (couple)		Bob & Matt (male friends)		Carol & Susan (female friends)		Total	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Parked the car	5	100	5	100	5	100	15	100
Spoke to the receptionist	5	100	5	100	5	100	15	100
Sat on the table	5	100	5	100	5	100	15	100
Received the menu	5	100	5	100	5	100	15	100
Used the smartphone	5	100	5	100	5	100	15	100
Spoke to other clients	1	20	3	60	4	80	8	53.33
Ordered the drink	5	100	5	100	5	100	15	100
Received the drink	5	100	5	100	5	100	15	100
Went to the toilet	3	60	1	20	1	20	5	33.33
Ordered the appetizers	3	60	5	100	4	80	12	80
Received the appetizers	3	60	5	100	4	80	12	80
Ordered the meal	5	100	4	80	4	80	13	86.66
Received the meal	5	100	4	80	4	80	13	86.66
Ordered the dessert	0	0	0	0	3	60	3	20
Received the dessert	0	0	0	0	3	60	3	20
Ordered the bill	5	100	5	100	5	100	15	100
Paid the bill	5	100	5	100	5	100	15	100

Source: Author

The Observation recognized 17 different touchpoints in the Steakhouse X Service Phase among the 3 Personas. It was also noticed that all the touchpoints followed the same chronological sequence independently of the Persona however, there were some differences among the 3 Personas touchpoints. Firstly, the Persona Carol & Susan possesses the largest number of touchpoints ($f = 16$) in opposition to the other two Personas ($f = 14$ touchpoints each). The explanation of that is because 60% of the female friends ($n = 3$) ordered the dessert compared to 0% of the couple and male friends. Secondly, since only 20% of the couples ($n = 1$) spoke to other clients in the restaurant this touchpoint was not included in this Persona Customer Journey Map. Differently from the male friends ($n = 3$, 60%) and female friends ($n = 4$, 80%) who had the required percentage to be incorporated. Lastly, the only Persona that contains the "went to the toilet" touchpoint was the couple since 60% of them ($n = 3$) used this service. On the other hand, the other 2 Personas did not sufficiently experience this touchpoint ($n = 1$ each, 20%).

4.1.2 Semi-structured Interview Findings and Analysis

The Semi-structured Interview had the target of complementing the Customer Journey Map developed by the Observation Technique (i.e. Service Phase). Therefore, the Interviews identified the touchpoints that the Steakhouse X clients had during the Pre-service and Post-service Phase (i.e. customer experiences away from the restaurant physical location).

In the same way of the Observation, the Semi-structured interview used the “non-probability sampling technique” to select the participants because the researcher identified, during the qualitative data collection, a pattern of Personas (Saunders, Lewis and Thornhill, 2009). Thus, the 6 Steakhouse X customers were proportionally selected (see Table 3). The males (n = 3) represented 50% of the sample and the females (n = 3) represented 50% as well. The age was distributed between 25-34 years old (n = 3, 50%) and 35-44 years old (n = 3, 50%). The Personas were divided in John & Mary (n = 2), Bob & Matt (n = 2) and Carol & Susan (n = 2).

Table 3 Profile of the Semi-structured Interview respondents

	John & Mary (couple)		Bob & Matt (male friends)		Carol & Susan (female friends)		Total	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Gender								
Male	1	50	2	100	0	0	3	50
Female	1	50	0	0	2	100	3	50
Age								
18-24 years old	0	0	0	0	0	0	0	0
25-34 years old	1	50	1	50	1	50	3	50
35-44 years old	1	50	1	50	1	50	3	50
45-54 years old	0	0	0	0	0	0	0	0
55 years old or +	0	0	0	0	0	0	0	0

Source: Author

The Interviews answers (see Appendix 8) provided significant insights about the touchpoints experienced by them. The Customer Journey Map inclusion of the Pre-service and Post-service touchpoints occurred with the same criteria used in the Observation: 50% of touchpoint occurrence (or more) per Persona. Thus, the most important factors are as it follows. Firstly, 4 respondents (66.66%) stated that they did not interact with any kind of Advertisement, Public Relations or Social Media content from the Steakhouse X before they went to the restaurant: *"No. I never received or saw any advertisement of the restaurant. They don't publicize at all"*.

Secondly, the only Pre-service touchpoint that reached the required inclusion percentage was the “arranged with friends”. All the 6 respondents (100%) affirmed that they matched with friends to go to the Steakhouse X by smartphone (e.g. text messages, calls and WhatsApp messages).

Thirdly, in the same way as the Pre-service all the respondents (n = 6, 100%) said that they did not receive any personalised communication during the Post-service Phase: *"No. Never received"*.

Lastly, just one Post-service touchpoint was added to the Customer Journey Map because it achieved more than 50% of frequency. The "recommended to others" touchpoint was confirmed by 100% of the respondents (n = 6): *"I always indicate the restaurant to friends and family. If someone is deciding a place to have dinner, the Steakhouse X is my first option"*.

4.1.3 Design Thinking Findings and Analysis

The Design Thinking methodology had the aim of visually support the development of the Customer Journey Map. The DT tools were applied, associated with the qualitative data collection techniques, to create a Map based on the human-centred approach (i.e. co-created with the Steakhouse X customer). The major contributions of the Design Thinking methodology are as it follows. Firstly, the Personas tool was essential to separate the Steakhouse X clients into 3 specific Personas (see Appendix 9). Their dining attitudes had the largest variation between the couples and the friends (males and females) because John & Mary went to the restaurant to break the routine with a "quick" dinner and Bob & Matt and Carol & Susan went there to have an entertaining and long moment with their friends.

Secondly, the Shadowing tool provided the registration of the customers' interactions in a particular Observation form (see Appendix 4). The 15 forms (i.e. 15 Personas) were easily filed since they had a layout carefully created to the Steakhouse X physical ambience (e.g. small size to fit on the tables and big letters to facilitate in the night ambience).

Thirdly, the Customer Journey tool was the biggest visual and strategic support to develop the Map (see Appendix 9). The use of post-its (i.e. for the touchpoints) helped the researcher and the interviewed to chronologically create the Map by positioning and repositioning the touchpoints (post-its) several times. The use of 3 different post-its colours made the Persona identification easier.

Lastly, the Co-creation theory was the basis of the Semi-structured Interview because the focus of this data collection technique was to involve the Steakhouse X customer in the development of the Map. As stated by Tschimmel (2012), the co-creation has the purpose to shift from design "for users" to design "with users". Therefore, the participants not only answered the open-ended questions but also helped to create, with the researcher, their Customer Journey Map by interacting with the Pre-service and Post-service touchpoints in the post-it Map.

4.1.4 Overall Findings and Analysis

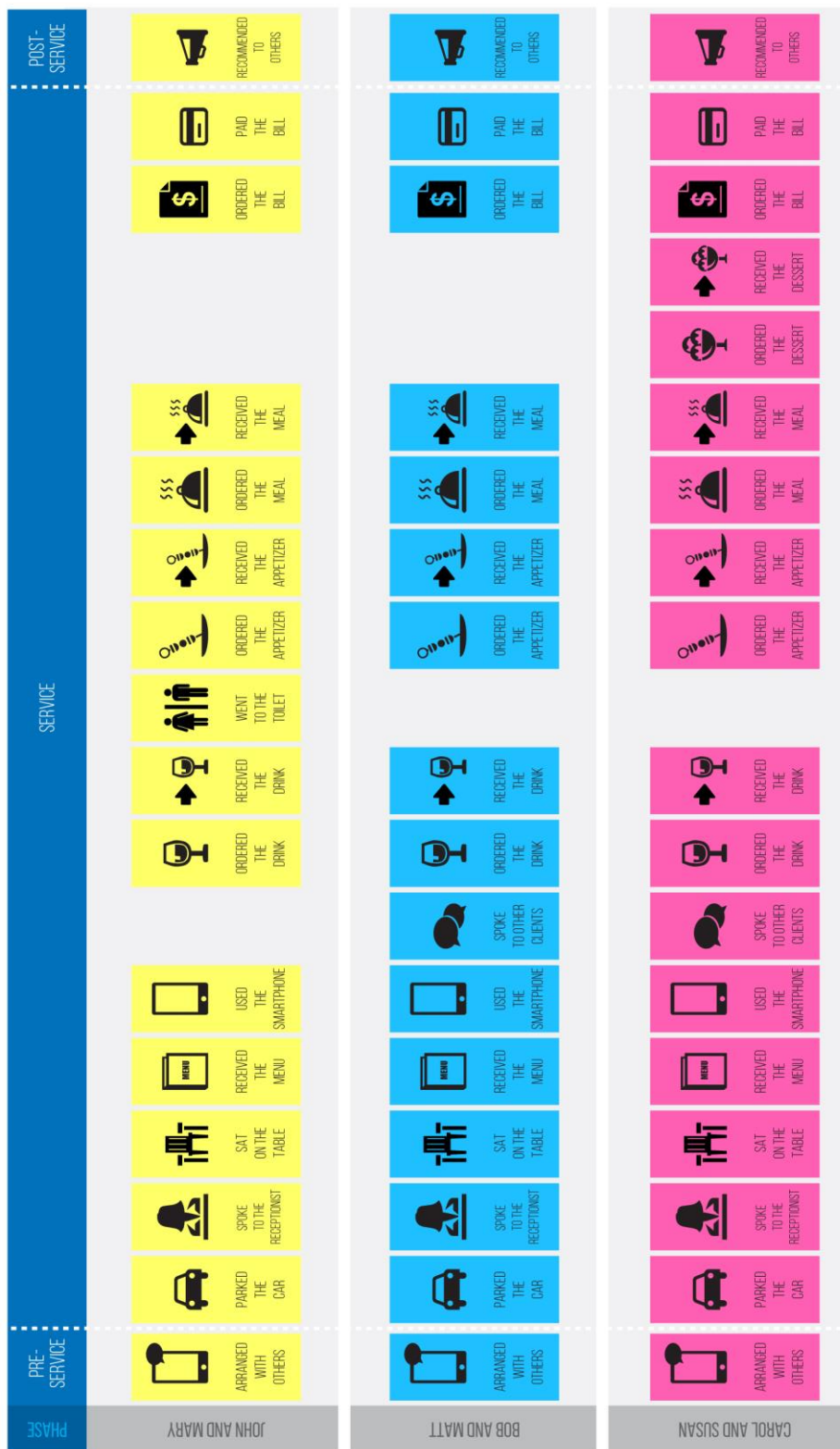
As can be seen, the development of the Customer Journey Map was a combination of 2 qualitative data collection techniques supported by the Design Thinking methodology and its tools. The DT was

very important because it “improved, accelerated and visualised every creative process” (Almendra and Christiaans, 2013; Brown, 2008; Jeanne, 2014; Tschimmel, 2012). Thus, the data collected through observations and interviews were transformed into a visual Customer Journey “post-it” Map to facilitate the understanding and definition of the touchpoints. Consequently, the result of this analysis was a Customer Journey Touchpoints (see Figure 5) that include the 3 defined Personas of the Steakhouse X during November 2015.

The Customer Journey Map was divided in 3 Personas that have their specific touchpoints belonging to 3 chronological Phases (i.e. Pre-service, Service and Post-service). The number of Phases identified in this Map is the same that Stickdorn and Schneider (2010) used in their study. The reason is due to the fact that during this Dissertation data collection, just a few touchpoints in the Pre-service and Post-service were discovered. Consequently, the 3 phases had a better match to this study customer path than other scholars’ definition such as the five Phases (i.e. pre-entry, entry, the service transaction itself, exit and post-exit) of Norton and Pine II (2013).

Although the number of Phases in this Dissertation Map was the same in the 3 Personas, the number and description of the touchpoints was different. The female friends (Carol & Susan) had the largest number of touchpoints ($f = 18$) followed by the other 2 Personas (John & Mary and Bob & Matt) with 16 touchpoints each. This numerical difference was identified only because of the Service Phase. Therefore, the Pre-Service and the Post-service Phase had the same number of touchpoints ($f = 1$) among the 3 Personas.

Figure 5 Customer Journey Touchpoints of the Steakhouse X



Source: Author

4.2 Customer Cultural Background Findings and Analysis

To "identify the influence of Cultural Background in the Customer Journey Map of a south Brazilian Steakhouse" (RO2) this study used the cultural dimensions presented by The Hofstede Centre (2015) as the main pillars to identify and understand their influence in the touchpoints of the Steakhouse X. The Observations and Semi-structured Interviews were the 2 data collection techniques used to highlight the dimensions of Brazilian culture that had most influence, such as:

Individualism vs Collectivism: since Brazil has a collective characteristic, this dimension had the biggest influence over the touchpoints. First, the "arrange with others" indicates that when people were planning to go to the restaurant they were "we-conscious" because they wanted to preserve harmony among them (Mooij and Hofstede, 2011). All the semi-structured interview participants (n = 6) stated that they used the smartphone to arrange with friends or companion (e.g. "I always talk to my husband, by phone, and we decide to go there"). Second, the necessity to "speak to other clients" was identified by the Observation Technique in the Personas Bob & Matt and Carol & Susan. The presence of this touchpoint highlighted a collective characteristic: social interaction. Third, one interesting point was noticed in all the 15 observations and it is a strong Brazilian cultural influence: to share the food. The "ordered the appetizer", "ordered the meal" and "ordered the dessert" was never an individual decision since the group (i.e. friends or couple) always decided together what "they" wanted to eat. In addition, the "ordered the drink" had the same characteristic over the Personas Bob & Matt and Carol & Susan because they shared the drinks as well (e.g. big bottle of beer and jug of *clericot*, respectively). Fourth, the "paid the bill" had a collective behaviour over the Personas Bob & Matt and Carol & Susan. The 10 observations (i.e. 5 for each Persona) pointed out that the friends always split the bill and paid together, what indicates a profound feeling of harmony preservation among them. Last, one of the Brazilian collective dimension attitudes presented by The Hofstede Centre (2015) was identified during the interviews. The "recommend to others" said by the 6 participants (n = 100%) highlighted the intention of collective countries to trust in word-of-mouth.

Uncertainty Avoidance: this cultural dimension influence was noted across the observations since the Personas showed a necessity of relax and have good everyday life moments (e.g. enjoying a long meal) stated by Mooij and Hofstede (2011). The customers spent a high amount of time in the Steakhouse X (e.g. observation 4 stayed 2 hours and 10 minutes) because they were enjoying their moment and consequently the touchpoints. However, this dimension had influence in the entire Customer Journey and cannot be attributed to specific touchpoint of the Steakhouse X.

Long vs Short-Term Orientation: Although Brazil has an intermediary score (44) in this dimension, the "arranged with others" touchpoint had the same Short-Term Orientation cultural influence highlighted by Mooij (2010): respect for tradition. The Semi-structured Interviews showed that when the customers were planning to go to the Steakhouse X the barbecue tradition was one of

the key criteria to decide. The observation 5 stated that they used the preparing process and the quality of the meat to assess the restaurant. Consequently, the respect for tradition had a positive influence in the Steakhouse X Customer Journey because the customers recognised this tradition characteristic in the restaurant.

Indulgence: this dimension has a similar characteristic as the Uncertainty Avoidance because it is associated with “enjoying life and having fun” (The Hofstede Centre, 2015). Thus, the Brazilian customers of the Steakhouse X that were observed and interviewed expressed their willingness to enjoy their leisure moments (e.g. have dinner). They spent money and time in the restaurant because it has a significant value for them. However, in the same way as the Uncertainty Avoidance dimension the Indulgence cannot be related to a unique touchpoint because it was presented in the whole Customer Journey of the Steakhouse X.

4.3 Customer Expectation Findings and Analysis

To “measure the Customer Journey Expectation of a south Brazilian Steakhouse” (RO3) this study performed an Internet-mediated Questionnaire that was built based on the Observation and Semi-structured Interviews data collected (i.e. touchpoints). The Questionnaire had a total of 131 respondents (see Table 4) and it had a larger customer profile variation than the other data collection techniques since the researcher did not have the same amount of control (i.e. sent the questionnaire to his filtered Social Media contacts). As a result, the males were more representative (n = 76, 58.01%) than the females (n = 55, 41.98%). The age was predominantly distributed between 25-34 years old (n = 74, 56.48%) and 35-44 years old (n = 44, 33.58%). The Personas expressed a larger number of John & Mary (n = 73) and a similar quantity between Bob & Matt (n = 31) and Carol & Susan (n = 27).

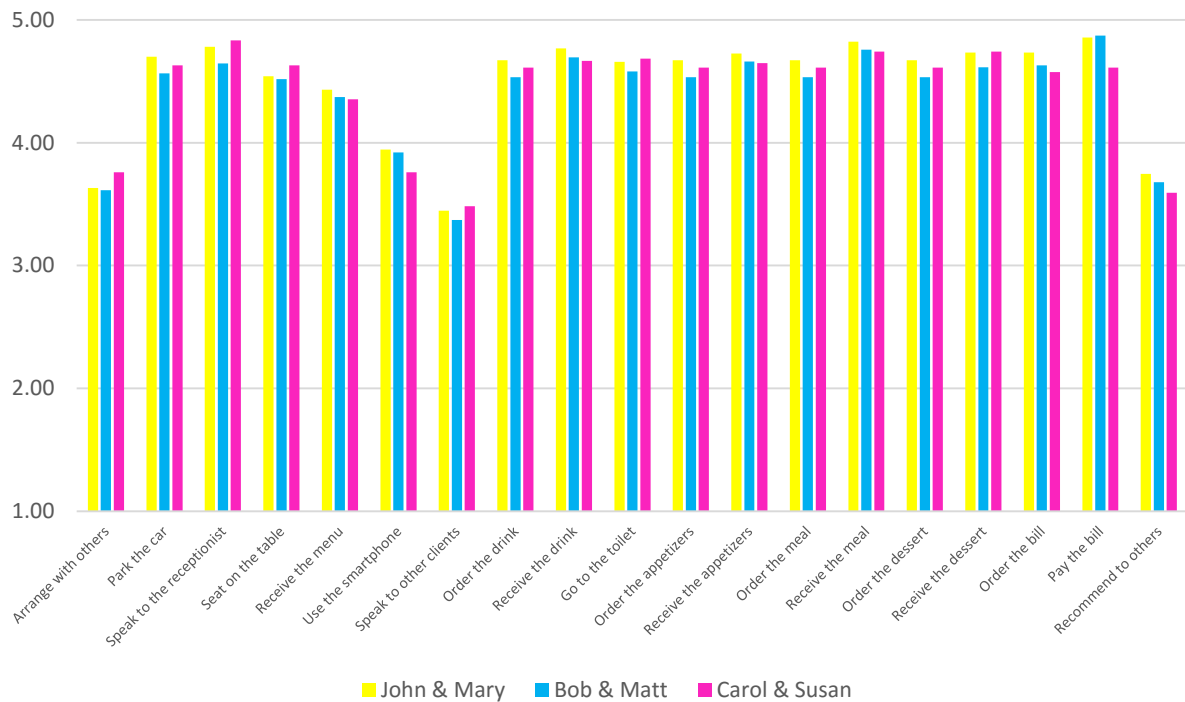
Table 4 Profile of the Internet-mediated Questionnaire respondents

	John & Mary (couple)		Bob & Matt (male friends)		Carol & Susan (female friends)		Total	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Gender								
Male	45	61.65	31	100	0	0	76	58.01
Female	28	38.35	0	0	27	100	55	41.98
Age								
18-24 years old	5	6.84	3	9.67	3	11.11	11	8.39
25-34 years old	41	56.16	17	54.83	16	59.25	74	56.48
35-44 years old	26	35.61	11	35.48	7	25.92	44	33.58
45-54 years old	0	0	0	0	0	0	0	0
55 years old or +	1	1.36	0	0	1	3.70	2	1.52

Source: Author

The Internet-mediated Questionnaire structure was based on the 19 touchpoints identified in the qualitative research. Although each touchpoint has several expectation attributes, the study selected 2 principal attributes to create a compact and easy to answer questionnaire. In effect, the participants answered 29 questions about 38 attributes since some questions were used for more than one attribute. The questionnaire was related to their expectations of a generic restaurant (i.e. to not influence the expectation assessment with a specific restaurant) in Santa Maria and the results (see Appendix 11 for raw answers) of descriptive analyses is illustrated in Figure 6 and presented in Table 5.

Figure 6 Customer Expectation in the Internet-mediated Questionnaire



Source: Author

Table 5 Customer Expectation in the Internet-mediated Questionnaire

Touchpoints	John & Mary (couple)		Bob & Matt (male friends)		Carol & Susan (female friends)		Total	
	Mean	S.D	Mean	SD	Mean	SD	Mean	SD
Arrange with others*	3.63		3.61		3.76		3.67	
Fast decision	2.95	1.05	3.42	0.85	3.30	0.78	3.22	0.97
Consensus decision	4.32	0.97	3.81	0.98	4.22	0.80	4.11	0.96
Park the car*	4.70		4.56		4.63		4.63	
Feel safe	4.82	0.45	4.65	0.61	4.63	0.74	4.70	0.56
Easy access	4.58	0.66	4.48	0.85	4.63	0.69	4.56	0.71
Speak to the receptionist*	4.78		4.65		4.83		4.75	
Feel comfortable	4.90	0.34	4.74	0.44	4.89	0.32	4.84	0.37
Good appearance	4.66	0.63	4.55	0.68	4.78	0.51	4.66	0.62
Seat on the table*	4.54		4.52		4.63		4.56	
Comfortable seats	4.67	0.50	4.71	0.53	4.63	0.56	4.67	0.52
Visually attractive	4.41	0.72	4.32	0.75	4.63	0.63	4.45	0.71
Receive the menu*	4.43		4.37		4.35		4.38	
When seated	4.12	0.80	4.06	0.73	4.00	0.96	4.06	0.81
Necessary information	4.74	0.60	4.68	0.60	4.70	0.47	4.71	0.57
Use the smartphone*	3.95		3.92		3.76		3.87	
Access to Wi-Fi	3.85	1.05	3.87	1.18	3.81	1.18	3.85	1.10
Signal quality	4.04	1.02	3.97	1.08	3.70	0.99	3.90	1.03
Speak to other clients*	3.45		3.37		3.48		3.43	
Access to other tables	3.60	0.81	3.52	0.72	3.59	0.93	3.57	0.81
General vision	3.29	0.94	3.23	0.80	3.37	0.79	3.29	0.87
Order the drink*	4.67		4.53		4.61		4.60	
Polite employee	4.90	0.34	4.71	0.53	4.78	0.42	4.80	0.41
Extra effort	4.44	0.88	4.35	0.66	4.44	0.75	4.41	0.80
Receive the drink*	4.77		4.69		4.67		4.71	
Time promised	4.67	0.53	4.68	0.48	4.56	0.58	4.63	0.53
Visually and tasty	4.86	0.35	4.71	0.53	4.78	0.51	4.78	0.43
Go to the toilet*	4.66		4.58		4.69		4.64	
Clean	4.96	0.20	4.90	0.30	5.00	0.00	4.95	0.21
Enough slots	4.36	0.79	4.26	0.58	4.37	0.69	4.33	0.72
Order the appetizers*	4.67		4.53		4.61		4.60	
Polite employee	4.90	0.34	4.71	0.53	4.78	0.42	4.80	0.41
Extra effort	4.44	0.88	4.35	0.66	4.44	0.75	4.41	0.80
Receive the appetizers*	4.73		4.66		4.65		4.68	
Time promised	4.67	0.53	4.68	0.48	4.56	0.58	4.63	0.53
Visually and tasty	4.78	0.51	4.65	0.55	4.74	0.53	4.72	0.52
Order the meal*	4.67		4.53		4.61		4.60	
Polite employee	4.90	0.34	4.71	0.53	4.78	0.42	4.80	0.41
Extra effort	4.44	0.88	4.35	0.66	4.44	0.75	4.41	0.80
Receive the meal*	4.82		4.76		4.74		4.77	
Time promised	4.67	0.53	4.68	0.48	4.56	0.58	4.63	0.53
Visually and tasty	4.97	0.16	4.84	0.37	4.93	0.27	4.91	0.25
Order the dessert*	4.67		4.53		4.61		4.60	
Polite employee	4.90	0.34	4.71	0.53	4.78	0.42	4.80	0.41
Extra effort	4.44	0.88	4.35	0.66	4.44	0.75	4.41	0.80
Receive the dessert*	4.73		4.61		4.74		4.70	
Time promised	4.67	0.53	4.68	0.48	4.56	0.58	4.63	0.53
Visually and tasty	4.79	0.50	4.55	0.68	4.93	0.27	4.76	0.52
Order the bill*	4.73		4.63		4.57		4.65	
Quick service	4.53	0.63	4.39	0.62	4.26	0.71	4.39	0.65
Accurate bill	4.93	0.25	4.87	0.34	4.89	0.32	4.90	0.29
Pay the bill*	4.86		4.87		4.61		4.78	
Payment type	4.92	0.32	4.81	0.48	4.59	0.57	4.77	0.44
Accurate and quick	4.79	0.44	4.94	0.25	4.63	0.49	4.79	0.42
Recommend to others*	3.75		3.68		3.59		3.67	
Well accepted	3.97	0.97	3.77	0.88	3.78	0.89	3.84	0.93
Intention to go	3.52	1.09	3.58	0.99	3.41	0.93	3.50	1.03

Note: * The 19 Touchpoints identified for the Steakhouse X Customer Journey Map in November 2015.

Source: Author

The Customer Expectation was measured on a five-point Likert-type scale, where 5 was the biggest expectation and 1 the lowest. The question "mean" was calculated by making an average of all the answers however, the touchpoint "mean" was the average of the 2 questions results. For instance, the mean of the touchpoint "park the car" was the average of "feel safe" and "easy access" answers. In addition, the Standard Deviation (SD) of the entire population was calculated using the formula:

$$SD = \sqrt{\frac{\sum (x - \bar{x})^2}{N - 1}}$$

Where x represents each value in the population, \bar{x} is the mean value of the sample, Σ is the summation (or total), and n-1 is the number of values in the sample minus 1. The findings highlights were summarised as it follows. Firstly, the lowest expectation among the 19 touchpoints was the "speak to other clients" with an average of 3.43. The 3 Personas did not expect from a Santa Maria restaurant a high level of "access to other tables" and "general vision" of the other clients ($\bar{x} = 3.57$ and $\bar{x} = 3.29$, respectively). However, the Standard Deviation (SD) of these 2 attributes (SD = 0.81 and SD = 0.87, respectively) indicate that the answers were not a consensus because of a wide variation between them. For instance, the Persona Carol & Susan produced an "access to other tables" SD equal to 0.93 because the 27 respondents allocated their answers among 4 different scale options ("disagree" = 5 answers, "undefined" = 4 answers, "agree" = 15 answers and "totally agree" = 3 answers).

Secondly, the touchpoint "arrange with others" had the second lowest expectation mean of all the touchpoints ($\bar{x} = 3.67$). The customers did not feel extremely important when deciding to go to a restaurant the attributes "fast decision" ($\bar{x} = 3.22$) and "consensus decision" ($\bar{x} = 4.12$). Although the answers of John & Mary about "consensus decision" had a regular level of expectation ($\bar{x} = 4.32$), the other attribute (i.e. "fast decision") resulted the lowest expectation average of all the 38 attributes ($\bar{x} = 2.95$) indicating an expectation preference for getting a unanimous decision rather than a quick decision.

Thirdly, another touchpoint that had a low expectation average was the "recommend to others" ($\bar{x} = 3.67$). The 2 attributes that compose this touchpoint (i.e. "well accepted" and "intention to go") presented a little expectation from the consumers ($\bar{x} = 3.84$ and $\bar{x} = 3.50$, respectively). These results suggest that the Personas do not expect an elevated level of importance from the person that is receiving the recommendation. However, it was not a general agreement because the SD of the attributes "well accepted" and "intention to go" were high (SD = 0.93 and SD = 1.03, respectively).

Fourthly, the touchpoint that received the highest expectation was the "pay the bill" with an average of 4.78. The 2 attributes ("payment type" and "accurate and quick") did not have the highest expectation mean among the 38 attributes ($\bar{x} = 4.77$ and $\bar{x} = 4.79$, respectively) but the combination of these elevated scores resulted the top 1 touchpoint expectation average. The Persona John & Mary gives a big importance for the different types of payment ($\bar{x} = 4.92$) different from Carol & Susan that does not expect the same variety of payment types ($\bar{x} = 4.59$). In addition, (Bob & Matt) 31 respondents have a similar high expectation about the accuracy and quickness of the payment process because the $\bar{x} = 4.94$ and the SD was not significantly wide (SD = 0.25).

Fifthly, the second most expected touchpoint is the "receive the meal". The persona John & Mary had the most elevated average ($\bar{x} = 4.82$) what indicates that they give more significance to this experience than Bob & Matt and Carol & Susan ($\bar{x} = 4.76$ and $\bar{x} = 4.74$, respectively). The attribute "time promised" had a positive mean ($\bar{x} = 4.63$) however the other attribute was responsible to increase the expectation score: "visually and tasty" ($\bar{x} = 4.91$). This attribute was almost a consensus in the 73 answers of John & Mary since the SD was only 0.16, resulting an extremely high expectation of receiving a meal that tastes and looks good ($\bar{x} = 4.97$).

Sixthly, despite the fact that the touchpoint "go to the toilet" is not part of the 3 Personas Customer Journey Map and it is not in the top 3 most expected touchpoints, one of its attributes ("clean") received the highest expectation averages of all the 38 attributes. The Persona Bob & Matt pointed out that they expect a clean toilet when they go to a restaurant ($\bar{x} = 4.90$). The Persona John and Mary had the same previous feeling about the cleanness of the toilet ($\bar{x} = 4.96$). However, Carol and Susan provided the only expectation general agreement of this study since all the 27 respondents answered the same option (i.e. "totally agree") generating an absolute average of 5.00 (SD = 0).

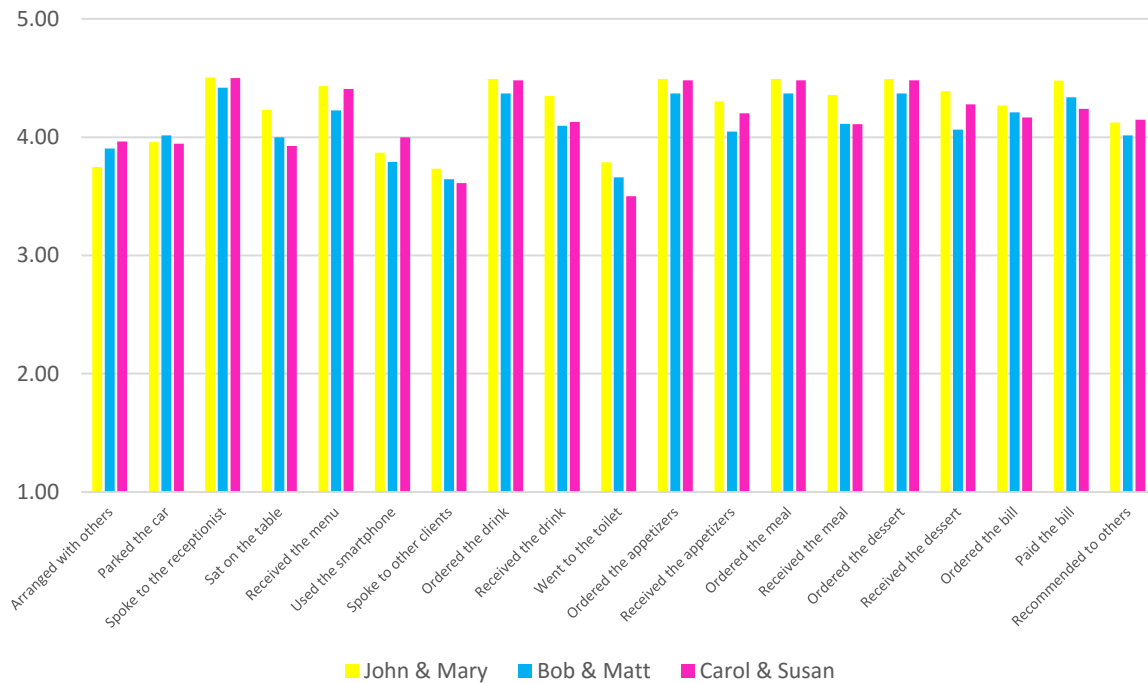
Lastly, the touchpoint "receive the dessert" was highly assessed only by the female friends. Carol & Susan expressed the same expectation average for the "receive the dessert" than "receive the meal" ($\bar{x} = 4.74$) what explains why they have this dessert touchpoint in their Map. In addition, the females expect the dessert to have the same visual and tasty high-quality for both ($\bar{x} = 4.93$).

4.4 Customer Perception Findings and Analysis

To "*measure the Customer Journey Perception of a south Brazilian Steakhouse*" (RO4), this Dissertation used the same Internet-mediated Questionnaire technique stated in 4.3. Although the 19 touchpoints and their 38 attributes were identical, the 29 questions were not about their expectation of a generic restaurant in Santa Maria but their perception of the Steakhouse X (see Appendix 12 for complete answers) following the same "expectation vs. perception" structure as the DINESERV

questionnaire of Stevens *et al.* (1995). The descriptive analyses of the 131 participants (i.e. same expectation respondents) are displayed in Figure 7 and presented in Table 6.

Figure 7 Customer Perception in the Internet-mediated Questionnaire



Source: Author

The analysis indicated the following perception highlights. Firstly, the touchpoint that had the lowest perception among the 19 touchpoints was the “went to the toilet” ($\bar{x} = 3.65$). Although the Personas recognized that the Steakhouse X toilet is “clean” ($\bar{x} = 4.39$), the other attribute was the lowest average of the 38 attributes: “enough slots” ($\bar{x} = 2.91$). Besides, the answers had a large variation since John & Mary (only Persona that has this touchpoint in the Customer Journey Map) SD of the “enough slots” was 1.08, since their 73 answers were distributed in all the 5 scale options (“totally disagree” = 5 answers, “disagree” = 16 answers, “undefined” = 21 answers, “agree” = 25 answers and “totally agree” = 6 answers).

Secondly, “spoke to other clients” was the second worst perception of the touchpoints with an average of 3.66. The 2 attributes that compose this touchpoint did not have a good perceived performance because the “access to other tables” was assessed with 3.80 and the “general vision” of the other clients was even worse: 3.52. Additionally, Carol & Susan 27 respondents had different opinions about the “general vision” of the clients, resulting the biggest perception SD of all the 38 attributes (SD = 1.09).

Table 6 Customer Perception in the Internet-mediated Questionnaire

Touchpoints	John & Mary (couple)		Bob & Matt (male friends)		Carol & Susan (female friends)		Total	
	Mean	S.D	Mean	SD	Mean	SD	Mean	SD
Arrange with others*	3.75		3.90		3.96		3.87	
Fast decision	3.75	1.05	3.87	0.76	3.81	1.04	3.81	0.98
Consensus decision	3.74	0.96	3.94	0.77	4.11	0.75	3.93	0.88
Park the car*	3.96		4.02		3.94		3.97	
Feel safe	4.08	1.02	4.16	0.86	4.07	0.92	4.11	0.96
Easy access	3.84	1.08	3.87	1.06	3.81	0.92	3.84	1.04
Speak to the receptionist*	4.51		4.42		4.50		4.48	
Feel comfortable	4.29	0.89	4.29	0.74	4.37	0.79	4.32	0.83
Good appearance	4.73	0.51	4.55	0.57	4.63	0.56	4.63	0.54
Seat on the table*	4.23		4.00		3.93		4.05	
Comfortable seats	4.03	0.96	3.58	1.03	3.63	1.15	3.75	1.03
Visually attractive	4.44	0.67	4.42	0.67	4.22	0.85	4.36	0.71
Receive the menu*	4.43		4.23		4.41		4.35	
When seated	4.37	0.77	4.10	0.65	4.33	0.62	4.27	0.72
Necessary information	4.49	0.73	4.35	0.66	4.48	0.70	4.44	0.70
Use the smartphone*	3.87		3.79		4.00		3.89	
Access to Wi-Fi	3.70	0.98	3.81	0.87	4.04	0.85	3.85	0.93
Signal quality	4.04	0.84	3.77	0.80	3.96	0.85	3.93	0.84
Speak to other clients*	3.73		3.65		3.61		3.66	
Access to other tables	3.93	0.90	3.81	0.75	3.67	0.96	3.80	0.88
General vision	3.53	0.94	3.48	0.81	3.56	1.09	3.52	0.94
Order the drink*	4.49		4.37		4.48		4.45	
Polite employee	4.64	0.63	4.45	0.62	4.70	0.54	4.60	0.61
Extra effort	4.34	0.77	4.29	0.69	4.26	0.81	4.30	0.76
Receive the drink*	4.35		4.10		4.13		4.19	
Time promised	4.15	0.76	3.81	0.65	3.85	0.72	3.94	0.74
Visually and tasty	4.55	0.71	4.39	0.72	4.41	0.75	4.45	0.72
Go to the toilet*	3.79		3.66		3.50		3.65	
Clean	4.42	0.72	4.48	0.57	4.26	0.90	4.39	0.73
Enough slots	3.15	1.08	2.84	1.00	2.74	0.94	2.91	1.04
Order the appetizers*	4.49		4.37		4.48		4.45	
Polite employee	4.64	0.63	4.45	0.62	4.70	0.54	4.60	0.61
Extra effort	4.34	0.77	4.29	0.69	4.26	0.81	4.30	0.76
Receive the appetizers*	4.30		4.05		4.20		4.18	
Time promised	4.15	0.76	3.81	0.65	3.85	0.72	3.94	0.74
Visually and tasty	4.45	0.75	4.29	0.69	4.56	0.64	4.43	0.71
Order the meal*	4.49		4.37		4.48		4.45	
Polite employee	4.64	0.63	4.45	0.62	4.70	0.54	4.60	0.61
Extra effort	4.34	0.77	4.29	0.69	4.26	0.81	4.30	0.76
Receive the meal*	4.36		4.11		4.11		4.19	
Time promised	4.15	0.76	3.81	0.65	3.85	0.72	3.94	0.74
Visually and tasty	4.56	0.69	4.42	0.56	4.37	0.79	4.45	0.68
Order the dessert*	4.49		4.37		4.48		4.45	
Polite employee	4.64	0.63	4.45	0.62	4.70	0.54	4.60	0.61
Extra effort	4.34	0.77	4.29	0.69	4.26	0.81	4.30	0.76
Receive the dessert*	4.39		4.06		4.28		4.24	
Time promised	4.15	0.76	3.81	0.65	3.85	0.72	3.94	0.74
Visually and tasty	4.63	0.68	4.32	0.70	4.70	0.61	4.55	0.68
Order the bill*	4.27		4.21		4.17		4.21	
Quick service	4.16	0.87	4.16	0.58	4.15	0.82	4.16	0.79
Accurate bill	4.37	0.81	4.26	0.86	4.19	0.92	4.27	0.84
Pay the bill*	4.48		4.34		4.24		4.35	
Payment type	4.53	0.87	4.45	0.72	4.30	0.87	4.43	0.83
Accurate and quick	4.42	0.74	4.23	0.67	4.19	0.83	4.28	0.75
Recommend to others*	4.12		4.02		4.15		4.10	
Well accepted	4.18	0.79	4.10	0.65	4.22	0.85	4.17	0.77
Intention to go	4.07	0.89	3.94	0.63	4.07	0.92	4.03	0.84

Note: * The 19 Touchpoints identified for the Steakhouse X Customer Journey Map in November 2015.

Source: Author

Thirdly, despite the touchpoint "sat on the table" did not have the lowest perception average ($\bar{x} = 4.05$), the 2 attributes were strongly distinct and 1 had a bad assessment. The customers felt that the Steakhouse X ambience is "visually attractive" ($\bar{x} = 4.36$) however, they did not assess the other attribute (i.e. "comfortable seats") the same way since the average was 3.75.

Fourthly, the touchpoint that had the best perception average was the "spoke to the receptionist" ($\bar{x} = 4.48$). Both attributes contributed to this score. The clients "felt comfortable" when speaking to this employee ($\bar{x} = 4.32$) and the "good appearance" was the highest attribute assessment ($\bar{x} = 4.63$). John & Mary was the Persona that had the most positive behaviour toward the receptionist's appearance, resulting an average of 4.73.

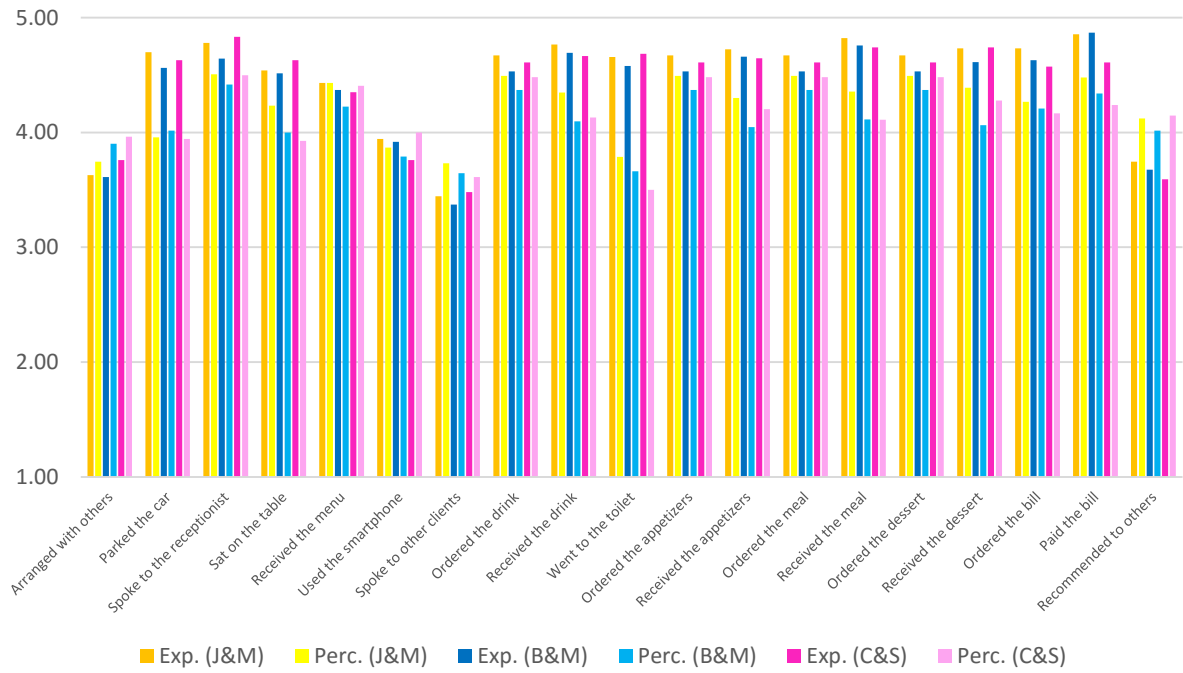
Fifthly, the other touchpoint that was well assessed is also related to the employees' characteristics. Since all the 4 touchpoints associated to ordering (i.e. ordered the drink, ordered the appetizer, ordered the meal and ordered the dessert) had the same questionnaire evaluation, the average was 4.45 for all. The assessment of the attribute "polite employee" demonstrates that the clients perceived a great behaviour of them, resulting a positive score ($\bar{x} = 4.60$).

Lastly, the "received the dessert" touchpoint had a good perception among the female customers. The main difference among the Personas is associated to the attribute "visually and tasty" that was extremely well assessed by Carol & Susan ($\bar{x} = 4.70$) and John & Mary ($\bar{x} = 4.63$) and not that much by Bob & Matt ($\bar{x} = 4.32$). Consequently, this touchpoint appears only in the female friends Customer Journey Map.

4.5 Customer Satisfaction Findings and Analysis

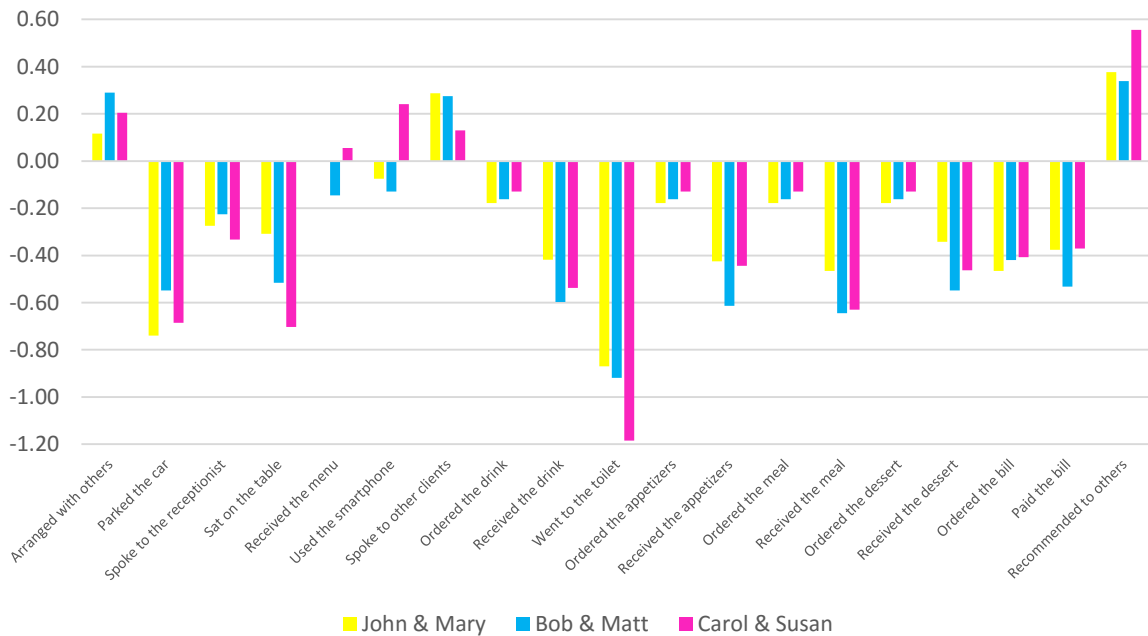
To "*measure the Customer Journey Satisfaction of a south Brazilian Steakhouse*" (RO5) this study used the same method as Grönroos (1990), Hsieh and Yuan (2010), Johnston and Kong (2011), Marković, Raspor and Šegarić (2010) and Parasuraman *et al.* (1988) of comparing the answers of the two tables (Customer Expectation and Customer Perception) and generating a Customer Satisfaction "Gap" to highlight the positive or negative Satisfaction factor. If the Gap is positive the customer was satisfied with the experienced (i.e. he or she had a higher perception level than an expectation level) and if the Gap is negative the customer was dissatisfied with the experience (the perception did not achieve the same level that he or she was expecting). The descriptive analyses of the 131 participants are shown in Figure 8 and Figure 9, and presented in Table 7.

Figure 8 Customer Expectation vs. Customer Perception in the Internet-mediated Questionnaire



Note: Exp. (Expectation) and Perc. (Perception); J&M (John & Mary), B&M (Bob & Matt) and C&S (Carol & Susan)
 Source: Author

Figure 9 Customer Satisfaction (Gap) in the Internet-mediated Questionnaire



Source: Author

Table 7 Customer Satisfaction in the Internet-mediated Questionnaire

Touchpoints	John & Mary (couple)			Bob & Matt (male friends)			Carol & Susan (female friends)			Total		
	Expec.	Perc.	Gap	Expec.	Perc.	Gap	Expec.	Perc.	Gap	Expec.	Perc.	Gap
Arrange with others*	3.63	3.75	0.12	3.61	3.90	0.29	3.76	3.96	0.20	3.67	3.87	0.20
Fast decision	2.95	3.75	0.81	3.42	3.87	0.45	3.30	3.81	0.52	3.22	3.81	0.59
Consensus decision	4.32	3.74	-0.58	3.81	3.94	0.13	4.22	4.11	-0.11	4.11	3.93	-0.19
Park the car*	4.70	3.96	-0.74	4.56	4.02	-0.55	4.63	3.94	-0.69	4.63	3.97	-0.66
Feel safe	4.82	4.08	-0.74	4.65	4.16	-0.48	4.63	4.07	-0.56	4.70	4.11	-0.59
Easy access	4.58	3.84	-0.74	4.48	3.87	-0.61	4.63	3.81	-0.81	4.56	3.84	-0.72
Speak to the receptionist*	4.78	4.51	-0.27	4.65	4.42	-0.23	4.83	4.50	-0.33	4.75	4.48	-0.28
Feel comfortable	4.90	4.29	-0.62	4.74	4.29	-0.45	4.89	4.37	-0.52	4.84	4.32	-0.53
Good appearance	4.66	4.73	0.07	4.55	4.55	0.00	4.78	4.63	-0.15	4.66	4.63	-0.03
Seat on the table*	4.54	4.23	-0.31	4.52	4.00	-0.52	4.63	3.93	-0.70	4.56	4.05	-0.51
Comfortable seats	4.67	4.03	-0.64	4.71	3.58	-1.13	4.63	3.63	-1.00	4.67	3.75	-0.92
Visually attractive	4.41	4.44	0.03	4.32	4.42	0.10	4.63	4.22	-0.41	4.45	4.36	-0.09
Receive the menu*	4.43	4.43	0.00	4.37	4.23	-0.15	4.35	4.41	0.06	4.38	4.35	-0.03
When seated	4.12	4.37	0.25	4.06	4.10	0.03	4.00	4.33	0.33	4.06	4.27	0.20
Necessary information	4.74	4.49	-0.25	4.68	4.35	-0.32	4.70	4.48	-0.22	4.71	4.44	-0.26
Use the smartphone*	3.95	3.87	-0.08	3.92	3.79	-0.13	3.76	4.00	0.24	3.87	3.89	0.01
Access to Wi-Fi	3.85	3.70	-0.15	3.87	3.81	-0.06	3.81	4.04	0.22	3.85	3.85	0.00
Signal quality	4.04	4.04	0.00	3.97	3.77	-0.19	3.70	3.96	0.26	3.90	3.93	0.02
Speak to other clients*	3.45	3.73	0.29	3.37	3.65	0.27	3.48	3.61	0.13	3.43	3.66	0.23
Access to other tables	3.60	3.93	0.33	3.52	3.81	0.29	3.59	3.67	0.07	3.57	3.80	0.23
General vision	3.29	3.53	0.25	3.23	3.48	0.26	3.37	3.56	0.19	3.29	3.52	0.23
Order the drink*	4.67	4.49	-0.18	4.53	4.37	-0.16	4.61	4.48	-0.13	4.60	4.45	-0.16
Polite employee	4.90	4.64	-0.26	4.71	4.45	-0.26	4.78	4.70	-0.07	4.80	4.60	-0.20
Extra effort	4.44	4.34	-0.10	4.35	4.29	-0.06	4.44	4.26	-0.19	4.41	4.30	-0.12
Receive the drink*	4.77	4.35	-0.42	4.69	4.10	-0.60	4.67	4.13	-0.54	4.71	4.19	-0.52
Time promised	4.67	4.15	-0.52	4.68	3.81	-0.87	4.56	3.85	-0.70	4.63	3.94	-0.70
Visually and tasty	4.86	4.55	-0.32	4.71	4.39	-0.32	4.78	4.41	-0.37	4.78	4.45	-0.34
Go to the toilet*	4.66	3.79	-0.87	4.58	3.66	-0.92	4.69	3.50	-1.19	4.64	3.65	-0.99
Clean	4.96	4.42	-0.53	4.90	4.48	-0.42	5.00	4.26	-0.74	4.95	4.39	-0.56
Enough slots	4.36	3.15	-1.21	4.26	2.84	-1.42	4.37	2.74	-1.63	4.33	2.91	-1.42
Order the appetizers*	4.67	4.49	-0.18	4.53	4.37	-0.16	4.61	4.48	-0.13	4.60	4.45	-0.16
Polite employee	4.90	4.64	-0.26	4.71	4.45	-0.26	4.78	4.70	-0.07	4.80	4.60	-0.20
Extra effort	4.44	4.34	-0.10	4.35	4.29	-0.06	4.44	4.26	-0.19	4.41	4.30	-0.12
Receive the appetizers*	4.73	4.30	-0.42	4.66	4.05	-0.61	4.65	4.20	-0.44	4.68	4.18	-0.49
Time promised	4.67	4.15	-0.52	4.68	3.81	-0.87	4.56	3.85	-0.70	4.63	3.94	-0.70
Visually and tasty	4.78	4.45	-0.33	4.65	4.29	-0.35	4.74	4.56	-0.19	4.72	4.43	-0.29
Order the meal*	4.67	4.49	-0.18	4.53	4.37	-0.16	4.61	4.48	-0.13	4.60	4.45	-0.16
Polite employee	4.90	4.64	-0.26	4.71	4.45	-0.26	4.78	4.70	-0.07	4.80	4.60	-0.20
Extra effort	4.44	4.34	-0.10	4.35	4.29	-0.06	4.44	4.26	-0.19	4.41	4.30	-0.12
Receive the meal*	4.82	4.36	-0.47	4.76	4.11	-0.65	4.74	4.11	-0.63	4.77	4.19	-0.58
Time promised	4.67	4.15	-0.52	4.68	3.81	-0.87	4.56	3.85	-0.70	4.63	3.94	-0.70
Visually and tasty	4.97	4.56	-0.41	4.84	4.42	-0.42	4.93	4.37	-0.56	4.91	4.45	-0.46
Order the dessert*	4.67	4.49	-0.18	4.53	4.37	-0.16	4.61	4.48	-0.13	4.60	4.45	-0.16
Polite employee	4.90	4.64	-0.26	4.71	4.45	-0.26	4.78	4.70	-0.07	4.80	4.60	-0.20
Extra effort	4.44	4.34	-0.10	4.35	4.29	-0.06	4.44	4.26	-0.19	4.41	4.30	-0.12
Receive the dessert*	4.73	4.39	-0.34	4.61	4.06	-0.55	4.74	4.28	-0.46	4.70	4.24	-0.45
Time promised	4.67	4.15	-0.52	4.68	3.81	-0.87	4.56	3.85	-0.70	4.63	3.94	-0.70
Visually and tasty	4.79	4.63	-0.16	4.55	4.32	-0.23	4.93	4.70	-0.22	4.76	4.55	-0.20
Order the bill*	4.73	4.27	-0.47	4.63	4.21	-0.42	4.57	4.17	-0.41	4.65	4.21	-0.43
Quick service	4.53	4.16	-0.37	4.39	4.16	-0.23	4.26	4.15	-0.11	4.39	4.16	-0.24
Accurate bill	4.93	4.37	-0.56	4.87	4.26	-0.61	4.89	4.19	-0.70	4.90	4.27	-0.63
Pay the bill*	4.86	4.48	-0.38	4.87	4.34	-0.53	4.61	4.24	-0.37	4.78	4.35	-0.43
Payment type	4.92	4.53	-0.38	4.81	4.45	-0.35	4.59	4.30	-0.30	4.77	4.43	-0.34
Accurate and quick	4.79	4.42	-0.37	4.94	4.23	-0.71	4.63	4.19	-0.44	4.79	4.28	-0.51
Recommend to others*	3.75	4.12	0.38	3.68	4.02	0.34	3.59	4.15	0.56	3.67	4.10	0.42
Well accepted	3.97	4.18	0.21	3.77	4.10	0.32	3.78	4.22	0.44	3.84	4.17	0.32
Intention to go	3.52	4.07	0.55	3.58	3.94	0.35	3.41	4.07	0.67	3.50	4.03	0.52

Note: * The 19 Touchpoints identified for the Steakhouse X Customer Journey Map in November 2015.

Source: Author

The most important items of the Customer Satisfaction experienced during the Steakhouse X touchpoints were identified as it follows. Firstly, the "went to the toilet" touchpoint had the highest dissatisfaction value (Gap = -0.99) from all the 19 touchpoints among the 3 Personas. John & Mary's assessment resulted in a Gap of -0.87; Bob & Matt's, a Gap of -0.92; and Carol & Susan's, a larger Gap of -1.19. Although the Expectation for this touchpoint ($\bar{x} = 4.64$) was not the highest, the perception was the key aspect to generate this negative Gap since it was the lowest perception result among all the touchpoints ($\bar{x} = 3.65$). The Perception assessment was affected by its attributes "clean" (Gap = -0.56) and deeply by the other attribute "enough slots" (Gap = -1.42). This last attribute was the largest dissatisfaction of the Steakhouse X and Carol & Susan were the most disappointed (Gap = -1.63), followed by Bob & Matt (Gap = -1.42) and John & Mary (Gap = -1.21).

Secondly, the other touchpoint that did not provide a satisfactory experience was the "parked the car". This touchpoint result was the second highest dissatisfaction of the whole Steakhouse X Customer Journey with a Gap of -0.66. Its attributes did not reach the level of expectation that the customers were hoping. The Personas did not "feel safe" parking the car (Gap = -0.59) and felt that they did not have an "easy access" to the parking area (Gap = -0.72). In addition, the female friend Carol & Susan generated this touchpoint largest Gap when they evaluated the access to the parking area (Gap = -0.81).

Thirdly, the "received the meal" was the third worst satisfaction result with a Gap of -0.58. This negative touchpoint result can be attributed to the high expectations of the Personas ($\bar{x} = 4.77$) that was a consequence of a very high expectation of the attribute "visually and tasty" meal ($\bar{x} = 4.91$). However, the customer perceived a low performance for the "receive the meal" touchpoint ($\bar{x} = 4.19$) and the "visually and tasty" attribute ($\bar{x} = 4.45$). Besides, the other attribute ("time promised") had an even worst perceived performance. The Personas were expecting an average of 4.63, but they perceived a low average of 3.94, resulting in a satisfaction Gap of -0.70.

Fourthly, on the positive side the "recommended to others" touchpoint was the most satisfactory moment of the Customer Journey. The 3 Personas positively judged this touchpoint (Gap = 0.42) and Carol & Susan helped to achieve this average by giving its best satisfaction indicator (Gap = 0.56). However, this high satisfaction value it is due to the low expectation of the Personas in the "well accepted" and "intention to go" attributes ($\bar{x} = 3.84$ and $\bar{x} = 3.50$, respectively) rather than a great perception of them ($\bar{x} = 4.17$ and $\bar{x} = 4.03$, respectively). Fifthly, the touchpoint "spoke to other clients" had the second best satisfaction average among the Personas (Gap = 0.23) and was the only touchpoint that had the same importance for the 2 attributes: "access to other tables" (Gap = 0.23) and "general vision" of the other clients (Gap = 0.23). However, this touchpoint follows the same characteristic as the previous one where the result is a consequence of a low expectation ($\bar{x} = 3.43$) and not a consequence of an extremely high perception ($\bar{x} = 3.66$).

Lastly, despite the fact that the “arranged with friends” touchpoint did not have the highest Customer Satisfaction value (Gap = 0.20), one of its attribute was the best satisfaction measurement of all the 38 attributes: “fast decision” (Gap = 0.59). This positive result is due to the low expectation of the Personas ($\bar{x} = 3.22$) being overcome by the perception of this attribute ($\bar{x} = 3.81$). For instance, John & Mary presented the lowest expectation value ($\bar{x} = 2.95$) therefore, they did not expect to have a quick decision when arranging to go to a restaurant but when they decided to go to the Steakhouse X, they decided it faster.

Chapter 5: Conclusions and Recommendations

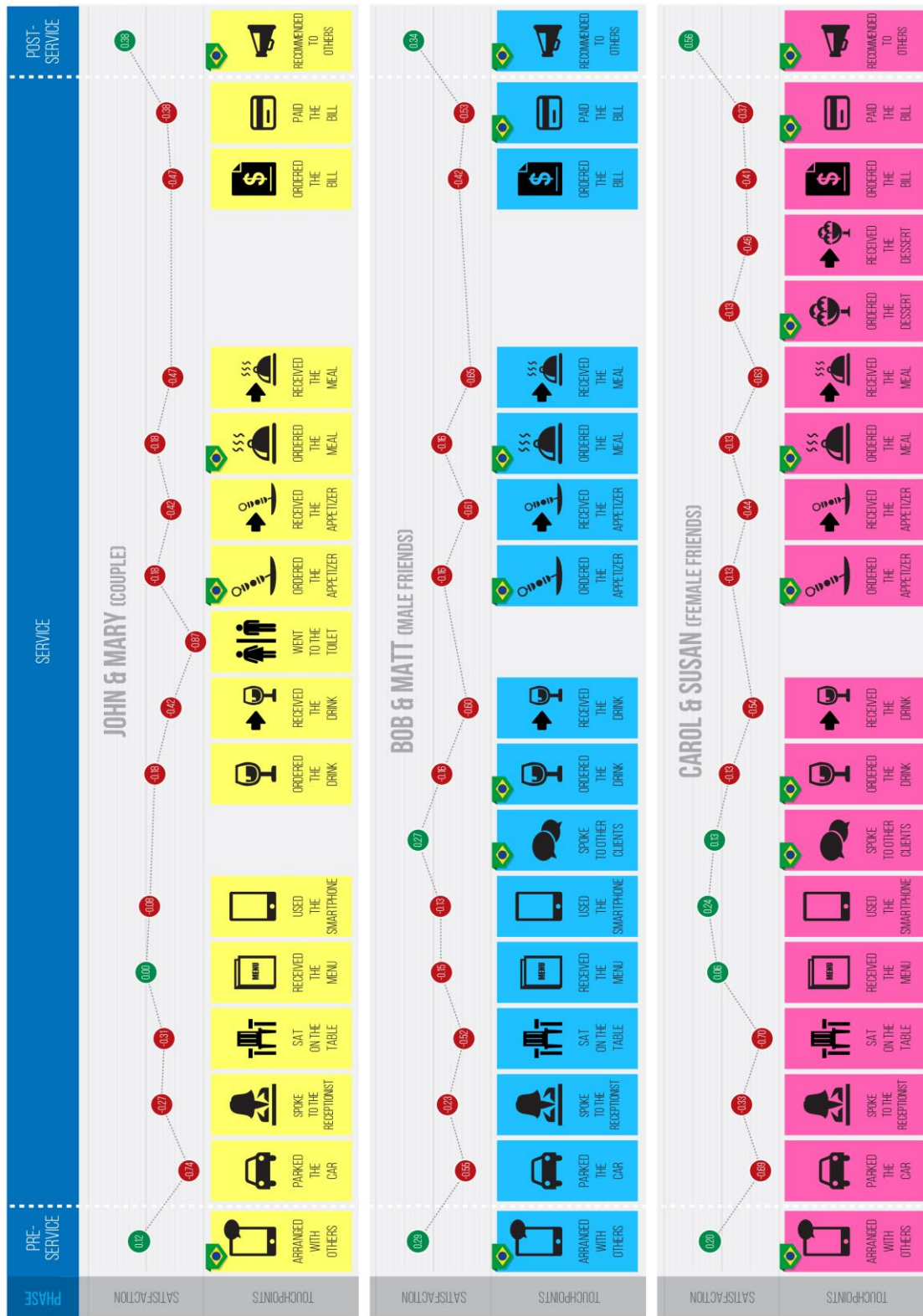
5 Conclusions and Recommendations

5.1 Conclusions

To identify all the customers interaction moments in the Steakhouse X and how the clients feel during these moments was the purpose of this study. To achieve this goal the researcher believes that the combination of the 3 data collection techniques worked in perfect harmony and their sequential results helped to build a solid Map. The Observation and the Semi-structured Interview Technique identified not only the 19 touchpoints experienced by the customers but also who were these customers. The 3 Personas (John & Mary, Bob & Matt and Carol & Susan) reflect Santa Maria's and, specially, the Steakhouse X's characteristics. Located in a medium (i.e. 300.000 habitants) and reputable universities (7 universities) city, the restaurant created its positioning focused on the Personas age, income and dinner behaviour. As a result, the Steakhouse X became the best option in Santa Maria for young adults (i.e. couples and friends) that want to eat a traditional and high-quality barbecue for an affordable price. Furthermore, the Internet-mediated Questionnaire results provided the human measurement necessary to complete the Customer Journey Map (see Figure 10) that visually resumes the 5 Research Objectives proposed for this Dissertation.

The results of the Steakhouse X Customer Journey Map, displayed below, were divided in 3 aspects: Pre-Service and Post-Service Phase conclusions, Service Phase conclusions and whole Customer Journey conclusions. Firstly, although the Pre-service Phase and Post-service Phase have a large chronological distance between them, both have similar characteristics. The number of touchpoints identified in each one was the same: only 1. The reason for this low quantity of touchpoints is due to the fact that the Steakhouse X is not providing a good interaction with the customers before and after they go to the restaurant. They do not engage with the Steakhouse X because the company does not use advertisements to reach the mass audience, it does not use Public Relations to communicate with important individuals and it also does not use Social Media to effectively interact with the "connected" clients. Consequently, the only Pre-service and Post-service touchpoint identified is not truly between the customer and the company but between the customer and an "advocate" of the company (i.e. client that is defending and recommending the Steakhouse X).

Figure 10 Customer Journey Map of the Steakhouse X



Note: Satisfaction measurement unit = touchpoint Gap; Brazilian flag = Cultural Background influence

Source: Author

The “arranged with others” (Pre-service Phase) and “recommended to others” (Post-service Phase) are the only touchpoints that received a positive Gap in the 3 Personas. This superior assessment is associated to the touchpoint attributes low expectation rather than high perception. For instance, the customers do not expect a fast decision when matching to go to a restaurant in Santa Maria but, they perceive a “sufficient” fast decision when arranging to go to the Steakhouse X. Also, customers do not expect that the others will demonstrate intention to go to a restaurant when they are receiving a recommendation however, when the Steakhouse X is recommended people tend to reveal a positive intention to go there. Therefore, despite the fact that the perception of the Pre-service and Post-service touchpoints is low, it is still higher than the expectation which results a positive satisfaction Gap (i.e. customers are satisfied when choosing and recommending the Steakhouse X).

Another indistinguishable aspect is the Cultural Background influence identified in both touchpoints. The “collectivism” dimension can be associated with the moment of arranging to go to the Steakhouse X and recommending the restaurant to friends and family. The Pre-service Phase touchpoint highlighted that the customers of the Steakhouse X adopt a collective behaviour when deciding the restaurant since the decision is not individual but “we-conscious”. Although they do not expect that the “arranged with others” has to be extremely high, they still perceive its 2 attributes higher indicating a willingness of harmony. The Post-service touchpoint has the same “collectivism” dimension association since the customers perceive that their recommendations are accepted better than they were expecting. It reinforces the collectivism dimension characteristic of believing in others’ word-of-mouth present in the Brazilian society.

Secondly, as expected the Service Phase was the journey section that presented the biggest number of touchpoints since the restaurant physical location was the focal point of the study. It must be remembered that it is impossible to consider every single aspect of the journey therefore, the focus was the “wider context” where the service process took place (Stickdorn and Schneider, 2010). As a result, the 3 Personas had different Customer Journey aspects among them. The main difference was between the couple (John & Mary) and the friends (Bob & Matt and Carol & Susan). The couples observed displayed a dinner behaviour of having a relatively short experience without interacting with other clients and ordering just a few drinks and food. On the other hand, the male and female friends spent more than 2 hours having an enjoyable moment interacting with other clients and ordering a considerable amount of drinks and food.

Carol & Susan Customer Journey is the most complete among the 3 Personas. Their entire journey is a sum of 18 touchpoints because they just did not experience the “went to the toilet” touchpoint. At the same time, the female friends had the addition of the touchpoints associated with the dessert (i.e. ordered and received) that must be better performed since their satisfaction for this touchpoint was negative. However, this is not going to be an easy task because the attribute dessert

"visually and tasty" almost achieve the maximum expectation. In addition, Carol & Susan Customer Journey Map has the largest quantity of positive Customer Satisfaction Gaps. From the moment they "receive the menu", "use the smartphone" and "speak to other clients" all the evaluations of their expectations of these sequential experiences were exceeded by their truly perception in the Steakhouse X.

The Brazilian Cultural Background has a wide influence in this Service Phase too. The 3 Personas had the "collectivism" dimension influence when ordering the appetizers and meal. The reason is because the Steakhouse X menu is already created to fulfil this group behaviour of sharing the food. The food served in the restaurant has a generous size that can be split by, at least, two people. Therefore, the decision to order the appetizers and meal is "we-conscious" among the Personas because they need to agree about what they are going to eat together. In addition, the male and female friends observed had this same sharing attitude towards the drinks (i.e. different from the couples). This behaviour can be explained by Bob & Matt and Carol & Susan intentions to order more than just a few drinks and to stay in the restaurant for a long time sharing big bottles of beer and jars of *clericot*. Coupled with, their "paid the bill" touchpoint follows the same group characteristic. Since they shared all the orders (e.g. drinks, appetizers, meals and desserts) the bill must be divided equally among the friends. Another touchpoint has the collective Brazilian Cultural Background influence: "spoke to other clients". Due to the Steakhouse X casual environment, the male and female friends go there to see and interact with other people. This behaviour is typical from a collective society that appreciates and employs the human socialisation as a way of entertainment and pleasurable experience.

Lastly, some characteristics are associated to the entire Customer Journey (i.e. Pre-service, Service and Post-service Phases) of the 3 Personas. Although John & Mary, Bob & Matt and Carol & Susan have different number of touchpoints in their Maps, the chronological sequence of the touchpoints is the same. From the moment they arrange with friends, park the car, pass through all the touchpoints, pay the bill and recommend to others, the order is the same. This aspect can be accredited to the elevated training degree of the staffs and to the processes standardisation of the Steakhouse X. The restaurant adjusted the natural progressive Customer Journey to create a unique pattern experience that is applied to all the customers.

The Customer Satisfaction during the Customer Journey was majorly negative. All the Personas had 13 touchpoints with a Satisfaction Gap assessment lower than 0. This result does not represent a total inability of the Steakhouse X to provide a decent service to its clients because the individuals tend to expect the best standard quality before they actually experience them. For instance, the "Paid the bill" touchpoint had an expectation average of the Persona John & Mary equal to 4.86. Therefore, the only way to achieve a satisfactory number was to provide an extremely high perception average between 4.87 and 5.00. Consequently, a few touchpoints related to the staff

interaction (i.e. "Spoke to the receptionist", "Ordered the drink", "Ordered the appetizers", "Ordered the meal" and "Ordered the dessert") have to slightly enhance their performance to reach a realistic Customer Satisfaction Gap. On the contrary, a few touchpoints associated to the physical environment (i.e. "parked the car" and "went to the toilet") need a solid adaptation to increase their Perception and reach a better Satisfaction Gap since the customers were largely disappointed with them.

In the course of the whole journey, 2 Cultural Background dimensions stated by The Hofstede Centre (2015) were identified in the Steakhouse X customers' behaviour. The Uncertainty Avoidance and Indulgence dimensions had a big impact on the reasons why Brazilian customers, who live in the south region (city of Santa Maria), go to the Steakhouse X. Both cultural dimensions, recognised in the Steakhouse X, pointed out that consumers from Brazil care about relaxed leisure moments. Consequently, enjoying a long meal was noticed as one of these pleasurable moments where consumers spend time and money for something immensely valuable for them.

Given all these points, the achievement of this study objectives was only possible through the addition of the Design Thinking methodology. The similarity of the Design Thinking and the Marketing content, related to the Customer Journey, made viable their combination and produced a Marketing Dissertation with a singular Design perspective. This perspective is one of the principal contributions of the DT since it was based on the human-centred approach which used the final users (i.e. Steakhouse X customer) in the process to "co-create" the solution. Besides, the DT tools were crucial to transform all the important data into a visual and clear sketch, form, model, map, etc. In the end, the Design Thinking was the main support to create this Dissertation final result: the Customer Journey Map of the Steakhouse X.

5.2 Recommendations and Future Research

The Customer Satisfaction results emphasised the need of the Steakhouse X to increase its touchpoints satisfaction Gap score. The obvious solution is to provide a better experience Perception to the clients by improving the quality of the touchpoints. However, the restaurant has a second option. It can try to reduce the Customer Expectation by informing the clients the truly quality level they will receive from the Steakhouse X.

The identification of only 1 touchpoint in the Pre-service Phase and 1 touchpoint in the Post-service Phase clearly highlighted the necessity of the Steakhouse X to create new moments of interaction with their clients in these 2 phases. For instance, the restaurant can previously engage with customers by creating advertising campaigns focused on the Personas positive satisfaction touchpoints (e.g. create a billboard, for Bob & Matt, transmitting the restaurant's great characteristic

of interaction among the clients) and by developing a Public Relations strategy with press release and food bloggers. Also, the Steakhouse can subsequently engage (i.e. Post-service) with customers by producing a Sales Promotion activation (e.g. send coupons to the key customers' house after their dining experience) and by engaging with them through Digital Marketing channels to facilitate the exchange of information, transforming it in a great source of instantaneous feedback.

Further researches about this topic can amplify its results by including new Personas to the Customer Journey Map. Instead of just 1 couple (i.e. John & Mary), the data collection technique can observe and interview 2 couples that go together to the Steakhouse X. Additionally, another Persona can be created by collecting data from a mix of male and female friends that have dinner jointly.

A Steakhouse located in a different country can possess a distinct Customer Journey touchpoint structure and a contrasting Cultural Background influence. Thus, the addition of this new restaurant will provide the possibility of comparing 2 different Steakhouses and 2 different cultures.

Chapter 6: Self-reflection on own learning and performance

6 Self-reflection on own learning and performance

The purpose of this chapter is to reflect upon my student experience during the whole Master Program and over the Dissertation process of the MSc in Marketing at Dublin Business School. The 5 models that compose the first semester (i.e. Personal & Professional Development, Strategic Marketing Management, The Changing Consumer, Writing for Graduation and Research Methods I) and the 4 models of the second semester (Developing Digital Media, Integrated Marketing Communications, Marketing Innovations and Research Methods II) are generally evaluated and some significant highlights are attributed to the respective models. The learning and performance of my activities are demonstrated using Gibbs' Reflective Cycle (Gibbs, 1988, cited in University of Kent, 2012). This Reflective Cycle is composed of 6 sequential stages as it follows.

6.1 Description

Although my graduation background is Graphic Design, during my Strategic Design post-graduation (MBA in Strategic Design at ESPM / Rio de Janeiro - Brazil) I learned more about Marketing and decided to grow my knowledge in this area doing a Master Programme. Consequently, in January 2015 I started my MSc in Marketing at Dublin Business School and my purpose was to enhance my expertise in Marketing (e.g. Consumer behaviour and Business strategy) to combine it with my Strategic Design expertise (e.g. Design Thinking) and build a creative and different business approach.

In order to develop my personal, academic and experiential skills I took this course extremely seriously and tried to learn as much as I could from the suggested readings, group assignments (e.g. case studies, presentations and academic written papers) and especially from the content of the lectures (e.g. Research Methods, The Changing Consumer and Marketing Innovations).

On the other hand, I did not feel the same level of interest from the majority of my classmates (i.e. 20 out of 25 students were from France and were doing the MSc because their Graduation Schools have a partnership with DBS) during the classes and principally during the group assignments.

Despite the fact that I was studying a subject that was not my background field and I was studying it in a different language than mine (i.e. Portuguese), from the first semester classes I tried to assimilate all the main information to successfully develop, during the Research Methods classes, my Dissertation topic focused on my initial purpose: Marketing and Design Thinking combination.

6.2 Feelings

Before my first day of class I was trying to imagine how the city, the DBS facilities, the lecturers, the learning style, the assessments, the English language barrier and the other students would be.

Firstly, I felt the city of Dublin as a positive surprise since it is a friendly and extraordinarily beautiful city, with happy people and amazing landscapes. However, the weather adaptation became a huge problem since I am from a tropical country.

Secondly, as soon as I entered the Dublin Business School building I realized that the facilities were in agreement with my expectations because the location of the buildings, quality of the classrooms, cafeteria spaces and library facilities were very good.

Thirdly, I noticed that the lecturers had a similar teaching attitude than my post-graduation lecturers (MBA in Strategic Design). They were always showing the theories of the major scholars and making a relation with the current and modern market. To point out, one lecturer had a positive and surprising behaviour among the others. The Research Methods lecturer was the most rigid educator of all, resulting in an extremely efficient and productive teaching method of a specific and important content: Research Methods for Dissertation.

Fourthly, I also noticed that the lectures structure was similar to my post-graduation classes. They were well structured and simple to follow since the content was separated in weeks and easily accessible on Moodle. In addition, the PowerPoint slides used in class were a summary of important books that I read to better understand specific information.

Fifthly, I felt that modules' assignments were over-focused in group tasks, which complicated their development because not all students had the same study commitment. I believe that they should be a mix of group assignment and individual assignment but giving more weight to the single one.

Sixthly, the fact that I was getting more familiarised to the English pronunciation and writing made me feel more confident about my vocabulary and very motivated to improve the language.

Seventhly, when I received the Dissertation deadline I felt that the amount of time established was too short. However, my supervisor advised me to breakdown the schedule, resulting in a 2-week deadline per chapter. This decision made the process realistic and the deadline truly achievable.

Lastly, I felt very disappointed when I noticed that 80% of my classmates were from one country since I was expecting an "international" class with people from many different countries as previously stated by Dublin Business School (2014) "DBS provides postgraduate students with the

opportunity to study in an environment ... and has a pulsating mixture of cultural, ethnic and social influences”.

6.3 Evaluation

To evaluate the Master programme and the Dissertation, I separated these topic aspects in 2 categories as it follows:

What went well?

Even though I did not have the background degree desired by Dublin Business School (2014) “minimum entry requirements for the MSc in Marketing ... are ... minimum Second Class Honours Degree (2.2) in a Level 8 Business degree from a recognised third level institution” I believe that my 10-years working in Advertising agencies and Design studios, and my post-graduation degree provided me enough Marketing knowledge to successfully achieve the level of study necessary to follow the modules content and the Dissertation development. As a consequence, my grades in all the MSc modules resulted in an average of 70% (i.e. First Class Honours).

Furthermore, as pointed out by Dublin Business School (2015) “Our expectations of you: ... you are a full time student ... attendance/availability Mon-Fri 9-6pm ... typically attending classes and working outside of class time on reading, assignment preparation” I consider that my modules commitment and Dissertation effort was appropriated to reach the DBS expectations since my only priority during the entire MSc was to successfully complete all readings, assignments and Dissertation of the Master programme.

Finally, to improve my interpersonal communication skills into the professional and academic expected level, as cited by Maxwell *et al.* (2009) “communication, definitely, at different levels... managing people politics, interpersonal skills, written communication like email, phoning people ... communication is important”, I tried to stay integrated with my classmates, lecturers and DBS staffs as much as I could to develop my communication skills.

What went bad?

One point that must be reviewed in DBS Master programmes is the minimum English requirement “for applicants whose first language is not English, the minimum English language requirement for entry to the programme is IELTS score 6.5 (or equivalent)” because many students in my class had an immense difficulty to understand and clearly to speak English (Dublin Business School, 2014).

Moreover, one of the main issues of the Master's modules was the group assignments process. Despite as highlighted in Dublin Business School (2015) "Our expectations of you: ... group work", I identified that some of my classmates were not prepared and committed to assume responsibilities toward the quality of the assignments results. Therefore, the conflict resolution generated overload responsibilities to few engaged students.

Lastly, the research database provided by the DBS did not entirely fulfil my Dissertation needs. There was a shortage of references about my topic (i.e. Customer Journey and Design Thinking) what caused a large waste of time searching for specific references. In addition, after spending hours trying to find important references, I had to look in external databases because I did not find them at the DBS sources.

6.4 Analysis

To better analyse my experiences in the Master programme and the Dissertation, I broke down the MSc elements into specific components as it follows:

Lecturer: I believe that most of the lecturers had an adequate behaviour when conducting the classes since they encouraged the students to upgrade their knowledge by providing relevant and contemporary content. In addition, the Research Method lecturer was very competent teaching all the important content that was successfully used in the Dissertation.

Lectures: I think that the proposed aims for the modules were attained since my understanding of the Marketing content, such as Consumer Behaviour theories and models, grew significantly during the course. Also, my research background had a wide improvement during the Research Methods classes, which made the development of the Dissertation possible.

Assignments: I am convinced that I reached the assignments purposes since I better understood the modules content by searching, comparing and writing about contemporary theories and practices. Besides, the Dissertation was a quick but important study since in just 3 months I learned so much about different subjects and completed the research paper in the time promised.

6.5 Conclusion

The main objective of this reflection is to learn and improve myself by understanding the causes and solutions of the positive and negative experiences that I had during the Master programme. Therefore, I split this stage as it follows:

What I learned?

I had the opportunity to refine my knowledge about this fascinating area (i.e. Marketing) by gathering information from lectures, books, articles and websites. Consequently, my Dissertation topic (Customer Journey) was defined and supported by this large amount of information. The result was a researching and writing process well-structured and assisted by a strong expertise background.

Besides, like every milestone challenge in my life I knew that I had to put all my effort to reach the desirable goal. Thus, I dedicated a great quantity of time to learn the modules content, to develop high-quality assignments and to create a solid Dissertation.

Unfortunately, I learned that I cannot expect the same intensity of commitment from all my classmates because not everyone has equal maturity and experience to reach satisfactory outcomes expected for a Master level.

What will I improve?

I believe that my educational and personal development is in the right "track". However, I always have to aim higher goals to maintain my motivation elevated. Hence, I will improve my growth by reading additional Marketing sources (e.g. books and articles), writing more articles and essays related to my Dissertation topic (i.e. Design Thinking and Customer Journey), investigating the academic writing standards and deeply studying the English language.

Additionally, I will improve some personal skills learned during this Master programme. To avoid similar group difficulties I will carefully choose my group partners, improve my group communication skills, refine my group motivation expertise and develop new conflict resolution abilities. These acquired skills will be enhanced to produce better future results for my personal and professional life.

6.6 Action Plan

If I had the opportunity to attend this Master again, I would have prepared my Marketing background better therefore, so I could have had more insights and contributions during the lectures period and Dissertation progress. Besides, I would have enhanced my personal communication skills to avoid unpleasant group disagreements.

For the future, I will use all the modules handouts, presentations and assignments information to support my thoughts in the Marketing and Design knowledge field. I will be able to continue the combination of these 2 areas and use them in consequent theories and practices. Additionally, the Dissertation content will be my expertise research area for further studies.

To conclude, as part of the process of achieving my professional goal, the content learned in this programme has a fundamental role since it will be the knowledge background to build my professional path. Therefore, the combination of Marketing and Design gave me the possibility of choosing two different options: (1) continue the academic life and start a PhD in Lisbon in 2017. This is an opportunity to deeply proceed with my research and become a world expert in this area. (2) get a job in a Design department of a big company in Brazil and use my Marketing knowledge to develop a singular and integrated point-of-view.

Chapter 7: References

7 References

- Almendra, R. and Christiaans, H. (2013) 'Design Thinking: The Emperor's New Suit'. *Design Principles and Practices: An International Journal: Annual Review*, 6. Available at: <http://designprinciplesandpractices.com/> (Accessed: 10 June 2015).
- Andaleeb, S. and Conway, C. (2006) 'Customer satisfaction in the restaurant industry: an examination of the transaction-specific model', *Journal of Services Marketing*, 20 (1), pp. 3–11. Available at: <http://dx.doi.org/10.1108/08876040610646536> (Accessed: 5 June 2015).
- AQUAD (2015) 'Infos'. Available at: <http://www.aquad.de/en/infosandfeatures> (Accessed: 8 August 2015).
- Beckman, S. and Barry, M. (2007) 'Innovation as a Learning Process: Embedding Design Thinking', *California Review Management*, 50 (1). Available at: http://static1.1.sqspcdn.com/static/f/425112/4863286/1259043624957/2_InnovationAsLearningProcess.pdf?token=uYAjLqsViyqRDc%2FF%2Fv0BAWQ4ZK0%3D (Accessed: 2 August 2015).
- Berry, L., Carbone, P. and Haeckel, H. (2002) 'Managing the total customer experience', *MIT Sloan Management Review*, 43, pp. 85-90. Available at: <http://sloanreview.mit.edu/article/managing-the-total-customer-experience> (Accessed: 4 August 2015).
- Bonini, L. A. and Sbragia, R. (2011) 'O modelo de design thinking como indutor da inovação nas empresas: um estudo empírico', *Revista de Gestão e Projetos GeP*, 2 (1), pp. 03-25. Available at: <http://dialnet.unirioja.es/descarga/articulo/5078014.pdf> (Accessed: 25 March 2015).
- Bono, E. (2006) *Why So Stupid? In: Management-Issues*. Pensamento Lateral.
- Bougoure, U.-S. and Neu, M.-K. (2010) 'Service Quality in the Malaysian Fast Food Industry: An Examination Using DINESERV', *Services Marketing Quarterly*, 31, pp. 194–212.
- Brewer, P. and Venaik, S. (2010) 'GLOBE practices and values: a case of diminishing marginal utility?', *Journal of International Business Studies*, 41 (8), pp. 1316-1324.
- BRF (2015) 'Lei do Churrasco Gaúcho: Tradição seguida à risca no Rio Grande Sul'. Available at: <http://www.brf-foodservices.com.br/fique-por-dentro/lei-do-churrasco-gaucha-tradicao-seguida-risca-no-rio-grande-sul%20> (Accessed: 21 April 2015).
- Brown, T. (2008) 'Design Thinking'. *Harvard Business Review*, pp. 84-92. Available at: <https://hbr.org/2008/06/design-thinking> (Accessed: 5 March 2015).
- Bryman, A. (2006) 'Integrating quantitative and qualitative research: how is it done?', *Qualitative Research*, 6 (1), pp. 97-113. Available at: <http://www.sagepub.com/bjohnsonstudy/articles/Bryman.pdf> (Accessed: 7 March 2015).
- Bujisic, M., Hutchinson, J. and Parsa, H.G. (2014) 'The effects of restaurant quality attributes on customer behavioral intentions', *International Journal of Contemporary Hospitality Management*, 26 (8), pp. 1270-1291. Available at: <http://dx.doi.org/10.1108/IJCHM-04-2013-0162> (Accessed: 10 August 2015).
- Carr, C. L. (2007) 'The FAIRSERV model: Consumer reactions to services based on a multidimensional evaluation of service fairness', *Decision Sciences*, 38 (1), pp. 107–130. Available at: <http://onlinelibrary.wiley.com/doi/10.1111/j.1540-5915.2007.00150.x/full> (Accessed: 4 March 2015).
- Coye, R.W. (2004) 'Managing customer expectations in the service encounter', *International Journal of Service Industry Management*, 15 (1), pp. 54-71. Available at: <http://dx.doi.org/10.1108/09564230410523330> (Accessed: 20 May 2015).

Credo (2011). [Online]. In *Business: The ultimate resource*. London, United Kingdom: A&C Black. Available at: http://search.credoreference.com/content/entry/ultimatebusiness/customer_expectation/0 (Accessed: 9 June 2015).

Cronin, J.J. and Taylor, S.A. (1992) 'Measuring service quality: a re-examination and extension', *Journal of Marketing*, 56 (3), pp. 55-68. Available at: https://www.researchgate.net/publication/225083621_Measuring_Service_Quality_-_A_Reexamination_And_Extension (Accessed: 10 March 2015).

Cross, N. (2011) *Design Thinking: Understanding How Designers Think and Work*. Oxford: Berg.

Dabholkar, P.A. (1993) 'Customer satisfaction and service quality: two constructs or one?', in Cravens, D.W. and Dickson, P.R. (Eds), *Enhancing Knowledge Development in Marketing*, American Marketing Association, IL, pp. 10-18.

Design Council (2015) 'Innovation by Design'. Available at: <http://www.designcouncil.org.uk/sites/default/files/asset/document/innovation-by-design.pdf> (Accessed: 23 August 2015).

Design Thinking Network (2012) 'Is there a difference between Customer Journey Mapping and Service Blueprint?'. Available at: <http://www.designthinkingnetwork.com/forum/topics/is-there-a-difference-between-customer-journey-mapping-and> (Accessed: 4 March 2015).

Dillman, D.A. (2007) *Mail and Internet Surveys: The Tailored Design Method*. 2nd edn. Hoboken, NJ: Wiley.

DiPietro, R., Parsa, H.G. and Gregory, A. (2011) 'Restaurant QSC inspections and financial performance: an empirical investigation', *International Journal of Contemporary Hospitality Management*, 23 (7), pp. 982-999. Available at: <http://dx.doi.org/10.1108/09596111111167560> (Accessed: 11 June 2015).

Dublin Business School (2015) 'Induction'.

Dublin Business School (2014) 'Master of Science (MSc) in Marketing'. Available at: <http://www.dbs.ie/marketing-msc> (Accessed: 28 March 2015).

Dutta, K., Parsa, H.G., Parsa, A.R. and Bujisic, M. (2013) 'Change in consumer patronage and willingness to pay at different levels of service attributes in restaurants: a study from India', *Journal of Quality Assurance in Hospitality and Tourism*, 15 (2), pp. 149-174. Available at: <http://www.tandfonline.com/doi/full/10.1080/1528008X.2014.889533> (Accessed: 22 August 2015).

Fischer, R. (2009) 'Where is culture in cross cultural research? An outline of a multilevel research process for measuring culture as a shared meaning system', *International Journal of Cross Cultural Management*, 9 (1), pp. 25-49. Available at: <http://ccm.sagepub.com/content/9/1/25.abstract> (Accessed: 21 July 2015).

Gazzoli, G., Hancer, M. and Kim, B. (Peter) (2013) 'Explaining why employee-customer orientation influences customers' perceptions of the service encounter', *Journal of Service Management*, 24 (4), pp. 382 – 400. Available at: <http://dx.doi.org/10.1108/JOSM-09-2012-0192> (Accessed: 15 March 2015).

Glaser, B. and Strauss, A. (1967) *The Discovery of Grounded Theory: Strategies for Qualitative Research*. Chicago: Aldine.

Gregorio, R. and Cronemyr, P. (2011) 'From expectations and needs of service customers to control chart specification limits', *The TQM Journal*, 23 (2), pp. 164-178. Available at: <http://dx.doi.org/10.1108/17542731111110221> (Accessed: 21 June 2015).

Grönroos, C. (1990) *Service Management and Marketing*. Lexington: Lexington Books.

G1 (2013) 'Veja diferenças entre definições de classes sociais no Brasil'. Available at: <http://g1.globo.com/economia/seu-dinheiro/noticia/2013/08/veja-diferencas-entre-conceitos-que-definem-classes-sociais-no-brasil.html> (Accessed: 1 May 2015).

Ha, J. and Jang, S. S. (2013) 'Attributes, consequences, and consumer values', *International Journal of Contemporary Hospitality Management*, 25 (3), pp. 383-409. Available at: <http://dx.doi.org/10.1108/09596111311311035> (Accessed: 5 June 2015).

Hanson, D. and Nitzsche, R. (2006) 'Designing, a Transformação do Design Estratégico', *III SEGeT Simpósio de Excelência em Gestão de Tecnologia*. Available at: http://www.aedb.br/seget/arquivos/artigos07/11_Hanson%20e%20Nitzsche%20Designing.pdf (Accessed: 10 March 2015).

Haseki, M. (2013) 'Customer expectations in mall restaurants: a case study', *International Journal of Business and Society*, 14 (1), pp. 41-60. Available at: <https://www.questia.com/library/journal/1P3-2989433281/customer-expectations-in-mall-restaurants-a-case> (Accessed: 7 July 2015).

Hsieh, Y. and Yuan, S. (2010) 'Modelling service experience design processes with customer expectation management', *Kybernetes*, 39 (7), pp. 1128-1144. Available at: <http://dx.doi.org/10.1108/03684921011062746> (Accessed: 9 June 2015).

Iacobucci, D., Grayson, K.A. and Ostrom, A.L. (1994) 'The calculus of service quality and customer satisfaction: theoretical and empirical differentiation and integration', *Advances in Services Marketing and Management*, 3. Available at: https://www.researchgate.net/publication/235361435_The_Calculus_of_Service_Quality_and_Customer_Satisfaction_Theoretical_and_Empirical_Differentiation_and_Integration (Accessed: 21 May 2015).

IDEO (2015) *The Field Guide to Human-Centered Design*. San Francisco.

Jahoda, G. (1984) 'Do we need a concept of culture?', *Journal of Cross-Cultural Psychology*, 15 (2), pp. 139-151. Available at: https://www.researchgate.net/publication/247723109_Do_We_Need_a_Concept_of_Culture (Accessed: 29 July 2015).

Jeanne, L. (2014) 'Innovative ways companies are using design thinking', *Strategy & Leadership*, 42 (2), pp. 40-45. Available at: <http://dx.doi.org/10.1108/SL-01-2014-0004> (Accessed: 11 March 2015).

Johns, N. and Clark, S.L. (1993) 'The quality audit: a means of monitoring the service provided by museums and galleries', *Journal of Museum Management and Curatorship*, 12, pp. 360-6. https://www.researchgate.net/publication/233296882_Customer_perception_auditing_A_means_of_monitoring_the_service_provided_by_museums_and_galleries (Accessed: 21 June 2015).

Johns, N. and Howard, A. (1998) 'Customer expectations versus perceptions of service performance in the foodservice industry', *International Journal of Service Industry Management*, 9 (3), pp. 248-265. Available at: <http://dx.doi.org/10.1108/09564239810223556> (Accessed: 2 June 2015).

Johnson, M.D., Anderson, E.W. and Fornell, C. (1995) 'Rational and adaptive performance expectations in a customer satisfaction framework', *The Journal of Consumer Research*, 21 (4), pp. 695-707. Available at: <http://jcr.oxfordjournals.org/content/21/4/695> (Accessed: 8 May 2015).

Johnston, R. and Kong, X. (2011) 'The customer experience: a road-map for improvement', *Managing Service Quality: An International Journal*, 21 (1), pp. 5–24. Available at: <http://dx.doi.org/10.1108/09604521111100225> (Accessed: 5 June 2015).

Johnston, R. (1999) 'Service operations management: return to roots', *International Journal of Operations & Production Management*, 19, pp. 104–24.

Kano, N., Seraku, N., Takahashi, F. and Tsuji, S. (1984) 'Attractive quality and must-be quality', *The Journal of the Japanese Society for Quality Control*, 14 (2), pp. 39–48. Available at: <https://www.researchgate.net/publication/261703091> *Attractive Quality and Must Be Quality* (Accessed: 10 April 2015).

Keith, N. and Simmers, C. (2011) 'Measuring Service Quality Perceptions of Restaurant Experiences: The Disparity between Comment Cards and DINESERV', *Journal of Foodservice Business Research*, 14, pp. 20–32. Available at: <https://www.researchgate.net/publication/233319438> *Measuring Service Quality Perceptions of Restaurant Experiences The Disparity Between Comment Cards and DINESERV* (Accessed: 5 August 2015).

Kim, H. J., McCahon, C. and Miller, J. (2003) 'Assessing Service Quality in Korean Casual-Dining Restaurants Using DINESERV', *Journal of Foodservice Business Research*, 6 (1). Available at: <http://www.haworthpress.com/store/product.asp?sku=J06> (Accessed: 4 June 2015).

Kim, M. G. and Mattila, A. S. (2013) 'Does a surprise strategy need words? The effect of explanations for a surprise strategy on customer delight and expectations', *Journal of Services Marketing*, 27 (5), pp. 361–370. Available at: <http://dx.doi.org/10.1108/JSM-01-2012-0008> (Accessed: 5 April 2015).

Kingman-Brundage, J. (1989) *The ABCs of service blueprinting*. New York: Kingman-Brundage Inc.

Laroche, M., Ueltschy, L. C., Abe, S., Cleveland, M. and Yannopoulos, P. P. (2004) 'Service quality perceptions and customer satisfaction: Evaluating the role of culture', *Journal of International Marketing* 12, 3, pp. 58–85. Available at: <https://www.researchgate.net/publication/240296328> *Service Quality Perceptions and Customer Satisfaction Evaluating the Role of Culture* (Accessed: 3 July 2015).

Manrai, L. and Manrai, A. (2011) 'Hofstede's Cultural Dimensions and Tourist Behaviors: A Review and Conceptual Framework', *Journal of Economics, Finance and Administrative Science*. Available at: <http://www.scielo.org.pe/pdf/jefas/v16n31/a03v16n31.pdf> (Accessed: 21 March 2015).

Marković, S. and Raspor, S. (2011) 'Measuring customers' expectations: gaining competitive advantages in restaurant industry'. Available at: <http://eknjiznica.unipu.hr/1984> (Accessed: 5 June 2015).

Marković, S., Raspor, S. and Šegarić, K. (2010) Does restaurant performance meet customers' expectations? An assessment of restaurant service quality using a modified DINESERV approach, *Tourism and Hospitality Management*, 16 (2), pp. 181–195. Available at: <https://www.researchgate.net/publication/256020020> *Does Restaurant Performance Meet Customers' Expectations An Assessment of Restaurant Service Quality Using a Modified Dineserv Approach* (Accessed: 21 March 2015).

Martilla, J.A. and James, J.C. (1977) 'Importance-performance analysis', *Journal of Marketing*, 41 (1), pp. 77–9. Available at: http://www.jstor.org/stable/1250495?origin=crossref&seq=1#page_scan_tab_contents (Accessed: 6 July 2015).

Maxwell, G., Scott, B., Macfarlane, D. and Williamson, E. (2009) 'Employers as stakeholders in postgraduate employability skills development'. *International Journal of Management Education*, 8 (2), pp. 13-23. Available at: http://www-new1.heacademy.ac.uk/assets/bmaf/documents/publications/IJME/accepted_for_publication/IJME267.pdf (Accessed: 28 March 2015).

McDonald, M. (2011) *Marketing plans for service businesses: a complete guide*. 3rd edn.

Mhlanga, O., Hattingh, Z., Moolman, H. J. (2015) 'Influence of demographic variables on customers' experiences in formal full-service restaurants in Port Elizabeth, South Africa', *Tourism Original scientific paper*, 63 (2), pp. 143-160.

Mooij, D. M. (2010) 'Mental processes across cultures: implications for branding and communication', *Communicative Business*, 1, pp. 27-49. Available at: <http://www.torrossa.com/resources/an/2638529> (Accessed: 6 March 2015).

Mooij, D. M., & Hofstede, G. (2011) 'Cross-cultural Consumer Behavior: A Review of Research Findings', *Journal of International Consumer Marketing*, 23 (3/4), pp. 181-192. Available at: https://www.researchgate.net/publication/233091789_Cross-Cultural_Consumer_Behavior_A_Review_of_Research_Findings (Accessed: 28 July 2015).

Montreuil, B. and Caisse, S. (2006) 'Mapping Client Expectations for Better Business Design Innovation', *Frontiers of E-Business Research*. Available at: https://www.researchgate.net/publication/254388651_Mapping_Client_Expectations_for_Better_Business_Design_Innovation (Accessed: 27 June 2015).

Namkung, Y. and Jang, S.C. (Shawn) (2008) 'Are highly satisfied restaurant customers really different? A quality perception perspective', *International Journal of Contemporary Hospitality Management*, 20 (2), pp. 142-155. Available at: <http://dx.doi.org/10.1108/09596110810852131> (Accessed: 5 May 2015).

Norton, D. W. and Pine II, B. J. (2013) 'Using the Customer Journey to road test and refine the business model', *Strategy & Leadership*, 41 (2), pp. 12-17. Available at: <http://dx.doi.org/10.1108/10878571311318196> (Accessed: 7 March 2015).

Olson, J. and Dover, P. (1979) 'Disconfirmation of consumer expectations through product trial', *Journal of Applied Psychology*, 64, pp. 179-189. Available at: <http://dx.doi.org/10.1037/0021-9010.64.2.179> (Accessed: 23 March 2015).

Parasuraman, A., Zeithaml, V.A. and Berry, L.L. (1991) 'Refinement and reassessment of the SERVQUAL scale', *Journal of Retailing*, 67 (4), pp. 420-50.

Parasuraman, A., Zeithaml, V. A. and Berry, L. L. (1985) 'A conceptual model of service quality and its implications for future research', *Journal of Marketing*, 49 (4), pp. 41-50.

Park, S., Kim, K. and O'Neill, M. (2014) 'Complaint behavior intentions and expectation of service recovery in individualistic and collectivistic cultures', *International Journal of Culture, Tourism and Hospitality Research*, 8 (3), pp. 255-271. Available at: <http://dx.doi.org/10.1108/IJCTHR-12-2013-0084> (Accessed: 2 March 2015).

Peng, A. C. N. and Hung, K. (2015) 'The effects of luxury restaurant environments on diners' emotions and loyalty', *International Journal of Contemporary Hospitality Management*, 27 (2), pp. 236-260. Available at: <http://dx.doi.org/10.1108/IJCHM-07-2013-0280> (Accessed: 7 June 2015).

Robson, C. (2002) *Real World Research*. 2nd edn. Oxford: Blackwell.

Ryu, K., Lee, h.-R. and Kim, W. (2012) 'The influence of the quality of the physical environment, food, and service on restaurant image, customer perceived value, customer satisfaction,

and behavioural intentions', *International Journal of Contemporary Hospitality Management*, 24 (2), pp. 200-223. Available at: <http://dx.doi.org/10.1108/09596111211206141> (Accessed: 21 June 2015).

Saunders, M., Lewis, P. and Thornhill, A. (2009) *Research Methods for Business Students*. 5th edn. Harlow: FT Prentice Hall.

Shavitt, S., Lee, A.Y. and Johnson, T.P. (2008) 'Cross-cultural consumer psychology', *Handbook of Consumer Psychology*, pp. 1103-1131. Available at: <http://business.illinois.edu/shavitt/Handbook%20Chapter%20page%20proofs.pdf> (Accessed: 10 July 2015).

Shostack, G.L. (1992) 'Understanding services through blueprinting', *Advances in Services Marketing and Management*, pp. 16-23.

Skinner, C. (2010) 'The complete Customer Journey: avoiding technology and business barriers to measure the total value of media', *Business Strategy Series*, 11 (4), pp. 223-226. Available at: <http://dx.doi.org/10.1108/17515631011063758> (Accessed: 25 March 2015).

Slack, N. (1994) 'The importance-performance matrix as a determinant of improvement priority', *International Journal of Operations & Production Management*, 14 (5), pp. 59-75. Available at: <http://dx.doi.org/10.1108/01443579410056803> (Accessed: 7 April 2015).

Solomon, M., Bamossy, G.J., Askegaard, S. and Hogg, M.K. (2006) *Consumer Behaviour: A European Perspective*. 3rd edn. London: Prentice Hall.

Stevens, P., Knutson, B., & Patton, M. (1995) 'DINESERV: a tool for measuring service quality in restaurant', *The Cornell Hotel and Restaurant Administration Quarterly*, 36 (2), pp. 56-60. Available at: <http://cqx.sagepub.com/content/36/2/56> (Accessed: 22 March 2015).

Stickdorn and Schneider (2010) *This is Service Design Thinking: Basics, Tools, Cases*. Bis Publishers: Amsterdam.

Suddaby, R. (2006) 'From the editors: what grounded theory is not', *Academy of Management Journal*, 49 (4), pp. 633-42. Available at: https://www.researchgate.net/publication/253203051_From_the_Editors_What_Grounded_Theory_Is_Not (Accessed: 14 July 2015).

Sun, G., D'Alessandro, S., Johnson, L. and Winzar, H. (2014) 'Do we measure what we expect to measure? Some issues in the measurement of culture in consumer research', *International Marketing Review*, 31 (4), pp. 338-362. Available at: <http://dx.doi.org/10.1108/IMR-03-2012-0055> (Accessed: 5 June 2015).

Taguchi, G. (1987) 'System of Experimental Design: Engineering Methods to Optimize Quality and Minimize Costs', *Kraus International Publications*, 1.

Tam, J. L. M. (2005) 'Examining the dynamics of consumer expectations in a Chinese context', *Journal of Business Research*, 58, pp. 777-786. Available at: https://www.researchgate.net/publication/222015647_Examining_the_dynamics_of_consumer_expectations_in_a_Chinese_context (Accessed: 15 April 2015).

Taras, V., Steel, P. and Kirkman, B.L. (2010) 'Negative practice-value correlations in the GLOBE data: unexpected findings, questionnaire limitations and research directions', *Journal of International Business Studies*, 41 (8), pp. 1330-1338. https://www.researchgate.net/publication/45181081_Negative_Practice-Value_Correlations_in_the_GLOBE_Data_Unexpected_Findings_Questionnaire_Limitations_and_Research_Directions (Accessed: 27 March 2015).

Teixeira, J., Patrício, L., Nunes, N. J., Nóbrega, L., Fisk, R. P. and Constantine, L. (2012) 'Customer experience modeling: from customer experience to service design', *Journal of Service Management*, 23 (3), pp. 362-376. Available at: <http://dx.doi.org/10.1108/09564231211248453> (Accessed: 8 April 2015).

The Hofstede Centre (2015) 'What about Brazil'. Available at: <http://geert-hofstede.com/brazil.html> (Accessed: 10 August 2015).

Triandis, H. (1972) *The analysis of subjective culture*. New York: Wiley.

Tschimmel, K. (2012) 'Design Thinking as an effective Toolkit for Innovation', *XXIII ISPIM Conference*. Available at: http://www.academia.edu/1906407/Design_Thinking_as_an_effective_Toolkit_for_Innovation (Accessed: 7 June 2015).

Tschimmel, K. (2015) 'Evolution 6²'.

Tylor, E.B. (1871) *Primitive Culture: Researches into the Development of Mythology, Philosophy, Religion, Language, Art, and Custom*. New York: Henry Holt.

University of Kent (2012) 'Reflective Learning and Writing'. Available at: <http://www.kent.ac.uk/learning/resources/studyguides/reflectivelearningandwriting.pdf> (Accessed: 28 March 2015).

Vanniarajan, T. and Meharajan, T. (2012) 'Dineserv: A Tool for Measuring Service Quality in Restaurants', *Journal of Marketing & Communication*, 8 (2). Available at: <http://connection.ebscohost.com/c/articles/84955381/dineserv-tool-measuring-service-quality-restaurants> (Accessed: 21 May 2015).

Vianna, M., Vianna, Y., Adler, I. K., Lucena, B. and Russo, B. (2012) *Design thinking: inovação em negócios*. Rio de Janeiro: MJV Press.

Vijayvargy, L. (2014) 'Measuring Service Quality Using SERVQUAL: A Case of Restaurant Chain', *International Journal of Management and Innovation*, 6 (2). Available at: <http://www.readperiodicals.com/201407/3360181611.html> (Accessed: 20 April 2015).

Walter, U., Edvardsson, B. and Öström, Å. (2010) 'Drivers of customers' service experiences: a study in the restaurant industry', *Managing Service Quality*, 20 (3), pp. 236-258. <http://dx.doi.org/10.1108/09604521011041961> (Accessed: 3 May 2015).

Wen, C., Qin, H., Prybutok, V. R. and Blankson, C. (2012) 'The Role of National Culture on Relationships Between Customers' Perception of Quality, Values, Satisfaction, and Behavioral Intentions', *Quality Management Journal*, 19 (4). Available at: <http://connection.ebscohost.com/c/articles/83070841/role-national-culture-relationships-between-customers-perception-quality-values-satisfaction-behavioral-intentions> (Accessed: 20 June 2015).

Wu, H.-C. (2013) 'An Empirical Study of the Effects of Service Quality, Perceived Value, Corporate Image, and Customer Satisfaction on Behavioral Intentions in the Taiwan Quick Service Restaurant Industry', *Journal of Quality Assurance in Hospitality & Tourism*, 14, pp. 364-390. Available at: https://www.researchgate.net/publication/271992421_An_Empirical_Study_of_the_Effects_of_Service_Quality_Perceived_Value_Corporate_Image_and_Customer_Satisfaction_on_Behavioral_Intentions_in_the_Taiwan_Quick_Service_Restaurant_Industry (Accessed: 5 April 2015).

Yoon, S., Suk, K., Lee, S. and Park, E. (2010) 'To seek variety or uniformity: The role of culture in consumers' choice in a group setting', *Springer Science+Business Media*, 22, pp. 49-64. Available at: https://www.researchgate.net/publication/227132974_To_seek_variety_or_uniformity_The_role_of_c

[ulture in consumers%27 choice in a group setting Marketing Letters 221 49-64](#) (Accessed: 26 March 2015).

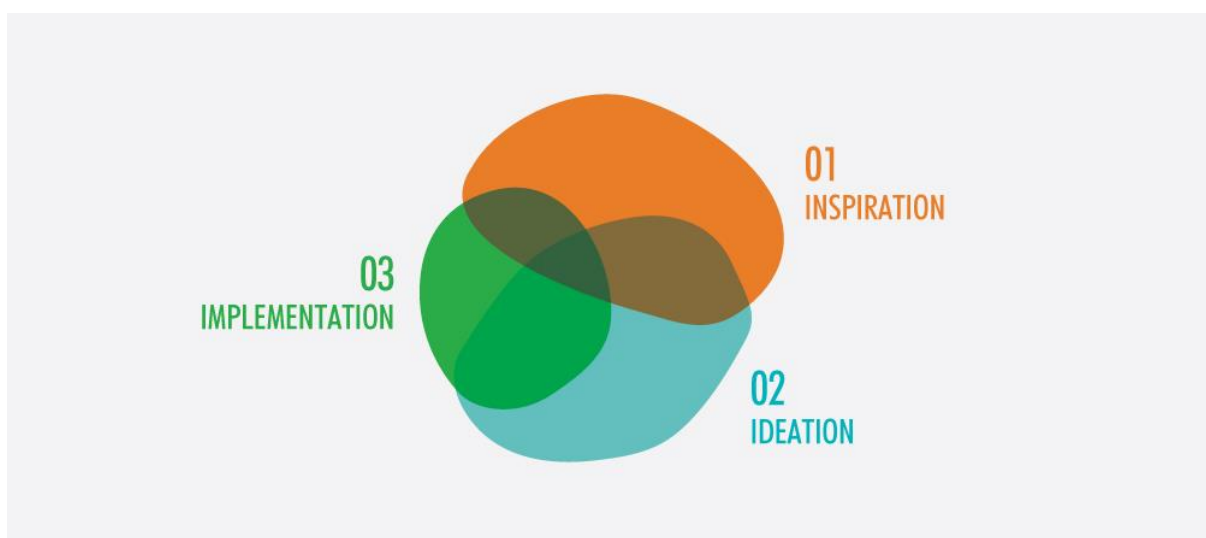
Zeithaml, V. and Bitner, M.J. (2003) *Services Marketing*. 3rd edn. Boston: McGraw-Hill Irwin.

Ziqiong, Z., Zili, Z. and Rob, L. (2013) 'Regional effects on customer satisfaction with restaurants', *International Journal of Contemporary Hospitality Management*, 25 (5), pp. 705-722. Available at: <http://dx.doi.org/10.1108/IJCHM-Aug-2012-0148> (Accessed: 18 July 2015).

Chapter 8: Appendices

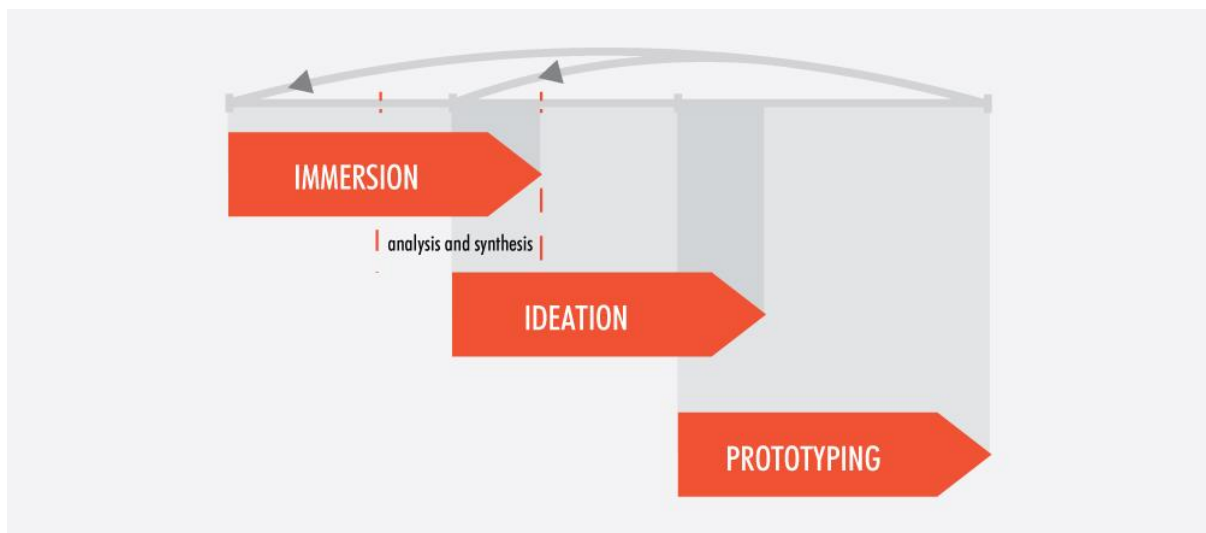
8 Appendices

Appendix 1 HCD Model

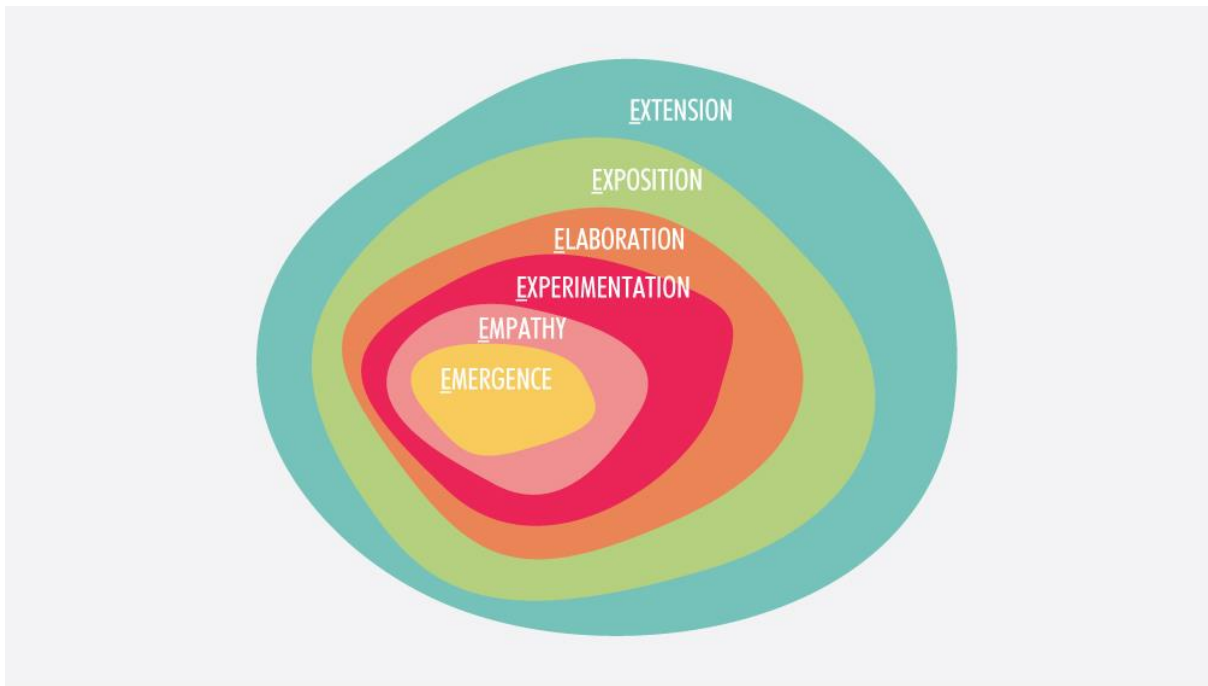


Source: IDEO (2015)

Appendix 2 Vianna Model



Source: Vianna *et al.* (2012)



Source: Tschimmel (2015)

Appendix 4 Observation Technique form

Table _____		M _____	W _____	Age _____					
_____	Parked the CAR	<input type="checkbox"/>	INSIDE	<input type="checkbox"/>	OUTSIDE				
_____	Spoke to RECEPTIONIST	_____							
_____	Decided the TABLE	<input type="checkbox"/>	STAFF	<input type="checkbox"/>	GROUP	<input type="checkbox"/>	MAN	<input type="checkbox"/>	WOMAN
_____	Received the MENU	_____							
_____	Ordered the DRINK	<input type="checkbox"/>	IMMEDIATE	<input type="checkbox"/>	CHOOSE				
_____	Received the DRINK	_____							
_____	Ordered the APPETIZER	<input type="checkbox"/>	IMMEDIATE	<input type="checkbox"/>	CHOOSE				
_____	Received the APPETIZER	_____							
_____	Ordered the MEAL	<input type="checkbox"/>	GROUP	<input type="checkbox"/>	MAN	<input type="checkbox"/>	WOMAN		
_____	Received the MEAL	_____							
_____	Went to the TOILET	_____							
_____	Used the CELLPHONE	<input type="checkbox"/>	GROUP	<input type="checkbox"/>	INDIVIDUAL				
_____	Heard the MUSIC	_____							
_____	Spoke to other CUSTOMERS	_____							
_____	Ordered EXTRAS	_____							
_____	Received the MENU	_____							
_____	Ordered the DESSERT	<input type="checkbox"/>	GROUP	<input type="checkbox"/>	MAN	<input type="checkbox"/>	WOMAN		
_____	Received the DESSERT	_____							
_____	Ordered the BILL	_____							
_____	Pay the BILL	<input type="checkbox"/>	GROUP	<input type="checkbox"/>	INDIVIDUAL				
_____		_____							
_____		_____							
_____		_____							

Source: Author

Appendix 5 Semi-structured Interview script

Hi,

This interview is part of my Dissertation in Marketing at Dublin Business School.

It is divided in TWO phases:

- Before you go to Steakhouse X (Pre-Service);
- After you go to Steakhouse X (Post-Service).

Please, answer the questions sincerely and know that your anonymity will be total.

Thank you very much!

Gender:	<input type="checkbox"/> male <input type="checkbox"/> female
Age:	<input type="checkbox"/> 18-24 y <input type="checkbox"/> 25-34 y <input type="checkbox"/> 35-44 y <input type="checkbox"/> 45-54 y <input type="checkbox"/> 55 y or more
How do you used to dine at Steakhouse X?	<input type="checkbox"/> alone <input type="checkbox"/> with companion <input type="checkbox"/> with friend(s)

Pre-service
Do you receive or see any advertising of the Steakhouse X? In what media?
Does it motivates you to go to Steakhouse X?
Can you describe your process of choosing the Steakhouse X for dinner?
Does a friend indication influences your choice? Why?
What other aspects influence your choice?
Can you describe your process of "matching" with friend(s) to dine at Steakhouse X?
How do you communicate with he/she/them?
How long does this matching takes?
How do you reach a consensus?

Post-service
Do you receive any personalized communication after going to Steakhouse X? In what media?
Does it motivates you to go to Steakhouse X again?
Do you publicize the Steakhouse X in Social Medias (post, tweet, retweet)?
Do you publish photos? Do you review the restaurant?
Can you describe how do you interact with the Steakhouse X after dining there?
How does it communicates with you?
Do you indicate it to your friend(s)?

Source: Author

Appendix 6 Internet-mediated questionnaire (English version)

Hi,
This questionnaire is part of my Dissertation in Marketing at Dublin Business School.

It is divided in TWO parts:

- Part 1 - Your DINNER EXPECTATION of a RESTAURANT of SANTA MARIA / RS.
- Part 2 - Your DINNER PERCEPTION of the Steakhouse X.

If you never had these experiences, thank you, but your participation will not be valid for the study.

Please, answer the questions sincerely and know that your anonymity will be total.
Thank you very much!

Gender:	<input type="checkbox"/> male <input type="checkbox"/> female
Age:	<input type="checkbox"/> 18-24 y <input type="checkbox"/> 25-34 y <input type="checkbox"/> 35-44 y <input type="checkbox"/> 45-54 y <input type="checkbox"/> 55 y or more
How do you used to dine in a restaurant in Santa Maria?	<input type="checkbox"/> alone <input type="checkbox"/> with companion <input type="checkbox"/> with friend(s)

Part 1 (Dinner in a restaurant in Santa Maria)

Mark one answer for each question, considering the variation of the scale:
1. Totally disagree 2. Disagree 3. Undefined 4. Agree 5. Totally agree

01. When ARRANGING with friend(s) or companion to dine in a restaurant in SM:

It is important to be quick the decision?	Totally disagree	1	2	3	4	5	Totally agree
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
It is important to be a consensus decision?	Totally disagree	1	2	3	4	5	Totally agree
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

02. When PARKING in a restaurant in SM:

It is important to feel safe?	Totally disagree	1	2	3	4	5	Totally agree
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
It is important to have easy access to the parking area?	Totally disagree	1	2	3	4	5	Totally agree
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

03. When SPEAKING to the receptionist in a restaurant in SM:

It is important to feel comfortable and confident in your dealings with them?	Totally disagree	1	2	3	4	5	Totally agree
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
It is important the staff be clean, neat, and appropriately dressed?	Totally disagree	1	2	3	4	5	Totally agree
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

04. When SEATING in a restaurant in SM:

It is important to have comfortable seats?	Totally disagree	1	2	3	4	5	Totally agree
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

It is important to have a visually attractive dining area?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

05. When RECEIVING the MENU in a restaurant in SM:

It is important to receive quickly after you seat?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

It is important to have all the information you need to choose your orders (drink, appetizer, meal and dessert)?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

06. When REQUESTING your ORDER in a restaurant in SM:

It is important the staffs take note in a well-trained and competent way?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

It is important the staffs give extra effort to handle your special requests?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

07. When RECEIVING your ORDER in a restaurant in SM:

It is important to receive it in the time promised?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

It is important the DRINK be tasty and well-presented?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

It is important the APPETIZER be tasty and well-presented?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

It is important the MEAL be tasty and well-presented?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

It is important the DESSERT be tasty and well-presented?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

08. When SPEAKING to other clients in a restaurant in SM:

It is important to have easy access to the other tables?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

It is important to have a general vision of the other clients?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

09. When USING the SMARTPHONE in a restaurant in SM:

It is important to have easy access to the restaurant Wi-Fi?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

It is important to have a good signal quality (data and call)?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

10. When USING the TOILET in a restaurant in SM:

It is important to be thoroughly clean?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

It is important to have enough slots to not cause waiting time?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

11. When ORDERING the BILL in a restaurant in SM:

It is important to receive it quickly?	Totally disagree	1	2	3	4	5	Totally agree
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
It is important the bill corresponds to your orders?	Totally disagree	1	2	3	4	5	Totally agree
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

12. When PAYING the BILL in a restaurant in SM:

It is important to have the option to use all the payment types?	Totally disagree	1	2	3	4	5	Totally agree
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
It is important the payment process be quick and accurate?	Totally disagree	1	2	3	4	5	Totally agree
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

13. When RECOMMENDING to friend(s) or family a restaurant in SM:

It is important your recommendation be well-accepted?	Totally disagree	1	2	3	4	5	Totally agree
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
It is important that they demonstrate intension to go to the restaurant?	Totally disagree	1	2	3	4	5	Totally agree
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Part 2 (Dinner in the Steakhouse X)

Mark one answer for each question, considering the variation of the scale:
1. Totally disagree 2. Disagree 3. Undefined 4. Agree 5. Totally agree

01. When ARRANGING with friend(s) or companion to dine in the Steakhouse X:

Is it a quick the decision?	Totally disagree	1	2	3	4	5	Totally agree
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Is it a consensus decision?	Totally disagree	1	2	3	4	5	Totally agree
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

02. When PARKING in the Steakhouse X:

Do you feel safe?	Totally disagree	1	2	3	4	5	Totally agree
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Do you have easy access to the parking area?	Totally disagree	1	2	3	4	5	Totally agree
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

03. When SPEAKING to the receptionist in the Steakhouse X:

Do you feel comfortable and confident in your dealings with them?	Totally disagree	1	2	3	4	5	Totally agree
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Is the staff clean, neat, and appropriately dressed?	Totally disagree	1	2	3	4	5	Totally agree
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

04. When SEATING in the Steakhouse X:

Are the seats comfortable?	Totally disagree	1	2	3	4	5	Totally agree
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Is the dining area visually attractive?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

05. When RECEIVING the MENU in the Steakhouse X:

Do you receive quickly after you seat?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

Does it has all the information you need to choose your orders (drink, appetizer, meal and dessert)?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

06. When REQUESTING your ORDER in the Steakhouse X:

Do the staffs take note in a well-trained and competent way?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

Do the staffs give extra effort to handle your special requests?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

07. When RECEIVING your ORDER in the Steakhouse X:

Do you receive it in the time promised?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

Is the DRINK tasty and well-presented?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

Is the APPETIZER tasty and well-presented?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

Is the MEAL tasty and well-presented?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

Is the DESSERT tasty and well-presented?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

08. When SPEAKING to other clients in the Steakhouse X:

Do you have easy access to the other tables?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

Do you have a general vision of the other clients?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

09. When USING the SMARTPHONE in the Steakhouse X:

Do you have easy access to the restaurant Wi-Fi?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

Do you have a good signal quality (data and call)?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

10. When USING the TOILET in the Steakhouse X:

Is it thoroughly clean?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

Does it has enough slots to not cause waiting time?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

11. When ORDERING the BILL in the Steakhouse X:

Do you receive it quickly?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

Does the bill corresponds to your orders?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

12. When PAYING the BILL in the Steakhouse X:

Do you have the option to use all the payment types?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

Is the payment process quick and accurate?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

13. When RECOMMENDING to friend(s) or family the Steakhouse X:

Is your recommendation well-accepted?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

Do they demonstrate intension to go to the restaurant?		1	2	3	4	5	
	Totally disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally agree

Source: Author

Appendix 7 Observation Technique answers

Table 1 (11th November)

	Men: 1 / Women: 1	Age: 40 - 45
1	Parked the CAR	Inside
2	Spoke to RECEPTIONIST	
3	Decided the TABLE	Women
4	Received the MENU	
6	Ordered the DRINK	Immediate
7	Received the DRINK	2 options
	Ordered the APPETIZER	
	Received the APPETIZER	
9	Ordered the MEAL	Man / woman
10	Received the MEAL	
8	Went to the TOILET	Went to the car
5	Used the CELLPHONE	Individual
	Heard the MUSIC	
	Spoke to other CUSTOMERS	
	Ordered EXTRAS	
	Received the MENU	
	Ordered the DESSERT	
	Received the DESSERT	
12	Ordered the BILL	
13	Pay the BILL	Individual / credit card / man
OBS: 11 arrive friend		

Table 2 (11th November)

	Men: 0 / Women: 3	Age: 45 – 50
1	Parked the CAR	Inside
2	Spoke to RECEPTIONIST	
3	Decided the TABLE	Women
4	Received the MENU	Took a while to read
8	Ordered the DRINK	Immediate
9	Received the DRINK	
10	Ordered the APPETIZER	Choose
13	Received the APPETIZER	
15	Ordered the MEAL	Group
16	Received the MEAL	
	Went to the TOILET	
5-12	Used the CELLPHONE	Individual / Group
	Heard the MUSIC	
7	Spoke to other CUSTOMERS	

17	Ordered EXTRAS	Oil
19	Received the MENU	
20	Ordered the DESSERT	Group
21	Received the DESSERT	1 dessert for 3 people
22	Ordered the BILL	
23	Pay the BILL	Group / credit card
OBS: 6 - 14 arrive friend / 11 fix table / 18 collect the appetizer		

Table 3 (11th November)

	Men: 2 / Women: 0	Age: 30 - 35
1	Parked the CAR	Inside
2	Spoke to RECEPTIONIST	
3	Decided the TABLE	Group
4	Received the MENU	
5	Ordered the DRINK	Immediate
6	Received the DRINK	Bottle of beer
7	Ordered the APPETIZER	Choose
8	Received the APPETIZER	
9	Ordered the MEAL	Group
10	Received the MEAL	
	Went to the TOILET	
8.1	Used the CELLPHONE	Group / Individual
	Heard the MUSIC	
8.2	Spoke to other CUSTOMERS	
	Ordered EXTRAS	
	Received the MENU	
	Ordered the DESSERT	
	Received the DESSERT	
11	Ordered the BILL	
12	Pay the BILL	Group / credit card
OBS:		

Table 4 (11th November)

	Men: 0 / Women: 2	Age: 55 – 65
1	Parked the CAR	Inside
2	Spoke to RECEPTIONIST	
3	Decided the TABLE	Women
4	Received the MENU	
6	Ordered the DRINK	Immediate
8	Received the DRINK	

7	Ordered the APPETIZER	Immediate
9	Received the APPETIZER	
10	Ordered the MEAL	Group
11	Received the MEAL	
	Went to the TOILET	
5	Used the CELLPHONE	Individual
	Heard the MUSIC	
	Spoke to other CUSTOMERS	
	Ordered EXTRAS	
	Received the MENU	
	Ordered the DESSERT	
	Received the DESSERT	
12	Ordered the BILL	
13	Pay the BILL	Group
OBS:		

Table 5 (17th November)

	Men: 0 / Women: 2	Age: 40
1	Parked the CAR	Inside
2	Spoke to RECEPTIONIST	
3	Decided the TABLE	Group
4	Received the MENU	
7	Ordered the DRINK	Choose
9	Received the DRINK	<i>Clericot</i>
8	Ordered the APPETIZER	Choose
11	Received the APPETIZER	
	Ordered the MEAL	
	Received the MEAL	
	Went to the TOILET	
10	Used the CELLPHONE	Individual
	Heard the MUSIC	
6-14	Spoke to other CUSTOMERS	
	Ordered EXTRAS	
	Received the MENU	
	Ordered the DESSERT	
	Received the DESSERT	
15	Ordered the BILL	
16	Pay the BILL	Group
OBS: 13 smoke and drink outside / 12 went to the car		

Table 6 (17th November)

	Men: 0 / Women: 2	Age: 30 – 34
1	Parked the CAR	Outside
2	Spoke to RECEPTIONIST	
3	Decided the TABLE	Group
4	Received the MENU	
5	Ordered the DRINK	
6	Received the DRINK	
	Ordered the APPETIZER	
	Received the APPETIZER	
9	Ordered the MEAL	Group
10	Received the MEAL	
8	Went to the TOILET	
7	Used the CELLPHONE	
	Heard the MUSIC	
10.1	Spoke to other CUSTOMERS	
	Ordered EXTRAS	
11	Received the MENU	
12	Ordered the DESSERT	
13	Received the DESSERT	
14	Ordered the BILL	
15	Pay the BILL	Group
OBS:		

Table 7 (17th November)

	Men: 0 / Women: 2	Age: 35
1	Parked the CAR	Inside
2	Spoke to RECEPTIONIST	
3	Decided the TABLE	Group
4	Received the MENU	
5	Ordered the DRINK	Choose
7	Received the DRINK	<i>Clericot</i>
6	Ordered the APPETIZER	Choose
8	Received the APPETIZER	
10	Ordered the MEAL	
12	Received the MEAL	
	Went to the TOILET	
9	Used the CELLPHONE	Individual
	Heard the MUSIC	
11	Spoke to other CUSTOMERS	
	Ordered EXTRAS	
13	Received the MENU	

14	Ordered the DESSERT	Group
15	Received the DESSERT	
16	Ordered the BILL	
17	Pay the BILL	Group
OBS:		

Table 8 (17th November)

	Men: 1 / Women: 1	Age: 50
1	Parked the CAR	Outside
2	Spoke to RECEPTIONIST	
3	Decided the TABLE	Group
4	Received the MENU	
6	Ordered the DRINK	Immediate
7	Received the DRINK	
8	Ordered the APPETIZER	Choose
9	Received the APPETIZER	Share
10	Ordered the MEAL	Group
11	Received the MEAL	
12	Went to the TOILET	Woman
5	Used the CELLPHONE	Individual
	Heard the MUSIC	
	Spoke to other CUSTOMERS	
	Ordered EXTRAS	
	Received the MENU	
	Ordered the DESSERT	
	Received the DESSERT	
13	Ordered the BILL	
14	Pay the BILL	Individual / credit card / man
OBS:		

Table 9 (17th November)

	Men: 4 / Women: 0	Age: 55 – 65
1	Parked the CAR	Outside
2	Spoke to RECEPTIONIST	
3	Decided the TABLE	Man
4	Received the MENU	
5	Ordered the DRINK	Immediate
8	Received the DRINK	Bottles of beer
6	Ordered the APPETIZER	Choose
9	Received the APPETIZER	

10	Ordered the MEAL	Group
11	Received the MEAL	
	Went to the TOILET	
7	Used the CELLPHONE	Individual
	Heard the MUSIC	
	Spoke to other CUSTOMERS	
	Ordered EXTRAS	
	Received the MENU	
	Ordered the DESSERT	
	Received the DESSERT	
12	Ordered the BILL	
13	Pay the BILL	Group / credit card and cash
OBS:		

Table 10 (11th November)

	Men: 2 / Women: 0	Age: 40
1	Parked the CAR	Inside
2	Spoke to RECEPTIONIST	
3	Decided the TABLE	Group
5	Received the MENU	
6	Ordered the DRINK	Immediate
7	Received the DRINK	
8	Ordered the APPETIZER	Choose
9	Received the APPETIZER	
	Ordered the MEAL	
	Received the MEAL	
4	Went to the TOILET	One of them
4.1	Used the CELLPHONE	Individual (the one that stayed on the table)
	Heard the MUSIC	
	Spoke to other CUSTOMERS	
	Ordered EXTRAS	
	Received the MENU	
	Ordered the DESSERT	
	Received the DESSERT	
10	Ordered the BILL	
11	Pay the BILL	Group
OBS:		

Table 11 (19th November)

	Men: 1 / Women: 1	Age: 35 - 40
1	Parked the CAR	Inside
2	Spoke to RECEPTIONIST	
3	Decided the TABLE	Group
4	Received the MENU	
5	Ordered the DRINK	Immediate
6	Received the DRINK	
	Ordered the APPETIZER	
	Received the APPETIZER	
7	Ordered the MEAL	Group
9	Received the MEAL	Share
	Went to the TOILET	
8	Used the CELLPHONE	Individual / Group
	Heard the MUSIC	
	Spoke to other CUSTOMERS	
	Ordered EXTRAS	
	Received the MENU	
	Ordered the DESSERT	
	Received the DESSERT	
12	Ordered the BILL	
13	Pay the BILL	Individual / credit card / man
OBS: 10 took photo / 11 reheat the meal		

Table 12 (19th November)

	Men: 1 / Women: 1	Age: 35 - 40
1	Parked the CAR	Inside
2	Spoke to RECEPTIONIST	
3	Decided the TABLE	Group
4	Received the MENU	
5	Ordered the DRINK	Immediate
6	Received the DRINK	
7	Ordered the APPETIZER	Choose
9	Received the APPETIZER	Share
11	Ordered the MEAL	Group
12	Received the MEAL	
10	Went to the TOILET	Woman
8	Used the CELLPHONE	Individual
	Heard the MUSIC	
5.1	Spoke to other CUSTOMERS	
	Ordered EXTRAS	
	Received the MENU	

	Ordered the DESSERT	
	Received the DESSERT	
13	Ordered the BILL	
14	Pay the BILL	Individual / man
OBS: roast more the meat		

Table 13 (19th November)

	Men: 1 / Women: 1	Age: 40
1	Parked the CAR	Inside
2	Spoke to RECEPTIONIST	
3	Decided the TABLE	Group
4	Received the MENU	
5	Ordered the DRINK	Immediate
6	Received the DRINK	
7	Ordered the APPETIZER	Choose
8	Received the APPETIZER	
9	Ordered the MEAL	Group
10	Received the MEAL	
	Went to the TOILET	Woman
5.1	Used the CELLPHONE	Individual
	Heard the MUSIC	
	Spoke to other CUSTOMERS	
	Ordered EXTRAS	
	Received the MENU	
	Ordered the DESSERT	
	Received the DESSERT	
11	Ordered the BILL	
12	Pay the BILL	Individual / man
OBS:		

Table 14 (19th November)

	Men: 2 / Women: 0	Age: 30
1	Parked the CAR	Outside
2	Spoke to RECEPTIONIST	
3	Decided the TABLE	Group
4	Received the MENU	
6	Ordered the DRINK	Immediate
7	Received the DRINK	Bottle of beer
8	Ordered the APPETIZER	Choose
9	Received the APPETIZER	Share

10	Ordered the MEAL	Group
11	Received the MEAL	Share
	Went to the TOILET	
5	Used the CELLPHONE	Individual / Group
	Heard the MUSIC	
12	Spoke to other CUSTOMERS	
	Ordered EXTRAS	
	Received the MENU	
	Ordered the DESSERT	
	Received the DESSERT	
13	Ordered the BILL	
14	Pay the BILL	Group
OBS:		

Table 15 (19th November)

	Men: 2 / Women: 0	Age: 40
1	Parked the CAR	Inside
2	Spoke to RECEPTIONIST	
3	Decided the TABLE	Group
4	Received the MENU	
7	Ordered the DRINK	Immediate
8	Received the DRINK	
9	Ordered the APPETIZER	Choose
10	Received the APPETIZER	
11	Ordered the MEAL	Group
12	Received the MEAL	
	Went to the TOILET	
5	Used the CELLPHONE	Individual
	Heard the MUSIC	
6	Spoke to other CUSTOMERS	
	Ordered EXTRAS	
	Received the MENU	
	Ordered the DESSERT	
	Received the DESSERT	
13	Ordered the BILL	
14	Pay the BILL	Group
OBS:		

Source: Author

Appendix 8 Semi-structured Interview answers

Participant 1

Gender:	<input type="checkbox"/> male <input checked="" type="checkbox"/> female
Age:	<input type="checkbox"/> 18-24 y <input checked="" type="checkbox"/> 25-34 y <input type="checkbox"/> 35-44 y <input type="checkbox"/> 45-54 y <input type="checkbox"/> 55 y or more
How do you used to dine at Steakhouse X?	<input type="checkbox"/> alone <input checked="" type="checkbox"/> with companion <input type="checkbox"/> with friend(s)

Do you receive or see any advertising of the Steakhouse X? In what media?

No. I never received or saw any advertising of the restaurant. They don't publicize at all.

Can you describe your process of choosing the Steakhouse X for dinner?

I always talk to my husband (by phone) and we decide to go there. Nowadays I know how the restaurant is so, an indication has no influence. They had once a special event (Feijoada on Sunday) that I heard about it. It made me want to go there.

Can you describe your process of "matching" with friend(s) to dine at Steakhouse X?

Me and my husband just send Whatsapp messages to each other. It's really quick the decision. The only aspect that we have to decide is the time to go because sometimes the restaurant gets full.

Do you receive any personalized communication after going to Steakhouse X? In what media?

No. Never received.

Do you publicize the Steakhouse X in Social Medias (post, tweet, retweet)?

No. I never publish or review the restaurant.

Can you describe how do you interact with the Steakhouse X after dining there?

I never received a communication from them. The only thing I do is to indicate the Steakhouse X to friends that ask me where to dine. That's all.

Participant 2

Gender:	<input checked="" type="checkbox"/> male <input type="checkbox"/> female
Age:	<input type="checkbox"/> 18-24 y <input type="checkbox"/> 25-34 y <input checked="" type="checkbox"/> 35-44 y <input type="checkbox"/> 45-54 y <input type="checkbox"/> 55 y or more
How do you used to dine at Steakhouse X?	<input type="checkbox"/> alone <input type="checkbox"/> with companion <input checked="" type="checkbox"/> with friend(s)

Do you receive or see any advertising of the Steakhouse X? In what media?

No. Never.

Can you describe your process of choosing the Steakhouse X for dinner?

Me and my friends just text in the whatsapp group. The other aspects are price and quality of food.

Can you describe your process of "matching" with friend(s) to dine at Steakhouse X?

Through Whatsapp with a group of friends. It's quick and what the group decide I'm in.

Do you receive any personalized communication after going to Steakhouse X? In what media?

No.

Do you publicize the Steakhouse X in Social Medias (post, tweet, retweet)?

No. I don't.

Can you describe how do you interact with the Steakhouse X after dining there?

I indicate to friends (if they ask). I don't spread to everyone. It's a natural behaviour.

Participant 3

Gender:	<input type="checkbox"/> male <input checked="" type="checkbox"/> female
Age:	<input type="checkbox"/> 18-24 y <input checked="" type="checkbox"/> 25-34 y <input type="checkbox"/> 35-44 y <input type="checkbox"/> 45-54 y <input type="checkbox"/> 55 y or more
How do you used to dine at Steakhouse X?	<input type="checkbox"/> alone <input type="checkbox"/> with companion <input checked="" type="checkbox"/> with friend(s)

Do you receive or see any advertising of the Steakhouse X? In what media?

Sometimes I see some pictures at Instagram. The food pics are good and make me wanna go there to eat them. But I don't follow any commercial account because I don't like to see loads of ads.

Can you describe your process of choosing the Steakhouse X for dinner?

Me and the girls always decide between sushi and Steakhouse X. I preferred the Steakhouse X because the place is better, the people that goes there are better. A lot of young guys go there, so as a single girl (my friends are not) this aspect has huge influence.

Can you describe your process of "matching" with friend(s) to dine at Steakhouse X?

As everyone has their own agenda, we start matching 2 weeks before. We have a whatsapp group so we communicate through audio and message. The decision to go to the Steakhouse X it's up one person that really wanna go there, so the others just follow her.

Do you receive any personalized communication after going to Steakhouse X? In what media?

No. But I know the employees so they treat me extremely well.

Do you publicize the Steakhouse X in Social Medias (post, tweet, retweet)?

Sometimes I post a picture when I'm there. And I always put the place "at Steakhouse X".

Can you describe how do you interact with the Steakhouse X after dining there?

I always indicate the restaurant to friends and family. If someone is deciding a place to have dinner, the Steakhouse X is my first option. If I have a friend from out of town I take there as well.

Participant 4

Gender:	<input type="checkbox"/> male <input checked="" type="checkbox"/> female
Age:	<input type="checkbox"/> 18-24 y <input type="checkbox"/> 25-34 y <input checked="" type="checkbox"/> 35-44 y <input type="checkbox"/> 45-54 y <input type="checkbox"/> 55 y or more
How do you used to dine at Steakhouse X?	<input type="checkbox"/> alone <input type="checkbox"/> with companion <input checked="" type="checkbox"/> with friend(s)

Do you receive or see any advertising of the Steakhouse X? In what media?

I never received any ad from them.

Can you describe your process of choosing the Steakhouse X for dinner?

I always decide with my friends during the week that we wanna go there. We just decide the day and time because we go there twice a month.

Can you describe your process of "matching" with friend(s) to dine at Steakhouse X?

We use the Whatsapp to match. The decision is fast because everyone wanna go to the same place at the same time.

Do you receive any personalized communication after going to Steakhouse X? In what media?

No, never.

Do you publicize the Steakhouse X in Social Medias (post, tweet, retweet)?

Sometimes I post a picture from there with my friends. But I never review the restaurant.

Can you describe how do you interact with the Steakhouse X after dining there?

"The Steakhouse X doesn't communicate with me at all. I indicate to my friends and family if they want to go dine in a nice place."

Participant 5

Gender:	<input checked="" type="checkbox"/> male <input type="checkbox"/> female
Age:	<input type="checkbox"/> 18-24 y <input checked="" type="checkbox"/> 25-34 y <input type="checkbox"/> 35-44 y <input type="checkbox"/> 45-54 y <input type="checkbox"/> 55 y or more
How do you used to dine at Steakhouse X?	<input type="checkbox"/> alone <input type="checkbox"/> with companion <input checked="" type="checkbox"/> with friend(s)

Do you receive or see any advertising of the Steakhouse X? In what media?

I remember the media of outdoor and party sponsorships (eg. Steakhouse X cabin in Azar party). I believe so because they increase the brand recall.

Can you describe your process of choosing the Steakhouse X for dinner?

Once decided that the dinner will be at a restaurant of grilled meats, choose between the two main Steakhouses. A long time ago we stop going to barbeque restaurants in preference to the Steakhouses. Yes, the opinion of my friends is important as we share the same tastes and preferences. For me the main points that determine the choice of a restaurant are: Quality, Service, Price and Location (restaurants with terrace influence the decision in the summer period). It's important to remember that, most of the time, we just ordered not elaborate dishes in Steakhouses and, as we have the habit of barbecue at home, we know exactly the cost of the dishes of the restaurants and we know the price, the preparation process and the quality of meat offered in these restaurants.

Can you describe your process of "matching" with friend(s) to dine at Steakhouse X?

Use of text message or call. We took little time to reach an agreement because usually the dinners, between friends, are at grilled meat restaurants.

Do you receive any personalized communication after going to Steakhouse X? In what media?

I don't remember receiving any custom media.

Do you publicize the Steakhouse X in Social Medias (post, tweet, retweet)?

In the early use of Facebook, in the cell phones, I used to utilise the "Check-in" function. Today I don't use this function and rarely publish photos of the restaurant on Facebook and Instagram. I've never did a review of Steakhouse X - as well as any other restaurant.

Can you describe how do you interact with the Steakhouse X after dining there?

We are always well attended in the restaurant and I always recommend to other friends. The courtesy beer that we always get at the end of meals is a plus. Sometimes we stop to attend some restaurants for a reason: price increase and meat quality - impacting the process of choosing and recommending the restaurant.

Participant 6

Gender:	<input checked="" type="checkbox"/> male <input type="checkbox"/> female
Age:	<input type="checkbox"/> 18-24 y <input type="checkbox"/> 25-34 y <input checked="" type="checkbox"/> 35-44 y <input type="checkbox"/> 45-54 y <input type="checkbox"/> 55 y or more
How do you used to dine at Steakhouse X?	<input type="checkbox"/> alone <input checked="" type="checkbox"/> with companion <input type="checkbox"/> with friend(s)

Do you receive or see any advertising of the Steakhouse X? In what media?

No. I don't remember ever receiving any kind of communication of the Steakhouse X. I believe that the restaurant must improve this aspect because people that come from out of town must know the Steakhouse.

Can you describe your process of choosing the Steakhouse X for dinner?

I always go out for dinner with my wife so, we just send a whatsapp message to each other to arrange the time. 90% of the time we go to the Steakhouse X because we love this restaurant. Sometimes we go to another kind of restaurant (e.g. pizza or sushi) to eat a different type of food.

Can you describe your process of "matching" with friend(s) to dine at Steakhouse X?

I just send a Whatsapp message to my wife to be sure what time she wants to go there. She replies me and that's it. It's really simple and quick.

Do you receive any personalized communication after going to Steakhouse X? In what media?

No. I believe I never received any message from the Steakhouse X. In any media like email, cell phone or anything.

Do you publicize the Steakhouse X in Social Medias (post, tweet, retweet)?

No. I don't like to post this kind of personal stuff on Facebook and Twitter.

Can you describe how do you interact with the Steakhouse X after dining there?

I simply don't. They don't interact with me and I don't interact with them. But, if someone ask me about a good restaurant in Santa Maria the first one that comes in my mind is the Steakhouse X.

Source: Author

PERSONAS

John & Mary

42-year-old lawyer and 38-year-old art lecturer. They live in an owned house, in Santa Maria, with their 10-year-old son Brian.

They work pretty hard during the week so, they like to spend the free time with family, friends and just by themselves. Entertainment activities are the favourite (e.g. watch a movie and have a good dinner).

They have a high monthly income because both have a good job position and they control the family finances really well.

Dining Attitudes

They like to go out for dinner once a week to enjoy a couple moment. Normally, the chosen day is Thursday because Brian can stay with his grandparents while John & Mary have their 1 hour dinner. It's a quick dinner because they don't order dessert and they save money ordering just a few appetizers, drinks and sharing only one meal.



Value proposition

“At Steakhouse X we can brake our routine and have a delicious dinner”

Channels they use



PERSONAS

Carol & Susan

30-year-old nurse and 32-year-old doctor. Both are single and share a 2 bedrooms apartment, in Santa Maria.

They work in the city hospital during the week and like to spend the free time with their friends. Entertainment activities are the favourite (e.g. go out to party and have dinner).

They have a high monthly income because both work a lot and don't have family spendings.

Dining Attitudes

They like to go out for dinner twice a week to have a relaxed and complete moment. It's a long dinner because they order drinks, appetizers, meal and dessert. In addition, they appreciate to stay in the restaurant for a long time because they enjoy talking and consuming the products without rush.



Value proposition

“At Steakhouse X we can have a relaxed moment and enjoy a great dinner”

Channels they use



PERSONAS

Bob & Matt

36-year-old accountant and 34-year-old publicist. Since both are single, they live in their own apartments in the city centre of Santa Maria.

They work in good and reputable companies from 8am till 6pm during the weekdays. The free time is all about having fun with friends (e.g. go to pubs and restaurants).

They have a medium to high monthly income because both have a good job position and they control their finances efficiently.

Dining Attitudes

They like to go out for dinner once a week to have some beers and eat a good barbecue. It's a 1-2 hours dinner because they like to share a great amount of beer bottles and a high-quality piece of meat. Besides, they spend the restaurant time to chat and to see and talk to the other clients.



Value proposition

“At Steakhouse X
we can have a
high-quality meat
and beers”

Channels they use



Source: Author

Appendix 10 Customer Journey tool



Source: Author

Appendix 11 Internet-mediated Questionnaire expectation answers

Persona	Gender	Age	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22	Q23	Q24	Q25	Q26	Q27	Q28	Q29	
J&M	Female	18-24	4	5	5	5	5	5	5	4	5	5	5	4	5	5	4	5	4	4	4	3	5	5	4	4	5	5	5	5	5	
J&M	Female	18-24	3	5	5	5	5	5	4	4	5	5	5	5	4	5	5	5	5	3	3	3	3	5	5	4	5	5	4	5	3	
J&M	Female	18-24	1	5	5	4	5	5	5	5	4	5	5	5	5	5	5	5	5	3	3	5	3	5	4	5	5	4	5	3	4	
J&M	Female	18-24	4	4	5	5	5	4	4	5	4	5	5	3	4	5	5	5	5	4	3	4	4	5	4	5	4	5	5	4	3	
J&M	Female	25-34	3	5	5	4	5	4	4	3	3	5	5	3	5	4	4	4	4	4	3	4	4	4	4	3	5	5	3	4	3	
J&M	Female	25-34	2	4	4	3	5	5	4	4	3	3	5	4	5	5	5	5	5	4	4	4	4	4	5	4	4	5	5	5	4	3
J&M	Female	25-34	5	4	5	5	5	4	5	5	5	5	5	4	5	5	5	5	5	4	3	4	4	4	5	4	5	5	5	5	4	4
J&M	Female	25-34	3	5	5	5	5	4	5	5	4	3	4	4	4	5	5	5	5	5	3	1	1	1	5	3	5	5	5	5	3	1
J&M	Female	25-34	3	5	5	5	5	5	5	5	3	5	5	5	5	5	5	5	5	5	3	5	3	5	5	5	5	5	5	4	3	3
J&M	Female	25-34	3	4	5	4	5	5	5	4	5	5	5	4	5	5	5	5	5	4	3	5	5	5	5	4	4	5	5	4	5	5
J&M	Female	25-34	3	4	5	4	5	5	5	4	5	5	5	4	5	5	5	5	5	4	3	5	5	5	5	4	4	5	5	4	5	5
J&M	Female	25-34	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	3	5	5	5	5	5	5	5	5	5	5	4
J&M	Female	25-34	1	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5	3	3	4	4	5	4	4	5	5	5	1	1	1
J&M	Female	25-34	5	5	4	4	5	5	5	4	3	4	5	5	5	5	5	5	5	4	2	3	3	3	4	5	3	5	5	5	4	3
J&M	Female	25-34	3	4	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	4	3	3	4	5	4	5	5	5	5	5	4	4
J&M	Female	25-34	4	2	4	4	5	5	5	4	4	5	5	5	5	5	5	5	5	4	4	4	4	4	5	4	4	5	5	4	5	5
J&M	Female	25-34	3	5	4	4	5	4	4	4	5	4	5	5	5	5	5	5	5	3	2	3	5	5	5	5	5	5	5	5	4	4
J&M	Female	25-34	5	3	5	5	5	5	5	5	5	5	5	5	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	3	3
J&M	Female	25-34	4	4	5	5	5	5	5	5	4	5	5	4	5	5	5	5	5	4	3	5	5	5	5	4	5	5	5	5	4	4
J&M	Female	25-34	2	4	4	4	5	4	4	4	4	2	5	3	5	4	4	5	5	4	2	5	4	5	5	4	4	5	4	4	4	4
J&M	Female	25-34	2	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	2	4	5	5	5	5	5	5	5	5	5	4	4
J&M	Female	25-34	5	5	5	5	5	5	5	5	5	4	5	5	5	4	5	5	4	4	5	5	5	5	5	5	5	5	5	5	5	3
J&M	Female	25-34	3	4	5	4	4	5	4	4	5	4	5	4	4	5	5	5	5	4	4	4	4	4	5	4	4	5	5	4	4	5
J&M	Female	35-44	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	4	3	5	5	5	5	5	5	5	5	3	3
J&M	Female	35-44	3	2	5	5	5	4	5	3	3	5	5	4	5	5	3	5	3	3	1	5	5	5	3	5	5	5	5	5	5	5
J&M	Female	35-44	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	3
J&M	Female	35-44	3	3	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	3	2	3	5	5	5	5	5	5	5	3	3
J&M	Female	55 or +	4	5	5	5	5	4	3	3	5	5	5	5	4	5	5	5	5	3	4	3	3	5	1	4	5	5	5	5	1	
J&M	Male	18-24	1	4	5	4	5	5	4	2	5	5	5	4	4	5	5	4	3	2	3	5	3	5	4	4	5	5	5	4	2	
J&M	Male	25-34	3	3	5	5	5	4	5	5	4	3	5	5	5	5	5	5	5	3	4	3	4	5	4	5	5	5	5	4	4	
J&M	Male	25-34	1	5	5	5	5	5	4	4	3	5	5	5	5	5	4	5	5	4	4	5	5	5	5	3	5	5	5	3	3	
J&M	Male	25-34	3	3	5	5	4	5	4	5	5	5	4	4	5	5	5	5	5	2	2	4	2	4	4	4	4	4	5	4	4	1
J&M	Male	25-34	3	5	5	5	5	5	5	5	3	5	5	2	5	2	5	5	5	3	3	4	4	4	5	2	4	5	5	5	1	2
J&M	Male	25-34	2	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	4	3	4	4	4	5	5	5	5	5	5	3	3
J&M	Male	25-34	4	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	4	2	5	5	5	5	5	5	5	5	5	4	4
J&M	Male	25-34	3	5	5	5	5	5	5	5	5	5	4	5	5	5	5	5	5	3	3	5	5	5	4	4	5	5	5	3	3	
J&M	Male	25-34	1	5	5	5	5	5	5	5	3	5	5	5	5	5	5	5	5	3	3	5	5	5	5	5	5	5	5	5	3	3
J&M	Male	25-34	2	5	5	5	5	5	4	5	5	5	5	4	4	5	5	5	4	4	5	5	4	4	3	3	5	5	5	5	5	5
J&M	Male	25-34	3	5	5	4	5	5	4	4	4	4	4	5	4	4	5	5	5	3	3	4	4	5	4	4	5	4	4	5	4	3
J&M	Male	25-34	3	5	5	5	5	5	5	4	3	5	5	5	5	5	5	5	4	3	4	5	5	5	5	5	5	5	5	5	3	3
J&M	Male	25-34	3	3	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	3	3	5	5	5	5	5	5	5	5	5	5
J&M	Male	25-34	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	3	4	3	3	5	5	5	5	5	5	5	5	5
J&M	Male	25-34	2	5	3	2	4	5	5	4	4	5	5	4	4	3	5	5	3	3	3	3	3	5	5	4	4	5	5	4	4	4
J&M	Male	25-34	3	2	5	5	4	4	5	4	4	4	5	4	4	4	4	5	4	4	4	3	4	5	4	5	5	5	5	4	4	4
J&M	Male	25-34	4	4	5	3	5	3	4	2	3	5	5	2	4	4	3	5	3	3	2	2	2	2	5	4	5	5	3	4	4	2
J&M	Male	25-34	1	1	5	5	5	5	5	5	3	5	5	5	5	5	5	5	5	5	5	5	5	5	3	3	5	5	5	3	3	3
J&M	Male	25-34	3	5	5	5	5	5	4	4	5	5	5	5	5	5	5	5	4	4	3	4	3	4	5	4	4	5	5	3	3	3
J&M	Male	25-34	4	3	5	5	5	5	5	4	3	4	5	5	5	4	5	5	4	3	3	3	3	5	5	4	4	5	5	5	3	3
J&M	Male	25-34	3	3	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	4	3	5	5	5	5	5	5	5	5	5	4	4
J&M	Male	25-34	3	4	4	4	5	5	4	4	5	5	5	5	4	5	5	5	5	3	3	3	3	5	3	4	5	5	4	5	5	
J&M	Male	25-34	3	5	5	4	5	4	4	4	4	4	4	5	4	4	4	5	4	3	3	4	4	5	5	4	5	5	5	3	3	3
J&M	Male	35-44	3	4	5	4	4	4	4	4	4	5	4	3	4	4	4	4	4	4	3	4	3	5	5	4	5	5	5	5	2	2
J&M	Male	35-44	1	5	5	5	5	5	5	5	3	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5
J&M	Male	35-44	1	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	4	3	3	3	3	5	5	4	5	5	5	5	5
J&M	Male	35-44	2	4	3	3	5	4	4	3	4	4	4	4	4	5	5	5	3	4	2	4	4	5	5	4	4	5	4	3	3	3
J&M	Male	35-44	3	4	5	3	5	5	3	3	5	5	3	4	5	5	5	5	5	3	3	3	3	4	5	4	5	5	5	5	4	4
J&M	Male	35-44	2	5	5	5	5	5	5	5	4	4	5	5	5	5	5	5	5	4	4	4	4	4	4	5	5	5	5	5	4	4
J&M	Male	35-44	2	5	5	5	5	5	5	4	4	5	5	3	5	5	5	5	5	4	4	5	5	5	4	5	5	5	5			

J&M	Male	35-44	3	5	5	4	5	4	4	4	4	5	5	5	5	5	5	5	4	2	5	5	5	5	5	5	5	5	3	3	
J&M	Male	35-44	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	3	3	4	5	5	4	5	5	5	5	5	
J&M	Male	35-44	1	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	3	5	5	5	5	5	5	5	5	5	5	5	
J&M	Male	35-44	3	4	5	4	5	2	5	4	4	4	5	5	5	5	5	5	4	2	3	3	5	4	5	5	5	4	4	2	
J&M	Male	35-44	4	5	5	5	3	3	5	3	5	5	5	1	3	5	5	5	5	1	3	2	5	5	3	3	5	5	5	1	
J&M	Male	35-44	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	4	4	5	5	5	5	5	5	5	5	
C&S	Female	18-24	4	5	5	4	5	4	5	4	4	5	5	5	5	5	5	5	5	3	3	5	5	5	5	5	5	5	4	4	
C&S	Female	18-24	2	4	5	5	5	5	5	4	5	5	4	4	5	5	5	5	3	3	5	5	5	4	3	4	4	4	4	4	
C&S	Female	18-24	3	3	4	4	5	5	5	4	5	5	5	4	4	5	5	5	4	3	4	4	5	4	4	4	3	4	3	3	
C&S	Female	25-34	3	5	5	3	5	5	4	3	3	5	5	4	5	4	5	5	4	3	5	4	5	4	4	5	5	5	3	3	
C&S	Female	25-34	4	4	5	5	5	5	5	2	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5	5	
C&S	Female	25-34	4	3	5	5	5	5	4	4	4	4	5	5	5	5	5	5	3	3	3	3	5	5	5	5	4	4	4	4	
C&S	Female	25-34	4	5	3	3	5	5	5	5	4	4	5	5	5	4	5	5	4	3	4	3	4	3	5	3	4	5	4	2	
C&S	Female	25-34	5	5	5	5	5	4	3	5	3	5	5	5	5	5	5	5	4	4	3	3	5	4	5	5	4	5	5	4	
C&S	Female	25-34	3	5	5	5	5	5	5	4	5	4	3	5	5	5	5	5	3	3	3	3	5	3	3	5	4	5	5	5	
C&S	Female	25-34	3	3	4	4	5	5	4	5	4	5	4	4	5	4	4	5	3	3	5	5	5	5	4	4	4	4	3	3	
C&S	Female	25-34	3	5	5	5	5	4	5	2	4	5	4	4	5	5	5	4	3	4	3	5	5	5	5	5	5	5	4	2	
C&S	Female	25-34	3	5	5	5	5	4	5	5	5	5	5	5	5	4	5	5	2	2	5	4	5	5	5	5	5	5	4	4	
C&S	Female	25-34	2	3	5	5	5	5	5	4	4	5	5	4	5	5	5	5	4	4	5	5	5	5	5	5	5	5	3	3	
C&S	Female	25-34	3	4	5	5	5	5	5	4	4	4	4	4	5	5	4	4	4	2	2	5	4	5	4	4	5	5	3	2	
C&S	Female	25-34	3	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	4	4	4	4	5	4	4	5	5	4	4	
C&S	Female	25-34	2	4	5	5	5	5	5	5	5	5	4	4	4	5	5	5	2	3	3	3	5	4	4	5	4	4	3	3	
C&S	Female	25-34	2	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	3	3	3	3	5	5	5	5	5	4	4	
C&S	Female	25-34	4	5	5	5	5	5	5	4	4	4	4	4	4	5	5	5	4	4	4	4	4	5	4	4	5	5	4	5	4
C&S	Female	25-34	4	4	5	5	5	5	4	4	5	5	5	5	5	5	5	5	4	4	5	5	5	5	5	5	5	5	5	4	4
C&S	Female	35-44	3	4	4	4	4	4	4	3	2	4	4	2	4	3	3	4	4	2	2	1	3	5	4	4	5	5	2	2	
C&S	Female	35-44	3	4	4	5	5	5	5	5	5	5	5	4	5	4	5	5	4	4	5	4	4	5	4	4	5	4	4	4	
C&S	Female	35-44	3	3	5	5	5	5	5	5	4	5	5	3	5	5	5	5	4	3	4	5	5	3	5	5	3	5	5	5	
C&S	Female	35-44	4	5	4	3	5	5	5	5	5	5	5	5	5	5	5	5	4	3	3	3	5	3	5	5	5	5	3	3	
C&S	Female	35-44	3	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	4	4	3	3	5	5	4	5	5	5	3	3	
C&S	Female	35-44	4	3	2	5	5	3	5	5	3	4	5	4	5	5	5	5	5	4	4	1	1	5	5	3	5	5	4	4	3
C&S	Female	35-44	4	5	5	5	4	5	4	5	5	5	5	4	4	5	5	5	2	4	5	5	2	4	5	5	4	4	4	2	
C&S	Female	55 or +	4	4	5	5	4	5	4	4	4	4	5	5	5	5	5	5	4	3	3	3	5	5	5	5	5	5	4	3	
B&M	Male	18-24	3	4	5	5	5	5	4	4	4	4	4	5	5	4	5	5	5	3	4	4	4	5	4	4	5	4	5	4	3
B&M	Male	18-24	3	4	5	5	4	3	4	4	4	4	5	4	4	5	5	5	4	4	5	4	4	5	4	4	5	5	5	3	3
B&M	Male	18-24	4	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	4	3	4	4	5	4	5	5	5	5	5	5	
B&M	Male	25-34	4	4	4	4	4	4	4	3	3	4	3	4	3	4	3	4	3	3	2	3	5	3	4	5	5	5	4	4	
B&M	Male	25-34	4	3	5	5	4	4	5	5	5	5	5	4	4	5	4	5	4	3	4	5	5	5	4	5	5	5	4	4	
B&M	Male	25-34	4	3	5	4	5	5	5	5	3	5	4	4	5	5	5	3	3	3	1	3	4	3	3	5	4	4	4	3	
B&M	Male	25-34	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	3	2	
B&M	Male	25-34	3	5	5	5	5	5	4	5	5	5	4	5	5	5	5	5	5	3	5	5	5	5	5	5	5	5	5	5	
B&M	Male	25-34	4	5	5	5	5	5	5	4	3	5	5	5	5	5	5	5	5	3	4	4	4	5	5	5	5	5	5	3	4
B&M	Male	25-34	4	5	5	5	5	5	5	4	5	5	5	4	5	5	5	5	5	4	1	1	5	5	5	5	5	5	5	5	
B&M	Male	25-34	4	4	5	5	5	5	5	4	5	5	5	4	4	5	5	5	5	4	3	4	4	5	4	4	5	5	5	4	4
B&M	Male	25-34	3	4	5	3	5	5	5	4	4	5	5	3	5	5	5	5	3	2	3	2	5	4	4	5	5	4	4	4	
B&M	Male	25-34	5	4	5	5	5	5	4	5	4	5	5	4	4	5	5	5	4	3	4	5	4	4	5	4	5	5	5	3	3
B&M	Male	25-34	3	3	4	3	4	3	3	3	4	5	4	4	4	4	4	4	3	3	3	3	4	4	4	4	5	4	5	3	3
B&M	Male	25-34	3	3	4	3	4	3	3	3	4	5	4	4	4	4	4	4	4	3	3	3	3	4	4	4	4	5	4	3	3
B&M	Male	25-34	4	4	5	5	5	5	5	4	5	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	4	5	4	5
B&M	Male	25-34	2	4	5	5	5	5	5	4	5	5	4	5	5	5	5	5	4	2	4	5	5	4	5	5	5	5	2	2	
B&M	Male	25-34	3	3	4	4	4	4	4	5	4	4	4	5	5	5	4	4	4	3	3	4	4	5	4	4	5	5	3	3	
B&M	Male	25-34	2	4	4	4	5	5	4	3	4	4	4	4	4	4	4	4	4	3	4	4	4	4	5	4	4	5	5	4	4
B&M	Male	25-34	4	4	5	4	5	5	4	3	5	4	5	5	4	4	5	5	4	2	5	5	4	2	5	5	4	5	5	4	3
B&M	Male	25-34	3	5	3	2	5	3	5	3	3	5	5	5	5	5	4	4	4	3	3	5	5	5	4	4	4	5	5	4	4
B&M	Male	35-44	3	3	5	3	5	5	5	5	5	5	5	5	4	4	4	5	3	3	3	3	5	4	3	5	5	5	5	5	
B&M	Male	35-44	2	4	4	5	5	5	4	3	4	3	5	5	5	5	5	5	3	3	2	2	5	4	5	5	5	5	2	2	
B&M	Male	35-44	5	3	5	5	4	4	5	3	5	5	5	3	5	5	5	5	5	4	4	3	3	5	4	5	5	5	3	4	
B&M	Male	35-44	4	3	5	5	4	5	5	4	5	5	4	5	5	4	5	4	3	2	4	3	5	4	4	5	5	5	3	3	
B&M	Male	35-44	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	3	5	5	5	5	4	5	5	5	3	3	
B&M	Male	35-44	3	3	5	5	5	5	5	3	4	4	4	4	4	3	5	4	3	3	5	5	4	4	4	4	5	5	4	3	
B&M	Male	35-44	5	1	3	3	5	5	5	5	4	5	5	4	5	5	5	5	3	4	4	4	4	5	4	5	5	5	4	3	
B&M	Male	35-44	2	2	5	5	4	4	4	3	4	4	5	4	5	5	5	5	2	2	4	4	4	5	4	4	5	5	5	3	2
B&M	Male	35-44	3	5	4</																										

Appendix 12 Internet-mediated Questionnaire perception answers

Persona	Gender	Age	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22	Q23	Q24	Q25	Q26	Q27	Q28	Q29		
J&M	Female	18-24	5	4	5	3	5	5	5	4	5	5	4	5	5	5	5	5	5	3	3	4	5	5	2	4	5	5	5	5	5		
J&M	Female	18-24	3	3	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	4	4	5	5	4	2	5	5	3	4	5	5		
J&M	Female	18-24	4	4	4	4	5	5	5	5	5	5	5	5	4	5	5	5	5	5	4	4	4	5	3	4	4	4	4	5	5		
J&M	Female	18-24	4	4	5	5	3	5	4	5	4	4	5	4	4	5	5	5	5	4	4	4	4	5	3	4	4	3	4	4	4		
J&M	Female	25-34	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3		
J&M	Female	25-34	3	3	4	4	1	3	3	4	3	3	3	3	3	3	4	3	4	3	4	3	4	3	3	3	3	3	3	3	2	2	
J&M	Female	25-34	3	3	5	4	4	5	5	4	5	5	5	5	4	5	5	5	5	5	5	3	4	4	4	3	5	5	5	5	4	4	
J&M	Female	25-34	5	4	4	4	4	5	5	5	4	5	5	4	5	5	5	5	5	5	3	5	5	5	3	5	5	5	5	5	5		
J&M	Female	25-34	5	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5	5	5	4	5	5	3	5	5	5	5	5	5		
J&M	Female	25-34	4	4	3	3	4	4	3	4	4	4	5	5	4	5	4	5	5	4	3	4	4	5	4	4	5	5	5	5	5	5	
J&M	Female	25-34	4	4	3	3	4	4	3	4	4	4	5	5	4	5	4	5	5	4	3	4	4	5	4	4	5	5	5	5	5	5	
J&M	Female	25-34	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	
J&M	Female	25-34	3	3	5	5	5	5	5	5	4	5	5	5	4	5	5	5	5	5	5	4	5	5	5	3	5	4	4	5	2	2	
J&M	Female	25-34	4	5	4	4	4	5	1	2	4	4	5	5	4	5	4	4	5	4	4	4	4	4	2	1	5	5	5	5	4	4	
J&M	Female	25-34	4	3	4	3	4	5	2	4	4	4	4	4	4	4	4	4	4	5	4	2	3	3	4	2	4	4	5	4	4	4	
J&M	Female	25-34	3	2	2	2	2	4	3	5	4	4	3	2	4	3	4	3	4	2	2	4	4	4	2	2	2	4	2	3	3	3	
J&M	Female	25-34	4	4	5	4	5	5	4	4	4	4	4	4	4	4	4	4	4	5	4	4	4	4	3	4	4	4	4	4	4	4	
J&M	Female	25-34	5	5	3	2	3	4	4	4	4	2	4	3	2	4	3	4	5	3	2	5	5	4	1	3	4	5	5	3	3		
J&M	Female	25-34	5	4	5	5	5	5	3	4	5	5	5	4	4	4	4	4	5	5	5	5	4	4	4	4	4	5	5	4	4	4	
J&M	Female	25-34	2	4	4	4	4	5	4	4	4	3	4	4	4	4	4	4	4	4	4	4	2	3	4	4	4	4	3	4	4	4	
J&M	Female	25-34	1	1	3	4	2	5	3	4	4	4	4	5	3	4	5	2	4	3	3	3	3	3	4	4	3	3	5	3	3	3	
J&M	Female	25-34	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	4	5	5	5	5	5	5	5	5	5	
J&M	Female	25-34	3	3	4	4	5	4	3	4	5	5	4	4	5	5	4	5	4	5	4	5	4	5	4	4	4	4	3	4	4	5	
J&M	Female	35-44	3	3	3	3	4	5	5	5	4	5	5	4	3	4	4	4	4	4	4	4	5	5	5	4	4	5	5	3	4	4	
J&M	Female	35-44	5	4	5	5	5	5	5	3	5	5	5	5	5	5	5	5	5	5	5	3	5	5	5	1	5	4	5	5	5	5	
J&M	Female	35-44	4	5	5	4	5	5	4	4	5	4	5	5	5	5	5	4	5	4	4	4	4	4	4	2	4	4	5	5	5	5	
J&M	Female	35-44	3	3	5	5	5	5	3	4	5	4	5	4	4	4	3	3	5	4	4	3	3	4	2	5	4	5	5	4	4	4	
J&M	Female	55 or +	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	4	3	5	5	3	5	5	5	5	4	4	5	
J&M	Male	18-24	2	4	1	3	4	4	2	5	2	5	5	5	3	5	5	5	5	5	2	2	1	4	4	2	5	2	4	5	5		
J&M	Male	25-34	3	3	5	5	4	5	4	5	5	5	4	3	4	3	4	3	5	4	4	4	4	4	4	4	4	5	5	4	3	3	
J&M	Male	25-34	4	4	5	5	2	4	4	4	5	4	2	3	3	2	2	3	5	5	3	4	4	4	3	5	5	5	5	2	2	2	
J&M	Male	25-34	3	3	5	4	5	5	5	5	4	4	5	5	5	5	5	4	3	3	5	4	3	3	5	2	2	4	5	5	5	5	
J&M	Male	25-34	1	4	3	1	5	5	5	5	5	3	5	4	5	5	5	5	5	5	4	2	3	3	5	2	3	5	5	5	4	4	
J&M	Male	25-34	3	4	4	4	4	4	4	4	3	4	4	4	3	4	4	4	4	3	4	3	3	4	4	3	4	3	3	4	4	4	
J&M	Male	25-34	5	4	5	5	5	5	5	5	4	5	5	5	4	5	5	5	5	5	4	2	5	5	5	4	5	5	5	5	4	5	
J&M	Male	25-34	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	3	3	4	5	5	3	5	5	5	5	5	4	4	
J&M	Male	25-34	3	3	3	3	5	5	3	5	4	5	5	4	5	5	5	5	5	5	4	4	3	5	4	3	3	5	5	5	4	4	4
J&M	Male	25-34	4	4	4	4	4	5	4	5	5	5	4	4	4	4	4	4	5	4	4	4	4	4	4	2	4	5	5	5	4	4	
J&M	Male	25-34	3	3	4	5	4	4	4	5	3	5	4	4	4	5	4	5	3	3	3	4	3	5	5	5	5	5	5	5	4	4	4
J&M	Male	25-34	4	4	3	2	4	5	5	5	5	4	4	4	4	5	5	5	5	5	4	4	3	3	5	4	4	4	5	4	5	5	
J&M	Male	25-34	4	4	3	3	4	5	4	4	5	5	5	5	4	4	4	5	5	4	4	4	4	4	4	3	4	3	5	3	4	4	
J&M	Male	25-34	3	2	4	2	3	4	4	4	3	4	4	3	3	3	4	4	3	3	4	3	2	2	2	4	1	2	2	3	3	4	3
J&M	Male	25-34	3	2	4	4	4	4	3	4	4	5	5	5	4	4	4	5	4	4	4	3	4	5	3	4	4	5	4	3	3	3	
J&M	Male	25-34	3	3	3	4	4	4	4	4	3	3	4	4	4	3	3	3	3	3	2	3	2	4	5	4	3	4	4	4	4	4	
J&M	Male	25-34	5	5	4	5	5	5	4	4	5	4	5	5	4	5	5	5	5	5	4	5	5	5	5	2	5	5	5	5	4	4	4
J&M	Male	25-34	5	5	5	5	4	5	4	5	5	5	5	4	5	5	5	5	5	5	4	4	4	4	5	4	4	5	5	5	5	4	4
J&M	Male	25-34	4	4	5	4	4	5	3	5	4	3	4	5	4	5	4	5	3	3	4	4	3	3	4	3	4	3	4	5	5	5	5
J&M	Male	25-34	4	4	4	4	5	5	5	5	5	5	5	5	4	5	5	5	5	5	4	4	5	5	5	4	5	5	5	4	5	5	5
J&M	Male	25-34	4	4	4	4	5	5	4	5	5	5	5	5	4	5	5	5	5	5	4	4	3	3	5	4	5	3	5	5	4	4	4
J&M	Male	25-34	5	3	5	2	4	5	4	3	5	5	5	5	4	5	4	5	4	1	1	4	5	4	4	5	4	5	4	5	4	4	3
J&M	Male	35-44	4	4	4	3	5	5	4	5	3	5	5	3	4	4	5	5	3	3	3	3	5	5	4	5	5	5	5	5	4	4	3
J&M	Male	35-44	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
J&M	Male	35-44	5	5	5	5	5	5	4	4	5	5	5	4	4	4	4	4	5	4	3	3	3	3	4	4	5	4	5	4	4	4	4
J&M	Male	35-44	3	3	4	4	4	4	5	5	5	5	4	4	4	4	5	5	5	4	4	4	4	4	4	4	4	4	5	5	4	4	4
J&M	Male	35-44	3	4	4	3	4	5	2	3	4	3	4	3	3	5	5	5	5	3	4	3	4	2	1	3	4	5	3	4	4	3	3
J&M	Male	35-44	2	2	1	1	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	2	4	2	4	4	4	4	4
J&M	Male	35-44	4	5	5	3	5	5	5	5	5	5	5	5	5	5	5	5	5	4	3	5	5	5	5	2	5	5	1	4	4	4	4
J&M	Male	35-44	4	4	5	5	4	4	4	4	4																						

