



Customer Segments & Customer Values:

Practical Implications For Restaurant A1-City

PUBLIC VERSION

Name of University

University of Twente

Study program name

Master Business Administration

Track: Innovation & Entrepreneurship

University supervisors

1st. Drs. P. Blik

2nd. Ir. J.W.L. van Benthem MSc

Title:

Customer Segments & Customer Values:
Practical Implications For Restaurant A1-City

Student

Hsu-Min Pan BSc (s0041831)

Date

August 5, 2012

Executive Summary

The food and beverages industry of the Netherlands accounts for 7.6 % of its gross domestic product. Decisions in this industry are mostly based on gut feelings compared to other retail industries that increasingly use research for important decision making.

In Q3/Q4 2012 a new restaurant A1-City will open its doors in Amersfoort. This new restaurant A1-City is subject of this study. This study focuses on understanding the market segmentations and customer values for the future guests of A1-City by answering the following key question: "what are the right customer segments and customer values for A1-City to increase the likelihood on its profitability". A two-folded question that determines the appropriate customer segments and values, as well as, how to increase the likelihood on profitability of these customer segments.

Results:

The first part of the key question resulted in identification of four segments:

1. *"The demand-less showoff"*

[Redacted text block]

2. *"The value connoisseur"*

[Redacted text block]

3. *"The healthy scholar"*

[Redacted text block]

4. *"The enjoying neutralist"*

[Redacted text block]

[Redacted text block]

[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]

[REDACTED]

Research approach:

Within existing theoretical frameworks no prior research has been done in combining customer segments and customer values. Therefore, this research combines several tested frameworks.

From literature four frameworks met the criteria to be used in answering the key question. The frameworks of Bahn and Granzin (1985), Koo, Tao, and Yeung (1999) and Yüksel and Yüksel (2002) were used in determining the segments. And the customer values framework of Jensen and Hansen (2007) was used in profiling the segments. Data was collected via a questionnaire, distributed in Amersfoort by email, flyers and printing the URL on a receipt from at another restaurant. After two weeks a total of 206 people filled in the questionnaire which formed the data for the analyses. For determining the segments, several clustering algorithms were applied on the data which was retrieved by the questionnaire. Four segments were identified based on the constructs which were deemed significant by the analysis and subsequently profiled with the valuations.

Some practical implications of this research:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Table of Contents

Executive Summary	1
Chapter 1 Introduction.....	8
1.1 Background	8
1.2 Company introduction	9
1.3 Motivation.....	10
1.4 Research goal	11
1.5 Research problem	11
1.6 Delimitations of scope and key assumptions.....	12
1.7 Research approach.....	12
1.8 Relevance	14
1.9 Planning.....	15
1.10 Outline of this report	15
Chapter 2 Theoretical framework.....	17
2.1 Introduction	17
2.2 Market segmentation.....	17
2.2.1 What is customer segmentation?	17
2.2.2 Review of customer segmentation models for the hospitality market	18
2.2.3 Benefit segmentation.....	21
2.3 Customer value	22
2.3.1 What is customer value?.....	22
2.3.2 Review of customer value frameworks for the hospitality market	23
2.3.3 Customer value framework of Jensen and Hansen (2007)	26
2.4 Conclusion	26
Chapter 3 Research methodology.....	28
3.1 Introduction	28
3.2 Population & sampling frame	28
3.3 Data collection methods	28
3.4 Questionnaire design	29
3.5 Pre-test.....	31
3.6 Research sample	33
3.7 Data-analysis approach.....	33
Chapter 4 Analysis of data.....	35
4.1 Introduction	35

4.2	Actual sample size and response rate.....	35
4.3	Demographics	36
4.4	Factor analysis.....	37
4.5	Reliability analysis.....	38
4.6	Determining the segments.....	40
Chapter 5	Conclusions and implications	47
5.1	Introduction	47
5.2	Conclusions	47
5.3	Practical implications	49
5.4	Implications for theory.....	51
5.5	Limitations.....	53
5.6	Implications for further research	54
References.....		56
Appendices.....		63
Appendix 1: Example of a “wok” restaurant.....		63
Appendix 2: Invitation letter for E-mail (Dutch)		65
Appendix 3: Questionnaire (Dutch)		66
Appendix 3a: Introduction to the questionnaire (Dutch)		66
Appendix 3b: Segmentation part of the questionnaire (Dutch)		67
Appendix 3c: Customer values part of the questionnaire (Dutch)		74
Appendix 3d: End of the questionnaire (Dutch)		76
Appendix 4: SPSS Syntax Output of pre-test of the questionnaire.....		77
Appendix 5: SPSS Syntax Output of discriminant analysis.....		82
Appendix 6: SPSS Syntax Output of Frequencies question number 63		83
Appendix 7: Some examples of perceptual map		84
Appendix 8: Customer journey map		85

List of Figures

Figure 1: Visualized funnel of research approach.....	13
Figure 2: The structure of this report.....	16
Figure 3: Theoretical framework.....	27
Figure 4: Question numbers of the questionnaire related to the benefit segmentation dimensions	31
Figure 5: Question numbers of the questionnaire related to the customer values	31
Figure 6: Statistical techniques used.....	34
Figure 7: An overview of how the respondents were apprised of the questionnaire.....	36
Figure 8: The adjusted customer segmentation and profiling framework	52

List of Tables

Table 1: Overview of segmentation methods with key differences	20
Table 2: Overview of Customer Value Frameworks with key difference.....	25
Table 3: Internal consistency of the constructs measured with Cronbach's Alpha (pre-test)....	33
Table 4: Expected response rate vs. actual response rate.....	35
Table 5: The determined factors of the dimension value.....	38
Table 6: Internal consistency of the constructs measured with Cronbach's alpha (full survey)	38
Table 7: Adjusted Internal consistency of the constructs measured with Cronbach's alpha (full survey).....	40
Table 8: Overview of the segment mean scores.....	42
Table 9: Overview of the means scores used for profiling the segments.....	42
Table 10: Scores of the underlying variables of the clustering constructs per cluster	43
Table 11: Scores of profiling values per cluster	44
Table 12: Comparison matrix (segments vs. criteria profile)	48

Chapter 1

Introduction

1.1 Background

Eating is a basic necessity of life. In affluent society eating out at a restaurant has become an important social and business occasion (Koo, et al., 1999). In the Netherlands alone the food and beverages industry had a turnover of approximately 13.3 billion euro in 2010 (Bedrijfschap Horeca en Catering, 2012). This turnover was good for a 7.6 % contribution to the gross domestic product of the Netherlands in 2010 (The World Bank, 2012). And in 2011 the food and beverages industry showed an increase in turnover of 2%, despite the economic circumstances (ING, 2011). This resulted in an average spending per guest per visit of € 19,40 with an average weekly percentage of visitors of 35.1% (Kenniscentrum horeca, 2012). So it is safe to say that the food and beverages industry plays a great part in the Dutch economy. Therefore it can be considered a bit strange that in an industry where there is so much money involved most of the restaurant operators are basing their managerial decisions to make improvements on hunches or on past experiences (Koo, et al., 1999).

Most restaurateurs seem to believe segmenting their market will weaken their sales volume. They therefore neglect the issue of market segmentation all together (Yüksel & Yüksel, 2002). They assume the price to be the most effective means of attracting and retaining customers. This overemphasis on price may lead to the development of the “profitless prosperity syndrome”, whereby restaurateurs can often sell their products but the price is not high enough to ensure adequate profit levels (Crawford-Welch, 1994; Parsa, Self, Njite, & King, 2005). The result being, that the rate of business failure of restaurants is generally high; 67% according to the study of English (1996) in the first four years and around 30% according to the study of Parsa, et al. (2005) in the first year. The latter study also indicates that next to aforementioned economical reason for restaurant failure, there are two other reasons for restaurant failure, albeit less common. These are marketing based, i.e. restaurants cease to operate at a specified location for marketing reasons and managerial based, i.e. restaurants that are failing because of managerial limitations and incompetence (Parsa, et al., 2005).

To counteract the high failure rate of restaurants, Yüksel and Yüksel (2002) propose that restaurateurs need to embrace the concept of market segmentation. And for the following reasons: first, it has proven to be one of the most important strategic concepts contributed by marketing discipline to business firms and other types of organizations (Bowen, 1998). Next, segmentation is considered to be a powerful tool that can be used to develop an understanding in the different influences of specific service variables across segments and it also can be used to develop a more precise marketing strategy (Reid, 1983; Richard &

Sundaram, 1994; Swinyard & Struman, 1986). Finally, when done properly, segmentation can actually increase sales and profits because it allows the organization to target segments that are much more likely to patronize the organization's facilities (Reid, 1983).

To make sure that increases in sales and profits by segmenting the market are not short lived, organisations must understand what customers value (Bahn & Granzin, 1985; Oh, 2000a; Sánchez-Fernández & Iniesta-Bonillo, 2009). In this context, value is generally defined as "the consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given" (Zeithaml, 1988). In the restaurant business this definition of value is commonly accepted as the delivery of superior quality, value, and satisfaction to customers in terms of products and services (Oh, 2000a). Moreover researchers have shown that perceived quality, value, and satisfaction are good predictors of a customer's willingness to return and to recommend the restaurant to others (Oh & Parks, 1997; Rao & Monroe, 1989; Zeithaml, Berry, & Parasuraman, 1996). So the concept of customer value has become an important key to building a sustainable competitive advantage (Butz & Goodstein, 1996; Parasuraman, 1997; Woodruff, 1997). Furthermore, customer value has been identified by many researchers as a direct antecedent of consumers' behavioural intentions, e.g. knowing your customer can help you predict their behaviour (K.B. Monroe & Chapman, 1987; Oh, 2000b; Teas & Agarwal, 2000). Finally, in understanding consumer behaviour customer value plays an vital role, because value judgments occur at various stages of the (pre-) purchase process, and can be generated without the products or services being actually bought or used (Sweeney & Soutar, 2001; Woodruff, 1997).

Customer segmentation is one of the drivers of profitability, specifically in the restaurant business. By focussing at the right customer segment and understanding customer values of these customers gives great insight and competitive advantage. Therefore this research focusses on the determination of the right customer segment for restaurant A1-City by using customer segmentation. Next to this, this research focuses on understanding customer values to create competitive advantages for A1-City in order to become sustainable and profitable.

1.2 Company introduction

Restaurant A1-City is an innovative "All You Can Eat and Drink" restaurant concept. The principle is similar to buffet types of restaurants where the customer needs to get their own food and drinks, like for example a luxurious version of IKEA's restaurant. But instead of paying for every dish or drink separately, you now only pay an entrance fee for the duration of your stay which is usually about two hours. An example of this concept is the existing Asian

cuisine oriented “wok” restaurants in the Netherlands (see appendix 1 for more information). This concept entails that customers are paying a fixed price for a time restricted stay at a restaurant. During their stay customers can service themselves with any dish or drink that the restaurant offers unlimitedly. The success of this concept lies mostly in its limited need for personnel compared to full service restaurants. This self-service component saves the restaurateur several FTE’s in comparison with full service restaurants. However, the challenge of this concept is that it needs a lot of customers to be profitable, which is why these kinds of restaurants usually have a minimum of around 200 seats.

[REDACTED]

Restaurant A1-City will be situated in the centre of Amersfoort near the central train station and will have a total area of 1600 m² which is divided into 1000 m² indoor and 600 m² of terrace. The opening hours will be from 8 o’clock in the morning till 11 o’clock in the evening, so the restaurant will be open for breakfast, lunch and dinner guests. The applicable rates are € 15,- for breakfast, € 17,50 for lunch and € 25,- for dinner. The planned opening date for the restaurant is in October of 2012.

1.3 Motivation

Since I was little I have always been confronted with food and beverages in a professional manner. Strange? Perhaps. But if you take into account that my parents and their parents before them all have owned a restaurant it must seem less strange. For four generations my family has been active in the food and beverages industry mainly in the Netherlands. My great grandfather started the family trade by becoming the personal chef for an English family living in Shanghai around 1920. Before the start of the last Chinese

Revolution he fled the country, leaving all of his family behind, to search for a brighter future in the Netherlands. He arrived in the Netherlands before the Second World War broke out and survived here by selling roasted peanuts at first and later on by opening a Chinese-Indonesian restaurant. Around 1965 my grandfather who was still in China seized the opportunity to flee the communistic regime and started the search for his father in the Netherlands. After some years they found each other and my great grandfather helped my grandfather to also open a restaurant. It was not until 1975 when it was possible for my grandfather to get the rest of his family, which include my parents towards the Netherlands through legal channels. They started their own restaurant in 1990, in which I grew up. So it is safe to say that I am no stranger to the industry.

By opening my own restaurant I will continue the family trade. But, in order to make this adventure into a commercial success some questions need to be answered first.

1.4 Research goal

For any business to be successful, you have to meet certain criteria. This is no different for a restaurant. In light of the concept of restaurant A1-City this success is mostly dependant on the amount of customers that will be having breakfast, lunch or dinner in the restaurant. As discussed in subchapter 1.2, restaurant A1-City will be a big restaurant with 400 seats indoor and will offer a diversity of dishes from a variety of kitchens. Given this information the restaurant has the potential to attract a diversified group of people. But in today's business it is no longer just about having the most supply of products or the best services; it is more about the right combination of the best products, the best services and the right experience for the customer. However, this combination is hard for the restaurant to uphold for the whole population, because every person has its own likes and dislikes. Therefore it is important for the restaurant to reach out effectively to the relevant or rather the most profitable group of customers. Consequently, the focus of this research lies on determining the right mixture of customer segments and the segments valuations of the new restaurant concept, in order to make the new restaurant business a financial success.

1.5 Research problem

Based on aforementioned research goal, the following research problem is formulated:

- ***What are the right customer segments and customer values for A1-City to increase the likelihood on its profitability?***

The central research question is two-fold. On the one hand its purpose is to determine the largest customer segments for A1-City. On the other hand it determines the important

customer values of those segments. Subsequently, the gained knowledge can then be used to increase the profit of restaurant A1-City.

To structure this research, the central research question has been divided into the following research questions. Combined, the below mentioned research questions will lead to an answer for the central research question.

The identified research questions are:

1. Which customer segmentation model is most applicable to A1-City?
2. Which customer values framework is most applicable to A1-City?
3. Which customer segments can be determined for A1-City?
4. Which customer values lead to a proposition per segment to reach the segmented customers?

The first two research questions are to understand and give insight into the research topic and to find the suitable theoretical framework to help to solve the research problem. This will be done by a literature review. The third and fourth question focusses on the practical side of the research problem through an empirical research, concerning the subject, on the respondents.

1.6 Delimitations of scope and key assumptions

The scope of this research is constraint to the identified problem of the company. Combined with the problem, the company also set out a direction in terms of research focus in order to keep the research within the given timeframe. The actual marketing plan to reach the determined segments is outside the scope of this research.

Since the company in question is still in the pre starting phase several assumptions will be made during this research. One key assumption is that product which the company is offering, is the entrance fee to spent a limited time in a restaurant, in this time period you can have unlimited amounts of food and drinks. The other assumption is that the price/quality ratio is competitive, which results in a price of approximately € 15,- per person for breakfast, € 17,50 per person for lunch and € 25,- per person for dinner.

1.7 Research approach

This research can be divided into two parts, a desk research and an empirical research. The used approach is visualized as a funnel, which starts by setting the context for the research problem and narrows down to reach a conclusion (figure 1).

Desk research

The desk research was focussed on the first two sub questions: “Which customer segmentation model is most applicable to A1-City? and “Which customer values framework is most applicable to A1-City?” All relevant literature regarding customer segmentation and customer values were discussed in order to create a theoretical framework. Mostly, this entailed studies conducted by scholars to identify customer segments and customer values in the hospitality industry.

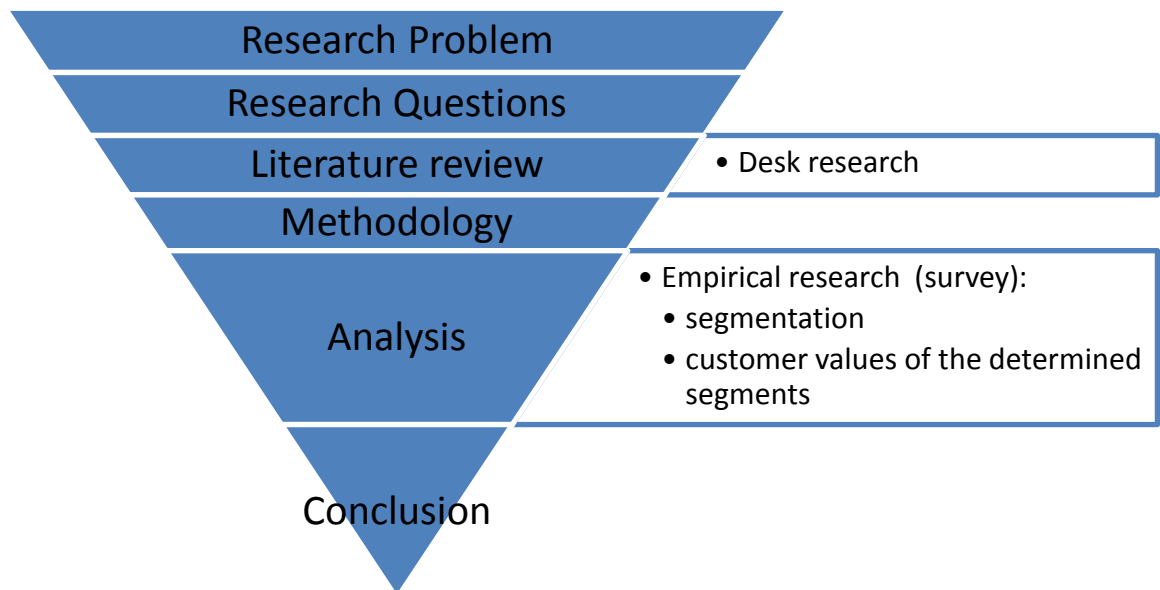


Figure 1: Visualized funnel of research approach

Combined the first two sub questions were subject to the literature review part of this report and will be discussed in chapter two. The knowledge gained by the desk research was used in the data gathering process of the empirical research part. This knowledge includes criterion measures previous studies have used in their surveys for determining segments for restaurants, like taste, price, quality and so on (Bahn & Granzin, 1985). Each of these factors were built up from several underlying variables, for instance the factor healthy food is built up from the variables availability of healthy food and nutritious food (Yüksel & Yüksel, 2002). The literature review part also includes knowledge for determining the measures of customer values previous studies have used, like harmony, excellence, expected satisfaction, perceived satisfaction, et cetera (Jensen & Hansen, 2007; Oh, 2000a). Combined the answers to the first two question were the foundation for the empirical research.

Empirical research

The empirical research part consisted of finding the answers to sub questions three “Which customer segments can be determined for A1-City?” and four “Which customer values

lead to a proposition per segment to reach the segmented customers?” Based upon the knowledge gained by the desk research, both of these questions were answered by conducting a single survey. For this survey a questionnaire was made to measure the variables relevant to the segmenting part and the variables relevant to the customer value part of this research.

The survey was distributed over a period of 2 weeks by means of 3 methods. The first was by printing a shortened URL to the questionnaire on the receipt the customers of restaurant A1-Plaza receive. Restaurant A1-Plaza is the sister company of A1-City and is also situated in Amersfoort. It has 2000 customers on a weekly basis. The second method of distributing was by emailing the existing customers of A1-Plaza. Finally, the last method was by placing flyers (with the URL of the questionnaire) under the windshield wipers of cars parked in parking lots in the city. To make sure the minimum amount of respondents was reached an incentive – an all-inclusive diner for two at A1-City, worth 61,80 euro – was raffled among the respondents.

After the data has been retrieved, several analyses were performed in SPSS to identify and classify the respondents in segments on the basis of the benefits they seek in a restaurant. After having determined the segments, they were profiled by using customer values.

1.8 Relevance

The relevance of this research can be divided into scientific, social and personal relevance. Scientific relevance concerns the usefulness of the results for science whereas social relevance concerns the usefulness of the results of the research for the client and possibly for the society in general (Geurts, 1999). Personal relevance is the relevance on a personal level.

On a scientific level this research’s relevance is twofold. First, combining the several existing scientific models into a framework leads to new insights and understandings of the relevance and applicability of the individual parts of those models in the framework. Next, this research can be considered scientific relevant because it focusses on the food and beverages area of segmentation and customer values whereas previous research has been more focussed on retail channels in general. Therefore this research can bring interesting insights on a relatively unexplored industry.

Because this research involves an existing company, it also has a social relevance. For A1-City it is important to know on which segments it needs to focus in order to make the company profitable. And the knowledge about the segments and customer values will be gained by doing a survey among potential customers. Therefore it can be said that the social relevance of this research is twofold. On the one hand the research serves the company in getting an understanding of the segments on which it needs to focus and subsequently getting

the possibility to improve its profits. On the other hand the research could also be fruitful for the customer, e.g. if the company reaches the intended customers and provides them a product that satisfies their needs according to their customer values.

On a personal level this research is relevant, because it contributes to my own development in skills as a scientific researcher. Furthermore it helps me to gain knowledge about this specific market which I can apply in running my own business.

1.9 Planning

In order to have a grasp on the conducted research the following planning has been made:

Subject	Time period
Literature review	February / March 2012
Theoretical framework	March 2012
Collecting data	March / April 2012
Methodology, result interpretation & conclusion	May / June / July 2012
First draft version	July 2012
Colloquium and graduation	August 2012

The writing of this report is a process that ran alongside the daily duties of setting up a restaurant, which are meetings with the project developer, municipality, interior designer, contractor etc. Therefore the dates in the planning were not fixed, but used as a guideline.

1.10 Outline of this report

This report is build up in five chapters. The introductory chapter is this chapter. It outlines the research background, the research goal, the research problem, the delimitations of scope and key assumptions, the research approach, relevance, planning and this outline of the report. The purpose of chapter two is to present the literature review. It starts with defining the terms customer segmentation and customer values, followed by an in-depth review of previous studies about these subjects. This establishes a sound theoretical basis on which the methodology can be built in chapter three. The methodology chapter will mainly consist of explaining how the research is conducted and why the choices are made to collect the data in such manner. Next, chapter four serves to present the findings and the associated analyses of the empirical study. Finally, chapter five deals with conclusions, practical implications, theoretical implications, limitations and implications for further research. The following figure shows the structure of the thesis.

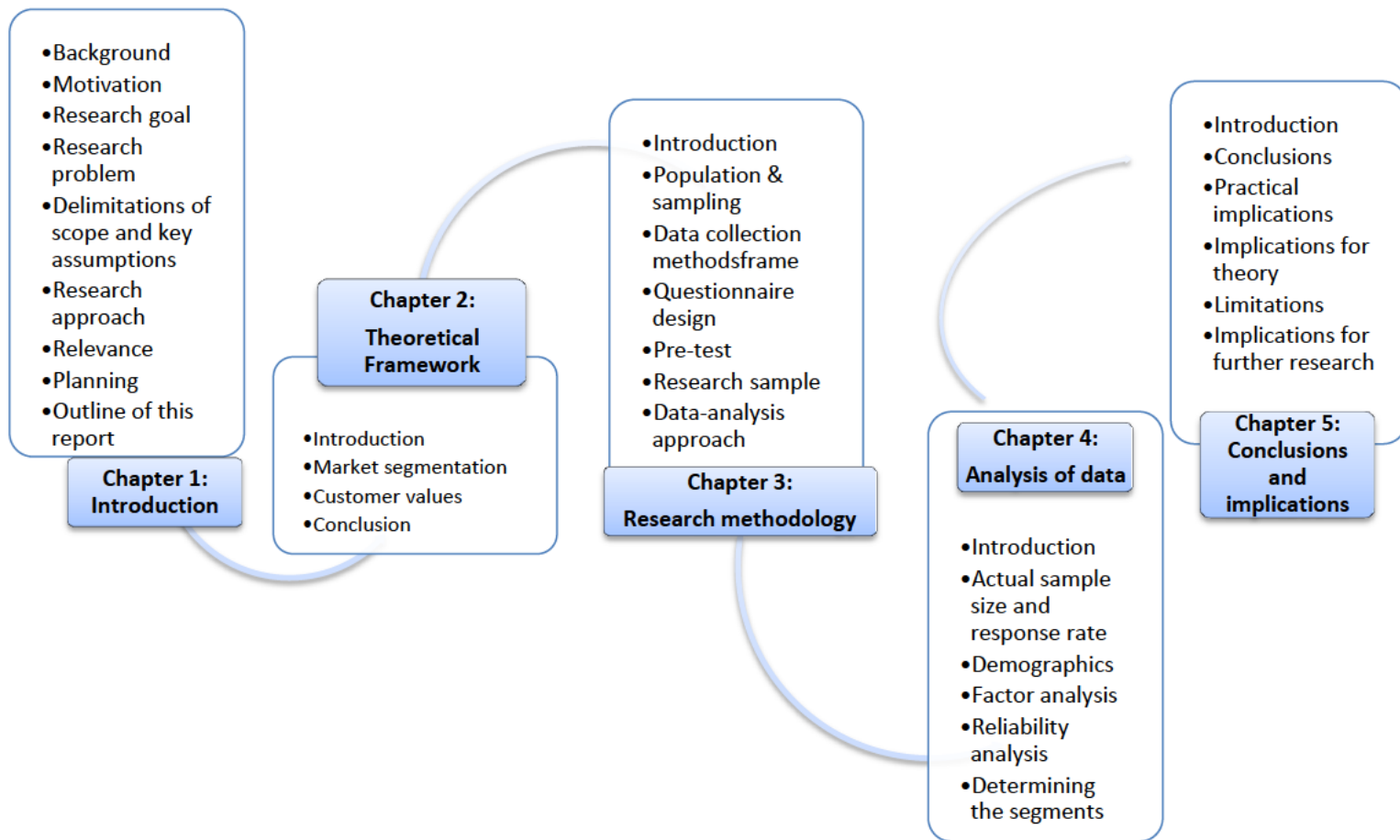


Figure 2: The structure of this report

Chapter 2

Theoretical framework

2.1 Introduction

This chapter is devoted in analysing and answering the first and second research questions, namely “Which customer segmentation model is most applicable to A1-City?” And “Which customer values framework is most applicable to A1-City?” Through the analysis and answering of these questions the theoretical framework for the second part of this research will be laid out, providing a solid background with relevant literature for determining the customer segments and customer values for A1-City.

2.2 Market segmentation

2.2.1 What is customer segmentation?

Segmentation is part of the marketing concept advocated by Kotler (1997) and others (Talib, Hashim, Chinna, & Kumar, 2009). Basically, this marketing concept entails that the key tasks of an organization are to determine the wants and needs of target markets and adjust the organization to deliver the desired satisfaction more effectively and efficiently than its competitors (McDonald & Dunbar, 2004). A part from this marketing concept is that of market segmentation, which is based on an understanding of the social, economic and psychological location of the customer.

According to Hamel (2000) market segmenting is necessary to limit the size of the market that is being served by a company, in order to better balance the value proposition of the company with the value that is assessed by its customers. There are several definitions of segmentation. In general, market segmentation is defined as the process of partitioning a market into segments that have relatively similar requirements and preferences for market offerings (Freytag & Clarke, 2001). Another definition of market segmentation is given by Kotler (1997): “market segmentation is the desegregation of markets into clusters of buyers with similar preferences”. For organizations this translates into the inability to serve all of the customers in the open market, as the customers are too numerous, widely scattered or heterogeneous in their demands to be effectively served by a single organization (A. Williams, 2002). Therefore organizations have to identify those parts of the market where they are most attractive to, which is exactly what segmentation does. It works on the basis that at the most detailed level every buyer’s requirements are probably distinct in some way (A. Williams, 2002). The similarities and differences of these unique requirements can be grouped into subclasses (Talib, et al., 2009). These subclasses are the segments on which the organization can choose to focus their attention on to be attractive.

2.2.2 Review of customer segmentation models for the hospitality market

There are several advantages of using segmentation in the hospitality business. The first is that it enables an organization to exploit services by better selecting compatible market niches. Next, it is useful for separating two or more brands of the same company in order to minimize cannibalism. The third advantage is that it identifies gaps in the market which may represent new market opportunities. Furthermore it encourages more sharply focused strategies. Finally, the use of segmentation encourages customer loyalty because the company's offering is more closely geared to those in a market segment (A. Williams, 2002).

Scholars have used different kinds of techniques and methods to investigate market segments in the hospitality business. Classic hospitality segmentation research has used models, like the stages of change to investigate customer behaviour which is based on socioeconomic factors overlaid with psychological ones such as motive (Talib, et al., 2009). Another form of segmentation was used by Grazin and Olsen (1997), they used volume segmentation when investigating customers of fast-food restaurants which segmented customers into three categories: non-users, light users and heavy users. For segmenting restaurant customers, Oh and Jeong (1996), defined four lifestyle categories: neat service seekers, convenience seekers, classic diners and indifferent diners. J. A. Williams, Demicco, and Kotschevar (1998) have used a form of psychological profiling, with age as the main criteria, for segmenting restaurant customers. Yüksel and Yüksel (2002) studied whether restaurant customers could be grouped into distinct sub-segments based on the differences and similarities in benefits that they seek from restaurants. They found five segments to attribute the restaurant customers to which they labelled as value seekers, service seekers, adventurous food seekers, atmosphere seekers and healthy food seekers. Each of these segments has their own set of benefits that they seek from the restaurant.

Each of the proposed segmentation models has their own merits and demerits associated with it. Take for example geographic segmentation it divides the market into a series of locations such as nations, regions, cities or neighbourhoods. It is considered to be the simplest approach to segmentation and is known for its administrative ease. But criticism has been expressed with the validity of this process for segmenting markets; clustering customers primarily on geographic location can in many ways be seen as too simplistic, because it lacks detailed analysis of the behaviour of the customer and as such lack real value (A. Williams, 2002).

Then there is demographic profiling as a segmentation model, it divides the market on the basis of such factors as age, gender or religion. According to Kotler (1997) demographic variables are easier to measure than most other types of variables. Talib, et al. (2009) on the

other hand criticised the method for its lack of refinement to understand the diversity of the segments found in the hospitality business.

Volume segmentation is based on the premise of differentially targeting customers according to their levels of buying and their relative contribution to sales and profit. This model of segmentation is heavily linked to issues of loyalty and reward, and is concerned primarily with identifying the top X percentage of a firm's customer spending and targeting these with offers (A. Williams, 2002). It is generally accepted by advocates of volume segmentation that a relatively small proportion of customers contribute the lion's share of company sales and profit.

Further, there is socioeconomic segmenting. These models are based on segmenting markets on the basis of economic performance, for instance with an occupation-based system of classification which is the standard for both market and social research. Its power lies with the detailed insight into the customers' income, wealth, power etc. The difficulty is that generalizations based on income are often unhelpful. Some partial explanations of variables in consumption can be seen to be related to income, but not all (A. Williams, 2002).

Then there also is psychographic segmentation as has been used by Oh and Jeong (1996). It is based on personality inventories of attitudes expressed by customers when discussing products, brands or services. In psychographic segmentation buyers are divided on the basis of personality differences. Typical models within this area would include those based on attitudes, lifestyle or situation. Such models are based on the premise that we as customers buy those brands that extend the personality characteristics that we think we possess, or would like to possess or that we want others to think we possess. A perceptual map is developed which is used to investigate differences caused by different social norms. As a result it is argued that it is possible to identify certain brands as displaying certain values, while others display different values. However, limited empirical testing has not been able to confirm a clear causal relationship between lifestyle, personality and purchase behaviour (A. Williams, 2002).

The use of socio-demographic variables as segmentation criteria is a strategy which uses demographics combined with socioeconomic factors as a basis (Verbeke, 2005). This assumes that it is possible to identify, within families, stages of life cycle based on a combination of age, marital status, gender and number of children. However, the use of socio-demographics as segmentation variables has been criticised by many scholars for several different reasons, e.g. not suitable for understanding market-specific customer expectations, poor predictors of behaviour and low discriminatory powers in responses between segments

(Becker-Suttle, Weaver , & Crawford-Welch, 1994; Crawford-Welch, 1990; Haley, 1985; Loker & Perdue, 1992; Reid, 1983; Swinyard, 1977).

Finally, there is the benefit model which was proposed by Haley (1968) as a means of identifying causal segments. Based on segmenting markets on the basis of what the customer signals that they want to use the product or service for, benefit segmentation segments essentially by different reasons (for example, goals, beliefs, wants, etc.) for consumption (Haley, 1968). It is argued that, as individuals identify different benefits from products, the same product or service might serve different segments or markets (A. Williams, 2002). The difficulty with this model is that while benefit segmentation may appear to be the most customer orientated, benefits may not be easily identifiable (Haley, 1968). For example it is suggested that in some cases customers may be choosing on the basis of a benefit bundle rather than an individual benefit, and this would require marketers to identify benefit bundle groups, which may cloud the issue (Kotler, 1980).

Segmentation methods	Pros	Cons
Geographic segmentation	the simplest approach to segmentation, easy to administer	lacks detailed analysis of the behaviour of the customer
Demographic segmentation	easier to measure than most other types of variables	it lacks the refinement to understand the diversity of the segments found in the hospitality business
Volume segmentation	specialised for issues of loyalty and reward for the top x percentage of a company's customer base	only a relatively small proportion of company's customer base contribute the lion's share of company turnover
Socioeconomic segmentation	gives detailed insight in the income, wealth, power etc. of the customer	only several variables in consumption can be seen to be related to socioeconomics
Psychographic segmentation	possible to identify certain brands as displaying certain values, while others display different values	has not been proven empirically
Socio-demographic segmentation	possible to identify, within families, stages of life cycle based on a combination of age, marital status, gender and number of children	not suitable for understanding market-specific customer expectations, poor predictors of behaviour and low discriminatory powers in responses between segments
Benefit segmentation	as individuals identify different benefits from products, the same product or service might serve different segments or markets	benefits may not be easily identifiable

Table 1: Overview of segmentation methods with key differences

In the following paragraph the above reviewed segmentation models will be discussed in light of the typology of the restaurant A1-City and the most applicable model will be chosen to be used in this research.

2.2.3 Benefit segmentation

In the current business scenario of intense competition, organizations need to develop offers for specific market segments, determined by the segmentation strategy, to be successful. Segmenting and selecting the markets on which to focus makes the allocation of resources more efficient and effective, because resources can be allocated directly to the specific, smaller and identifiable groups, which will result in an increase of sales and profitability (Foxall, Goldsmith, & Brown, 1998).

The key questions in selecting the model are: what is being grouped together to form segments and what process is used to group segments. The above mentioned models of geographic, demographic, socioeconomic, socio-demographic, volume and benefit segmentation are all supported by a wide body of evidence and literature, and as discussed each has its own weakness as well.

In order to choose the right segmentation model that satisfies the concept of A1-City, the model needs to satisfy the following criteria: applicable for a broad audience, predict future buying behaviour since the restaurant has not opened yet and take values of the customers into account in order to make it easier to combine with the customer values framework. In view of this and the earlier discussed typology of restaurant A1-City the choice has been made on the benefit segmentation model to segment the restaurant market.

Benefit segmentation is chosen, because it is confirmed to be an effective approach to market segmentation through which it is possible to identify market segments by causal, rather than descriptive, factors (Yüksel & Yüksel, 2002). The basis of this strategy lies in the belief that people are seeking for benefits when they want to consume a product, and that these people differ from each other in values, needs and benefits. These are the basic reasons for the existence of true market segments and are better determinants of behaviour than other approaches (Loker & Perdue, 1992). Therefore, seeing the diverse functions of the restaurant - breakfast for hotel customers, lunch and dinner for anybody – and consequently the broad audience it needs to attract, those causal factors seem to be better equipped to handle the segmentation of the restaurant market of A1-City than any descriptive factors would, which also is empirically supported by previous research (e.g., Goodrich, Hawkins, Shafer, and Rovelstad (1980); Haley (1985); Oh and Jeong (1996); Young, Ott, and Feigin (1978)). Concerning the difficulty of the model that the benefits may not be easily identifiable (Haley, 1968); the questionnaire will be made to address this issue by identifying the individual benefit and the benefit bundle. Finally, unlike the geographic and socio-demographic models, benefit segmentation has been highly rated for its ability to predict future buying behaviour

(Frochot & Morrison, 2001; Oh & Jeong, 1996; Wedel & Kamakura, 2000; Yüksel & Yüksel, 2003).

Now that the choice for benefit segmentation has been made, it is possible to define the factors that are most likely to be relevant in benefit segmentation. In the reviewed articles about segmentation there were three studies that contained factors for benefit segmentation. These articles are that of Bahn and Granzin (1985), Koo, et al. (1999) and Yüksel and Yüksel (2002). The article of Bahn and Granzin (1985) mentions five sets of predictor variables that can be used for benefit segmentation, which are: values, demographics, life style, concern for nutrition and eating patterns. The articles of Koo, et al. (1999) and Yüksel and Yüksel (2002) both mention the factors service quality, product quality, price & value and location to be relevant for benefit segmentation. Since the 5 predictor variables of Bahn and Granzin (1985) are not mentioned in the articles of Koo, et al. (1999) and Yüksel and Yüksel (2002) and vice versa, the frameworks will complement each other. Hence, the factors of Bahn and Granzin (1985), Koo, et al. (1999) and Yüksel and Yüksel (2002) will be combined to form the foundation of the benefit segmentation part of this research.

2.3 Customer value

2.3.1 What is customer value?

Zeithaml (1988) defines customer value as “the consumer’s overall assessment of the utility of a product based on perceptions of what is received and what is given” (p. 14). This definition sees value as a consideration between the advantages you receive for giving up something of yours, which is kind of abstract. The definition of K. B. Monroe (1990) gives a more concrete view of customer value: “buyers’ perceptions of value represent a trade-off between the quality or benefits they perceive in the product relative to the sacrifice they perceive by paying the price” (p. 46). Previous research has shown that this definition can be operationalized, because of the rather focused conceptualization (Dodds & Monroe, 1985; Grewal, Monroe, & Krishnan, 1998; K.B. Monroe & Chapman, 1987). Another definition of customer value is given by Woodruff (1997): “a customer’s perceived preference for and evaluation of those product attributes, attribute performances, and consequences arising from use that facilitate (or block) achieving the customer’s goals and purposes in use situations” (p. 142). This last definition lacks the comparative part of the value process that had been a key element in other researchers’ definitions. Next to these different interpretations of the definition of customer value there are other researchers who have a somewhat different views

of customer value as well (e.g., Butz and Goodstein (1996); Fornell, Johnson, Anderson, Cha, and Bryant (1996); Gale and Wood (1994)).

Looking closer to the different definitions there are several common threads of the value concept to be found. First, all the definitions of customer value talk about the value judgements in marketing contexts being a mostly subjective and cognitive evaluation of the target of purchase. Next, the subjective and cognitive evaluation reflects the outcome of the dynamic comparison process in consumption situations (Oh, 2000a). Moreover, this process consists of two components, the “give” component of financial investment and the “take” component of benefits. Finally, customer value is – at the level of overall assessment – based on two dimensions, i.e. acquisition and transaction values (Grewal, Krishnan, Baker, & Borin, 1998).

2.3.2 Review of customer value frameworks for the hospitality market

Most of previous research about customer value is focused on identifying the determining factors of the perceived value. A common theory is that customers perceive product and service quality based on the purchase experience, the advertisement, and the comparison of the perceived quality of the product to the financial sacrifice they have to make for the purchase (Dodds, Monroe, & Grewal, 1991; Grewal, Monroe, et al., 1998; K.B. Monroe & Chapman, 1987; Rao & Monroe, 1989). Comparing these cognitive evaluations results in a value judgement about the product. The linear relationship between the level of perceived quality and the level of sacrifice made of customers value perceptions is empirically support by prior research of Dodds, et al. (1991) and Zeithaml (1988), however they are unclear about the symmetry of the influence of the determinants quality and sacrifice.

The “traditional” value framework mentioned by Jacoby, Olson, and Haddock (1971), Szybillo and Jacoby (1974) and Valenzi and Andrews (1971) tells us that perceived quality acts as an intermediary of the effects of many extrinsic cues (e.g., brand name & price) on customer value. For example, customers’ judgements of quality are likely to be influenced by the quality suggested by brand name and price (Dodds, et al., 1991; Zeithaml, 1988). According to Rao and Monroe (1989) customers are more likely to infer product quality from extrinsic cues when they are not really familiar with the product or have limited knowledge about the product. Other identified extrinsic cues to quality perceptions are store name, store image, and country of origin (Curry & Riesz, 1988; Rao & Monroe, 1989; Teas & Agarwal, 2000; Wheatley & Chiu, 1977).

Later on, the customer value framework presented by Dodds and Monroe (1985) and Zeithaml (1988) expands the traditional value framework by adding perceived sacrifice as a

mediator of the perception of price on customer value. With the antecedent of the perceived price being the objective price of the product (Dodds & Monroe, 1985). The research of Dodds and Monroe (1985) and Zeithaml (1988) have shown that the evaluated price is stored into memory as a deficit (i.e., perceived financial sacrifice) and elicited as a comparison standard against quality perceptions when customers make value judgments (Oh, 2000b). According to Oh (2000b) this results in the mental trade-off between price and quality occurring at a high level of internal representation in a way that it is meaningful to the customer.

Lemmink, De Ruyter, and Wetzels (1998) approach to customer value differs from the previously discussed frameworks. They examined how value evolves during the course of the service delivery process in a restaurant, whereas the previous frameworks evaluate customer value in a static point in time. In their research the service delivery process was broken down into the stages reception, ordering, meal and check-out. In each of the stages value was positioned as a three-dimensional concept: emotional, practical and logical. This results in the satisfaction level of the particular stage being determined by the dimensional concept of the corresponding stage. The overall satisfaction level could be determined by the summation of the satisfaction level of all the stages and plays a role in the formation of customer judgments (Lemmink, et al., 1998).

The customer value framework of Oh (2000b) can be seen as an extended framework of that of Dodds and Monroe (1985). The main extension lies in the relationship between perceived value and the consequence of perceived value. In the framework of Dodds and Monroe (1985) there is a positive relationship between perceived value and the willingness to buy, whereas the framework of Oh (2000b) has been extended on this part; there is a positive relationship between customer value (i.e., perceived value) and purchase intention, but also a negative relationship between customer value and search intention. Search intention is described by Oh (2000b) as the likelihood that customers will be looking for an alternative product. Further the framework of Oh (2000b) separates brand into brand class and brand awareness. Brand class has a positive relationship with perceived quality, whereas brand awareness has a positive relationship with price fairness. In the framework perceived quality and price fairness are antecedents of customer value.

The framework of Al-Sabbahy, Ekinci, and Riley (2004) uses a two-dimensional value scale developed by Grewal, Monroe, et al. (1998) to measure perceived value. These determining factors of perceived value are acquisition value and transaction value. Acquisition and transaction value are defined by Grewal, Monroe, et al. (1998, p. 48) as, respectively: the perceived net gains associated with the products or service acquired and the perception of psychological satisfaction or pleasure obtained from taking advantage of the financial terms of

the price deal. However, the research of Al-Sabbahy, et al. (2004) concludes that only the dimension of acquisition value was found to be valid for representing perceived value, the validity of the transaction value was very poor.

Jensen and Hansen (2007) propose their own framework for customer values among restaurant customers. They have identified and categorised a number of customer values based on the empirical context of meal experiences in restaurants, which are harmony, excellence, emotional stimulation, acknowledgement and circumstance value. Each of these categories (or so called A-level values) is built up from several single (or so called B-level values) values. For example, the A-level value harmony is built up from the b-level values: aesthetic balance, suitability, appropriateness and personal space. Excellence is built up from: outstandingness, efficiency and discovery. Next, emotional stimulation is built up from amazement, cosiness and casualness. Acknowledgement is built up from ego-support and legitimation. Finally, circumstance value is built up from initiation value. With regard to previous research the A-level aspect harmony can be seen as the most interesting finding of this research, because this aspect is not given any particular focus in prior research. Harmony expresses that the restaurant arena has to fit the actual situation and occasion of the meal and some of the ground preference of the customers to make them feel relaxed and comfortable (Jensen & Hansen, 2007).

Customer Value Frameworks	Summarised with key difference
Traditional value framework (Jacoby, et al., 1971)	Perceived quality acts as an intermediary of the effects of many extrinsic cues (e.g., brand name & price) on customer value.
Customer value framework (Dodds & Monroe, 1985; Zeithaml, 1988)	Expands the traditional value framework by adding perceived sacrifice as a mediator of the perception of price on customer value.
Evolving value framework (Lemmink, et al., 1998)	Measures how value evolves during the course of the service delivery process in a restaurant, whereas the previous frameworks evaluate customer value in a static point in time.
Extended customer value framework Oh (2000b)	An extended framework of that of Dodds and Monroe (1985). The main extension lies in the relationship between perceived value and the consequence of perceived value.
2 dimensional value framework (Al-Sabbahy, et al., 2004)	Uses a two-dimensional value to measure perceived value. These determining factors of perceived value are acquisition value and transaction value. Only the dimension of acquisition value was found to be valid for representing perceived value.
Meal experiences (Jensen & Hansen, 2007)	Specialised framework for customer values among restaurant customers. They have identified and categorised a number of customer values based on the empirical context of meal experiences in restaurants.

Table 2: Overview of Customer Value Frameworks with key difference

In the following paragraph the above reviewed customer value frameworks will be discussed in light of the typology of the restaurant A1-City and the most applicable framework will be chosen to be used in this research.

2.3.3 Customer value framework of Jensen and Hansen (2007)

The growing amount of research into the concept of customer value shows that organizations can attain a competitive advantage by delivering superior value to customers (Sánchez-Fernández & Iniesta-Bonillo, 2009). Thus, customer value can be seen as the new strategic imperative for retailers (Gale & Wood, 1994; Levenburg, 2005; Sweeney & Soutar, 2001; Sweeney, Soutar, & Johnson, 1997). For restaurant A1-City this imperative is of importance to generate repeat business. Because identification of the segments and attracting them could be one thing, but to secure repeat business is another (Lowenstein, 1995).

In order to choose the right customer value framework that satisfies the concept of A1-City, the model needs to satisfy the following criteria: applicable for an “All You Can Eat” type of buffet restaurant, suitable for a context where the restaurant has not been opened yet and take expectations of the customers into account to form the restaurant.

In total there are six frameworks of customer value that have been reviewed. Three of them are more or less related to each other, because they are based upon the same principle; these are the traditional framework and the frameworks of Dodds and Monroe (1985) and Oh (2000b). Of these three the framework of Oh (2000b) is the most extensive framework, because it accumulates the frameworks of the other two. The other three frameworks are that of Lemmink, et al. (1998), Al-Sabbahy, et al. (2004) and Jensen and Hansen (2007). However, only one of the frameworks is appropriate to use in a situation where the restaurant is yet to be opened and therefore suitable to use in this research. That is the framework of Jensen and Hansen (2007), they do not mention brand class, brand awareness, perceived price, perceived quality or other dimensions which are irrelevant for a restaurant that hasn't been opened yet. However, they do discuss thirteen B-level values that can be used to form the restaurant to conform to the expectations of the yet to be determined segments.

2.4 Conclusion

The benefit segmentation part of this research consists of: first, the five predictor variables of Bahn and Granzin (1985), which are values, demographics, life style, concern for nutrition and eating patterns. Next, the factors service quality, product quality, price & value and location of Koo, et al. (1999) and Yüksel and Yüksel (2002) are added. The combination is then used to segment the total market for restaurant A1-City. When the segments have been

determined, then the customer values framework of Jensen and Hansen (2007) is used to profile the determined the segments. This is summarised in the model depicted in figure 3.

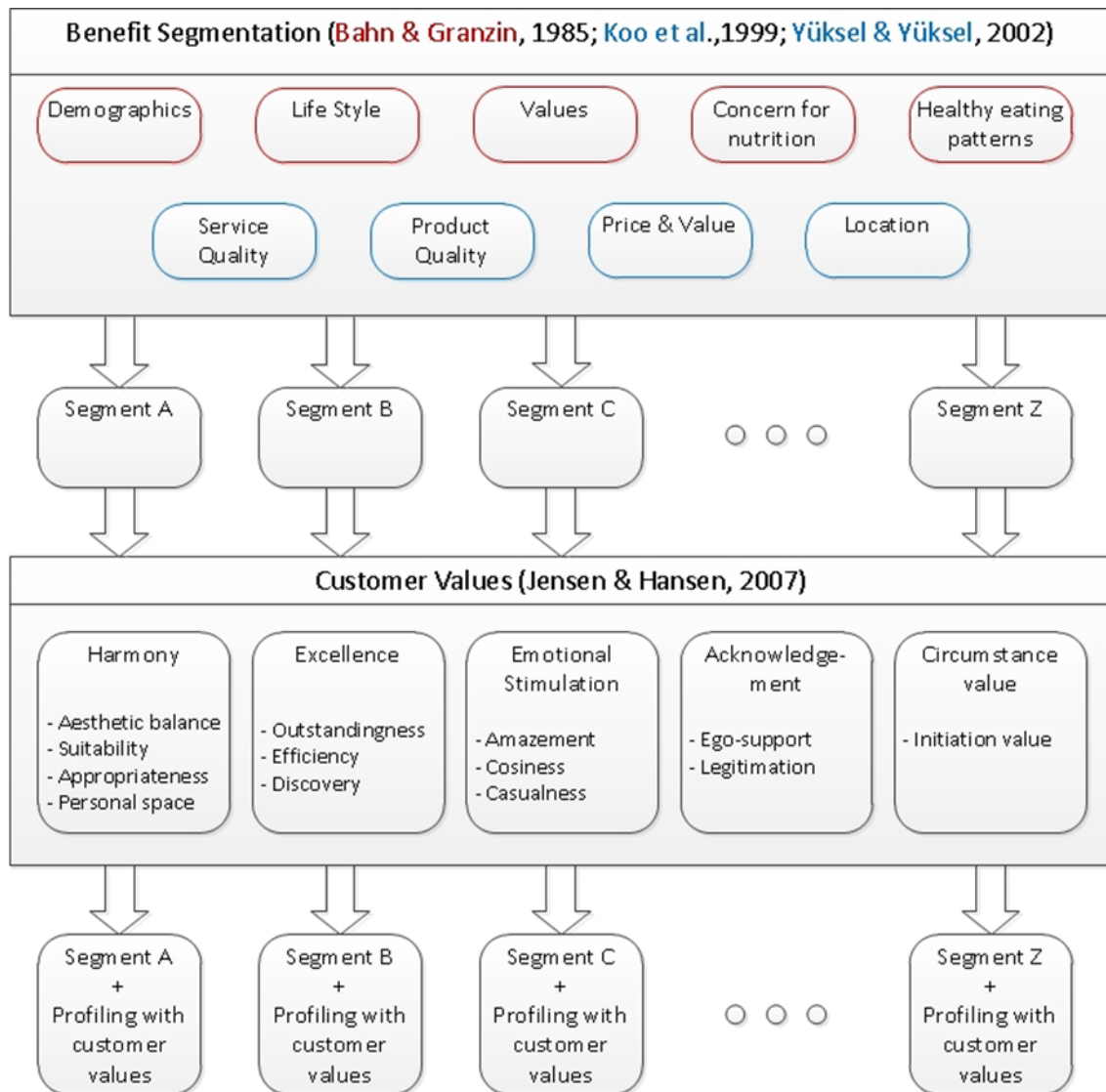


Figure 3: Theoretical framework

Chapter 3

Research methodology

3.1 Introduction

This chapter describes the research methodology of the second part of this study, an empirical research. The literature review of the previous chapter provides the theoretical framework for the methodology needed to analyze the last two research questions: “Which customer segments can be determined for A1-City?” and “Which customer values lead to a proposition per segment to reach the segmented customers?” The chapter is organized as follows: First, the population & sampling frame will be explained. Next, the data collection methods will be described. Thereafter, the questionnaire design will be discussed, followed by the pre-test results and the research sample. Finally, the data analysis approach will be described.

3.2 Population & sampling frame

The population for the study comprised of people visiting Amersfoort, because A1-City is located in the city centre of Amersfoort. The sampling frame comprised of four locations in and around Amersfoort to attract a generic group of respondents as possible within the timeframe and budget of this research. The first location was restaurant & meeting point A1-Plaza situated next to the highway A1 in Amersfoort. This location was chosen because on some level it resembles restaurant A1-City and reaches a very diverse group of people. Similar to A1-City, A1-Plaza has an “All You Can Eat” type of restaurant; it also provides lunch and dinner for fixed prices. The difference is that A1-Plaza also has a take away department, a Japanese à la carte restaurant and has several conference rooms.

The second location was the parking lot Sint Jorislein in the city centre of Amersfoort. This is the most central and biggest parking space in the city. The location is chosen for reaching people who are not living in the city centre but come there for shopping, entertainment and/or lunch/dinner. The third location was the parking lot of Hotel Van Der Valk in Amersfoort, which was chosen to reach the out of town guests and travellers. Finally, the last location is the P+R parking lot near the central railway station in Amersfoort to reach people from the suburbs and other commuting people. Together these four locations formed the sampling units. The sampling elements were the customers of restaurant & meeting point A1-Plaza, the customers of Hotel Van Der Valk and people who were parking their car in the city centre or next to the railway station.

3.3 Data collection methods

This research is a cross-sectional field study with data collected by means of an online questionnaire over a period commencing June 29th to July 15th 2012. To ease the processing

of the survey it has been made with a survey template of Google Docs, a web based survey tool. In total there are three methods of distribution the questionnaire.

For collecting data in the first location, restaurant A1-Plaza, every patron was requested to participate in the survey by a sign next to the cash register and remembered by a shortened URL to the questionnaire on the receipt they received when paying. No prior research was made on the first method of distributing the questionnaire; therefore the response rate was yet to be determined. However, since this was an easy and cost efficient way to introduce people to the questionnaire it was used in this research as a means to see what the response rate was and if it was a viable distribution method for future surveys.

Next to this there was a second method of distributing by emailing the customers in A1-Plaza's customer database, which contains 2414 unique email addresses. According to Kaplowitz, Hadlock, and Levine (2004) this method would result in a return rate of approximately 20,7 % without the use of an incentive. This would yield approximately 482 returned questionnaires, if the return rate was applicable for this research.

Finally, in order to increase this studies generalizability, to prevent the non-sampling error of under coverage and to increase the likelihood that the goal sample size of 400 was met, i.e. in case the other methods did not yield the response rate as has been determined by their respective scholars, the windshield method of Harris, Guffey, and Laumer (1979) was chosen. In executing this distribution method 1000 flyers were pressed and distributed in three strategically chosen locations, as mentioned in subchapter 3.2. This method entailed placing flyers (with the URL to the questionnaire) under the windshield wipers of cars parked in parking lots in the city. According to the research conducted by Harris, et al. (1979) the return rate of this distribution method is around 33 %.

To make sure the minimum amount of respondents were reached an incentive – an all-inclusive diner for two at A1-City, worth 61,80 euro – was raffled among the respondents. On June 29th 500 flyers were distributed and an invitation letter was emailed to the customers in the database of A1-Plaza. On July 7th the remaining 500 flyers were distributed and on July 8th a reminder email was sent.

3.4 Questionnaire design

For this research a questionnaire was made to measure the variables relevant to the segmenting part and the variables relevant to the customer value part of this research (appendix 3). The measures of the questionnaire were based on a combination of measures used by prior research of Bahn and Granzin (1985), Koo, et al. (1999) and Yüksel and Yüksel (2002) for the segmenting part of the survey. The measures for the customer values part of the

questionnaire were based on a combination of measures used by prior research of Jensen and Hansen (2007) and Oh (2000a). The whole questionnaire is designed in Dutch, therefore the original measures needed to be translated into Dutch.

In the introduction of the questionnaire (appendix 3a) the purpose of the questionnaire was explained and the time it takes to complete the questionnaire was mentioned. It is also noted that the information gained from this questionnaire would be treated confidentially and would strictly be used for this research only. Next, people are kindly asked to participate in this research and informed that by completing the questionnaire they could win an all-inclusive dinner for 2 persons.

Benefit segmentation part of the questionnaire

The segmentation part of the questionnaire (appendix 3a) was built up in the following sequence; first the measures of the dimension demographics (multiple choice: questions 1-11) were mentioned. Demographics include a number of commonly used measures of socioeconomic characteristics. The items used have all been found to successfully predict market behaviour in earlier studies (Bahn & Granzin, 1985). Next comes life style (multiple choice: questions 12-18) and values (5 point Likert: questions 19-29). These activities were chosen because they represent the choices made by persons when they are free from the requirements of their job (R. H. Williams, 1975). The frequency of participation was referred to a typical month, quarter, or year, depending on the type of activity. These items were selected on the basis of previous leisure-activity patterns of Bahn and Granzin (1985) and adapted accordingly to suit the present time. Subsequently, concern for nutrition (5 point Likert: questions 30-36) and healthy eating patterns (dichotomous: questions 37-52) were asked, which were translated from the research of Bahn and Granzin (1985) in Dutch.

For the next questions the participants were asked to evaluate their most recent dining experience within a restaurant. This was to eliminate any possible effect of memory lapse (Yüksel & Yüksel, 2002). It started with the measures of the construct product quality (7 point Likert: questions 53-57) and the construct of service quality (7 point Likert: questions 58-64), these were based on prior research of Koo, et al. (1999) and Yüksel and Yüksel (2002).

Subsequently, the measures of the construct price and value (7 point Likert: questions 65-67) were asked (Yüksel & Yüksel, 2002). Finally, the measures of the construct location (7 point Likert: questions 68-72) were asked (Koo, et al., 1999; Yüksel & Yüksel, 2002).

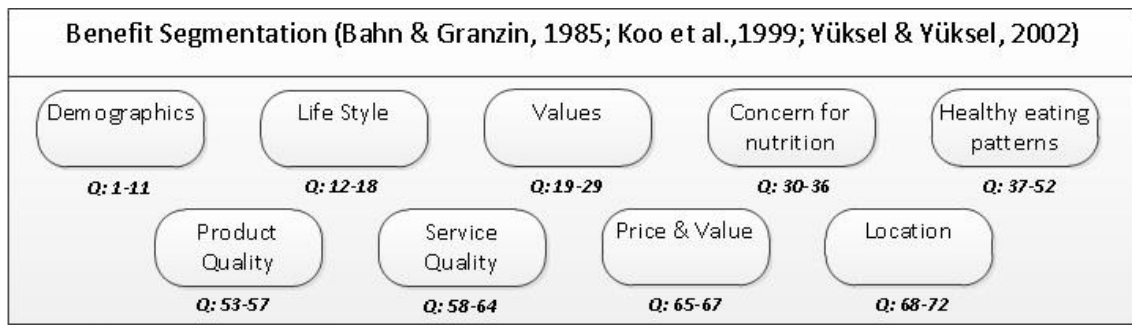


Figure 4: Question numbers of the questionnaire related to the benefit segmentation dimensions

Customer values part of the questionnaire

The customer values part of the questionnaire (appendix 3b) was built up in the following sequence; the measures of the constructs harmony (5 point Likert: questions 73-79), excellence (5 point Likert: questions 80-84), emotional stimulation (5 point Likert: questions 85-90), acknowledgement (5 point Likert: questions 91-92) and circumstance value (5 point Likert: question 93).

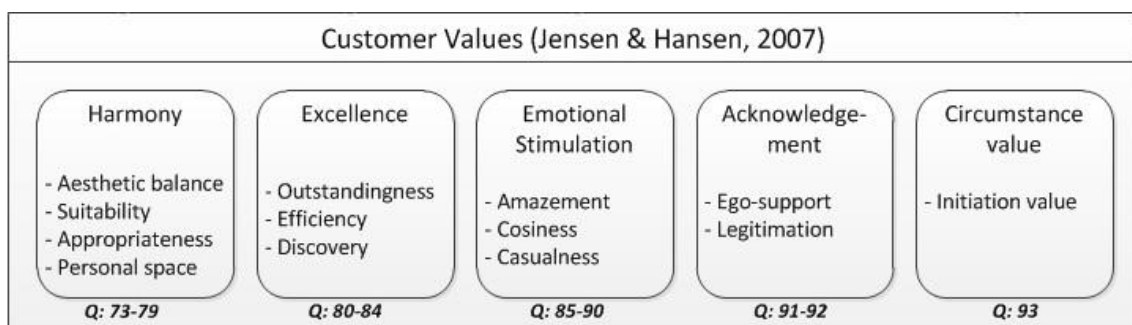


Figure 5: Question numbers of the questionnaire related to the customer values

After the customer values part of the questionnaire there were two questions that needed to be answered (appendix 3c). The first question asked the participant if he or she would like to enter the draw for the free diner for two contest. The second question asked how the participant came in contact with the questionnaire.

In total the questionnaire consisted of 95 questions, whereof 18 are multiple choice, 38 questions were in a 5 point Likert format, 20 questions were in a 7 point Likert format, 16 dichotomous questions and 3 open question. The scales used for the questions were the same as the respective scholars have used in their research.

3.5 Pre-test

The questionnaire was pre-tested by means of a purposive sample (Babbie, 2010). The test was held with 20 participants (9 female, 11 male) of different ethnicities (5 Chinese, 2 Turkish, 1 German, 1 Vietnamese, 11 Dutch). The purpose of this pre-test was to assess the

reliability of the questionnaire, to identify ambiguously worded questions, to test the construct validity and to see whether or not the questionnaire could be finished within the ideal limited time of 20 minutes (Cooper, Schindler, & Sun, 2003). These 20 participants were selected on the basis that they had plenty of dining experience, which was measured by eating outside more than 2 times a month (Dinnersite, 2009).

The participants of the pre-test were asked to complete the survey on their computers and afterwards they were asked to evaluate the questionnaire item-by-item on a handed paper version. This resulted in finding some minor typing errors in the questionnaire. Some questions needed rephrasing because they were too difficult to understand. For other questions an example needed to be added to clarify the question that was being asked. Furthermore, during the discussion it was asked whether or not a question about the ethnicity of the participant would pose an ethical issue, which was negated by every participant. For the questions relating to healthy eating patterns the participants suggested to add a category “no opinion”, because of not knowing the answer to for example the question: “I prefer herbal tea above coffee”. Also some of the participants argued that they had never tasted non sweetened cereal products and therefore the “no opinion” answer would be a better choice. The participants took approximately between 12 and 16 minutes to complete the questionnaire.

The original pre-test data file (Microsoft Excel 2007 format) was imported into SPSS 18.0.0 for further analysis on the reliability and determining the internal consistency of the questionnaire. After importing the dataset in SPSS, all of the questions - except questions 53 till 73 and questions 1, 10 and 95 – were recoded in order for them to be used in SPSS. Next, the reversed scaled items were recoded into same-scaled items (questions 24, 77-79, 83, 84, 88, 89 and 90). To see whether or not the constructs of concern for nutrition, healthy eating patterns, product quality, service quality, price & value, location, harmony, excellence, emotional stimulation and acknowledgement were properly measured by their respective questions, the internal consistency of the respective questions per construct were measured. Since these constructs came from previous studies, although being translated into Dutch for this research, it was expected that these were reliable. But to make sure that the constructs really were reliable and valid with this research, they were tested again, as suggested by Henson and Thompson (2002).

The dimensions demographics and life style were not tested for internal consistency because of the general nature of the questions belonging to these dimensions which can be directly measured or observed. Therefore these two dimensions could not be qualified as constructs and performing a reliability analysis on them would be unsuitable. The dimension value consisted of underlying personal qualities, but because of the size of the pre-test group

the factor analysis was delayed until the full survey. Circumstance value could not be tested for internal consistency because it contained only one question.

To validate the instrument, the constructs were tested for reliability using Cronbach's alpha. The results of the test can be seen in table 3. For an extensive overview of the SPSS output per construct see appendix 4. A commonly used rule of thumb for good internal consistency is an alpha of 0.7 or higher.

Construct	Question numbers	Cronbach's α
Concern for nutrition	30 – 36	0.751
Healthy eating patterns	37 – 52	0.761
Product quality	53 – 57	0.719
Service quality	58 – 64	0.759
Price & value	65 – 67	0.825
Location	68 – 71	0.694
Harmony	73 – 79	0.745
Excellence	80 – 84	0.731
Emotional stimulation	85 – 90	0.750
Acknowledgement	91 – 92	0.753

Table 3: Internal consistency of the constructs measured with Cronbach's Alpha (pre-test)

The internal consistency of the questionnaire was found to be reliable and confirmed that measurement problems in the instrument will not be seriously disabling for this research.

3.6 Research sample

For conducting this research the goal is to infer from the sample what is likely to be true for the population, in this case the chosen population were the inhabitants of municipality Amersfoort which were roughly 141.211 persons (CBS, 2008). The sample size needed in order to get results that reflect the target population was a minimum of 383 respondents with a 95% confidence level and a confidence interval of 5 (Surveysystem, 2010). This satisfies the minimum required sample size of 200 respondents as mentioned by Dijkstra and Smit (1999) and is 90 respondents more than the median of the sample sizes of 243 previously held similar surveys (Dolnicar, 2003). Therefore the goal for the sample size was set at 400, based on the experiential approach of rules of thumb and sample sizes used in similar past studies (Aaker David, Kumar, & Day George, 2004; Malhotra, Hall, & Shaw).

3.7 Data-analysis approach

The data of this questionnaire was analysed with the Statistical Package for Social Sciences (SPSS 18.0.0). The following approach has been used to come to the results: First, in order to reduce the long list of variables in the dimension values, a factor analysis is performed which is similar to the approach of Yüksel and Yüksel (2002). Second, the constructs of Koo, et

al. (1999), Yüksel and Yüksel (2002) and Jensen and Hansen (2007) were retested on their reliability.

Then for the benefit segmentation part a hierarchical cluster analysis was used for finding the appropriate cluster solution, which is in line with the research approach of Bahn and Granzin (1985) and Yüksel and Yüksel (2002). According to Singh (1990) the cluster analysis is known to be sensitive to the outliers, but in contrast to the research of Yüksel and Yüksel (2002) the researcher choose not to delete the outliers, because they were still valid data of the research (Wheeler, 2009). To determine which of these cluster solutions needed to be selected a K-means cluster analysis was performed, which is consistent with the approach of Yüksel and Yüksel (2002) and Woo (1998). Subsequently, a multivariate analysis of variance and univariate analysis was conducted to investigate the sources of the differences in the found segments. Next, the identified cluster structure was submitted to a discriminant analysis to double-check, in part, the classifications' reliability. Further, a step-wise discriminant procedure was used to find the best set of discriminating factors between the segments. Finally, the discriminant analysis was further used to profile the clusters with the customer values. These latter two parts are similar to the procedure followed by Bahn and Granzin (1985) and Yüksel and Yüksel (2002).

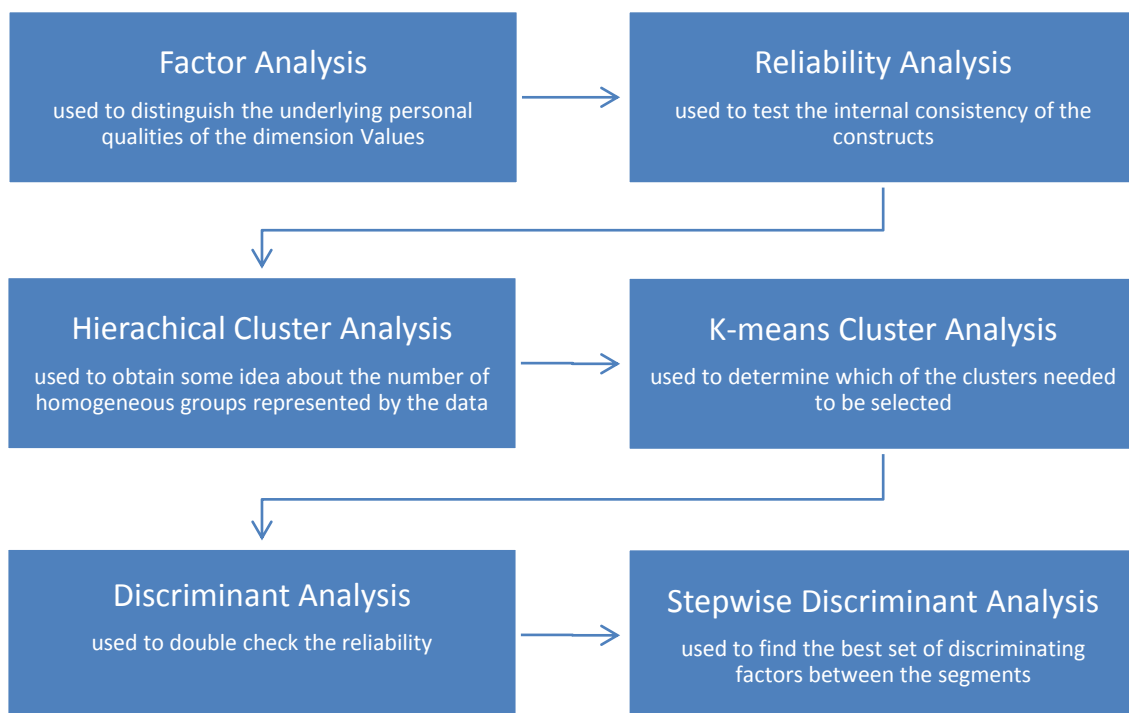


Figure 6: Statistical techniques used

Chapter 4

Analysis of data

4.1 Introduction

Last chapter, explained the research methodology and the data gathering through a questionnaire. This chapter presents the results from the questionnaire and the subsequent analyses. First some general details about the survey will be given, like sample size, response rate and demographics. Then a factor analysis is performed on the dimension value, followed by a reliability analysis of the constructs. Subsequently, the segments are being determined with the use of the hierarchical cluster analysis, the k-means cluster analysis, the discriminant analysis and the stepwise discriminant analysis. In the last part the customer values will be linked to the segments and the profiled segments will be given.

4.2 Actual sample size and response rate

The actual sample size is 206 respondents which satisfies the minimum required sample size of 200 respondents as mentioned by Dijkstra and Smit (1999), but is 86 respondents less than the median of the sample sizes of 243 previously held similar surveys (Dolnicar, 2003). The change in sample size with the same 95% confidence level results in a higher confidence interval of 6.23 (SurveySystem, 2010). So the change in sample size from the intended 383 to the actual 206 respondents does not mean that this research will lead to incorrect conclusions. However, it does mean that the uncertainties in the estimates are larger and therefore the made assessments are less precise than in case of an interval of 5.00.

The questionnaire was set out in the period from June 29th to July 15th 2012 using 3 methods: on the receipt of A1-Plaza, through e-mail and using the windshield method. Regarding the first method, there were 327 receipts given out, 9 of them yielded in a response on the questionnaire. This is a response rate of 2.75%. For the second method 2414 emails were sent out of which 481 bounced back due to non-existing email addresses and full inboxes. This results in 1933 successfully delivered emails, of which 76 yielded in a response on the questionnaire. A response rate of 3.93%. For the third method 1000 flyers were distributed of which 86 yielded a response. This is a response rate of 8.60%.

Distribution method	Expected response rate	Actual response rate
Receipt	n/a	2.75%
Email	20.7 %	3.93%
Flyer	33.0 %	8.60%

Table 4: Expected response rate vs. actual response rate

Comparing the actual response rates with the expected ones from research of Kaplowitz, et al. (2004) and Harris, et al. (1979) shows that there is a gap between them. Possible causes for the difference could be that there are some cultural differences involved,

because both of the original researches were conducted in the United States. Perhaps people in the US are more willingly to participate in a survey than here in the Netherlands. Next to that, a possible reason for the lower response rate could be the timeframe that the questionnaire was set out, because the timeframe coincided with the start of the summer holiday season. People who otherwise would be willing to participate in the questionnaire were now busy packing or had already left for their vacation.

Next to these 3 methods, which in total yielded the biggest response, there were respondents that came to the questionnaire through different channels. 15 respondents were notified of the questionnaire through an acquaintance. 6 respondents came to fill in the questionnaire through Google. 6 respondents saw the questionnaire on the company website and filled it in. 5 respondents were apprised of the questionnaire through Facebook. The final 3 respondents found the questionnaire through Twitter.

By which method was the respondent directed to the questionnaire?

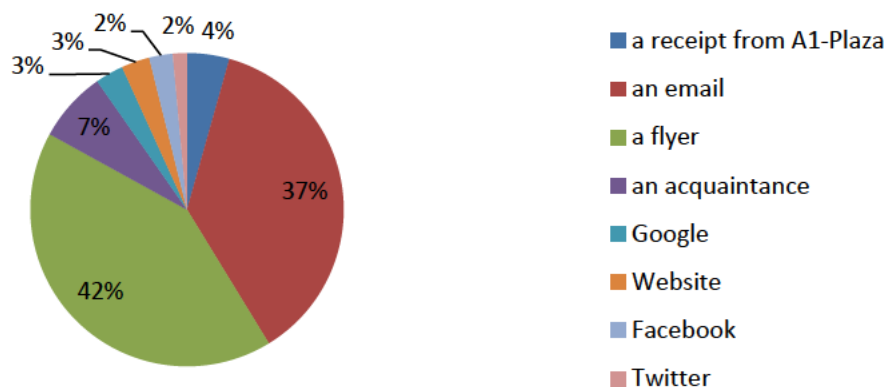


Figure 7: An overview of how the respondents were apprised of the questionnaire

4.3 Demographics

Of the 206 respondents, 44% were male and 56% were female, combined they had a weighted average age of 43.9 years. 188 of the respondents had a Dutch ethnicity. The remaining 18 respondents had a Chinese (2), Turkish (4), Moroccan (2), Surinamese (4), English (2), German (2), American (1) and Indonesian (1) ethnicity. The greater part of the respondents was married or cohabiting without children under the age of 18 (44.2%). The second biggest part of the respondents (21.8%) were single without children under the age of 18. 18.4% of the respondents were married or cohabiting with children under the age of 18. And the remaining respondents were single with children under the age of 18 (5.8%) or living with their (grand)parents (4.4 %) or living in a community (5.3%). The educational level of 65% of the respondents was higher than "HAVO" (higher general secondary education) and the gross year

income of the household of the respondent was over €32.500,- in 60% of the cases. Business services (21%), healthcare (14%) and hospitality (11%) were the 3 biggest branches in which the respondents were working.

4.4 Factor analysis

To reduce the data of a large set of variables into a smaller set of variables a factor analysis is performed on the dimension value. It is performed only on this dimension because only this dimension has questions that reflect different underlying personal qualities and therefore cannot be considered a homogeneous construct. A principal component factor analysis with varimax rotation was used to distinguish these underlying personal qualities. This method was chosen, because it was found to yield the most interpretable results, while still accounting for “most” of the variance (Anglim, 2007; Loker & Perdue, 1992).

The eigenvalues suggested that a 3 factor solution explained 55.55% of the overall variance before rotation (the rule of thumb is that the variance must be greater than 45% for the solution to be acceptable). The overall significance of the correlation matrix was 0.000, with a Barlett Test of Sphericity value of 536.940. This indicated that the data matrix had a sufficient correlation to the factor analysis. The Keiser-Meyer-Olkin overall measure of sampling adequacy was 0.701, which suggested that data were appropriate to factor analysis (the rule of thumb is that the KMO needs to be greater than 0.60 for the solution to be acceptable).

Each factor name was based on the characteristics of its composing variables. The first factor was labelled motivated personality, as this factor was formed by the variables of successful, entrepreneurial, competitive, leadership, independence and control (question numbers 19 – 22, 25 and 28). This factor explained 28.53% of the total variance and had an eigenvalue of 3.139 (table 5). The second factor was labelled dependant personality, as this factor was markedly composed of the variables acceptance of others and compromise towards others (question numbers 23, 24, 26-27). This factor explained 16.82% of the total variance and had an eigenvalue of 1.851. The last factor was labelled religious personality, as this factor was formed by the variable religion (question number 29). This factor explained 10.20% of the total variance and had an eigenvalue of 1.122.

A composite reliability of the construct was then calculated to measure the internal consistency of each factor. The results show that the reliability coefficients for the factors exceeded the recommended level of 0.50 (0.773 for motivated personality and 0.647 for dependant personality) (Nunnally, 1967).

Factor name	Factor loading	Eigenvalues	Variance	Composite reliability
Motivated personality		3.139	28.53%	0.773
Question 19	0.797			
Question 20	0.743			
Question 21	0.680			
Question 22	0.672			
Question 24	0.592			
Question 25	0.514			
Question 28	0.331			
Dependant personality		1.851	16.82%	0.647
Question 26	0.745			
Question 27	0.625			
Religious personality		1.122	10.20%	--
Question 29	0.760			

Table 5: The determined factors of the dimension value

4.5 Reliability analysis

For the full scale survey the same procedure for importing the data file in SPSS and recoding the data was followed as has been described in subchapter 3.5. To be sure that the constructs were still reliable the Cronbach's alpha test was repeated. The result of this test can be seen in table 6. Next to that, the inter-item correlation was tested per construct to confirm the reliability per item. Four constructs did not satisfy the minimum Cronbach's alpha of 0.70, these are further analysed.

Construct	Question numbers	Cronbach's α
Concern for nutrition	30 – 36	0.722
Healthy eating pattern	37 – 52	0.746
Product quality	53 – 57	0.830
Service quality	58 – 64	0.809
Price & Value	65 – 67	0.498
Location	68 – 71	0.778
Harmony	73 – 79	0.656
Excellence	80 – 84	0.525
Emotional stimulation	85 – 90	0.760
Acknowledgement	91 – 92	0.574

Table 6: Internal consistency of the constructs measured with Cronbach's alpha (full survey)

Concern for nutrition

The Cronbach's alpha for this construct measured 0.722 which satisfied the minimum alpha of 0.70. However, going over the inter-item correlation showed that question 30 has a correlation coefficient that is lower than the minimum of 0.40 (varying in range from 0.091 – 0.216) with every other question of the construct. This means that the question has little

correlation with the other questions and is not a good measure for the construct. Therefore this question will be deleted from the construct, which consequently will increase alpha to 0.766. The deleted variable will still be taken into account in the subsequent analyses, but not be a part of this construct.

Price & Value

The internal consistency of this construct measured 0.498 which is too low given the minimum Cronbach's alpha of 0.70. By deleting question number 67: "Hoe belangrijk vind u het om grote porties te krijgen" the Cronbach's alpha is increased to 0.797. The deleted variable will still be taken into account in the subsequent analyses, but not be a part of this construct.

Harmony

The internal consistency of the construct harmony can be increased from 0.656 to 0.674 by deleting the question "Als het gerecht wat ik besteld heb niet smaakt, dan had ik maar een andere keuze moeten maken" (question number 79). Increasing the Cronbach's alpha any further by deleting items for this construct is not possible. The deleted variable will still be taken into account in the subsequent analyses, but not be a part of this construct.

Excellence

An alpha of 0.525 is really low. This can be increased by deleting the question number 83: "Ik heb liever dat ik zelf de controle houd en schenk de wijn liever zelf bij dan dat het voor mij wordt gedaan" and question number 84: "Ik kies vaak hetzelfde gerecht als ik uit eten ga, dan krijg ik wat ik lekker vind". First, by deleting question 84 the alpha increases to 0.544. Then, by deleting question 83 the alpha increases to 0.693. The remaining three questions (80, 81, 82) will be the underlying variables for the construct excellence. The deleted variables will still be taken into account in the subsequent analyses, but not be a part of this construct.

Acknowledgement

The alpha of this construct is 0.574 which is too low for the construct to be internally consistent. Since this construct only consists of two questions, deleting one or another is not an option to increase the Cronbach's alpha. Therefore the construct will be let go and the two questions will be analysed separately.

Given these remarks the internal consistency of the constructs, which will be used in the subsequent data-analysis is changed accordingly. An overview of the adjusted constructs list is given in table 7.

Construct	Question numbers	Cronbach's α
Concern for nutrition	31 – 36	0.766
Healthy eating pattern	37 – 52	0.746
Product quality	53 – 57	0.830
Service quality	58 – 64	0.809
Price & Value	65 – 66	0.797
Location	68 – 71	0.778
Harmony	73 – 78	0.674
Excellence	80 – 82	0.693
Emotional stimulation	85 – 90	0.760

Table 7: Adjusted Internal consistency of the constructs measured with Cronbach's alpha (full survey)

The constructs harmony and excellence are still a little below the Cronbach's alpha of 0.7, but since they already have been maximized by deleting items and they are near the 0.7 the results concerning these two constructs are borderline acceptable.

To simplify the complexity in the data and to provide more stable measures of the underlying abilities, a composite score was calculated per construct with unit-weighted z-scores of constituent tests (Ackerman & Cianciolo, 2000). These composites were used in the subsequent analyses in determining the benefit segments.

4.6 Determining the segments

For the segmentation part of the analysis the following constructs and factors were used: motivated personality, dependent personality, religious personality, concern for nutrition, healthy eating patterns, product quality, service quality, price & value and location. Demographics and life style were excluded from the cluster analysis because they are not benefits that the segments are searching for and are not constructs but a collection of variables concerning the same dimension. Instead they will be used together with the other variables which have previously been deleted from the constructs to profile the segments after they have been determined. From here on the term construct will be used for both the factors and the constructs.

Hierarchical cluster analysis

In determining the benefit segments several analyses were performed. The first is the hierarchical cluster analysis which was performed to identify and classify customers on the basis of the similarities of their characteristics. As mentioned earlier, the composite scores of the constructs were used in combination with factor scores to determine the number of homogeneous groups represented by the data.

The hierarchical technique (complete linkage with squared Euclidean distance) was used to obtain insight about the number of clusters. A visual inspection was carried out of the horizontal icicle dendrogram on the computer printout and the sudden jumps in the algorithm

schedule (Weaver, McCleary, & Jinlin, 1993). This inspection suggested that a three-, four-, and five- cluster solution might be appropriate.

K-Means cluster analysis

Subsequently a K-means cluster analysis was performed on the three different cluster solutions (n=3, 4 and 5) to determine which of the clusters needed to be selected for further analyses. After comparing the results of the k-means cluster analysis per cluster solution, the four-cluster solution was selected for further analyses because it provided the greatest difference between clusters and yielded the most interpretable results (Madrigal & Kahle, 1994; Yüksel & Yüksel, 2002).

Multivariate & Univariate analysis

A multivariate analysis of variance (MANOVA) was conducted - using the segments as independent variable and the constructs's composite scores and factor scores as dependent variables – to test whether significant differences in restaurant selection criteria exists across segments. Wilks's lambda was 0.067 and significant at the 0.000 level, which indicated overall differences between clusters. The fundamental assumption of MANOVA was satisfied, as a test of equality of group covariance matrices using Box's M (Box's M = 277.652, F = 2.874 with 90, 77318.907 df, p = 0.000) indicated that the covariance was equal. Subsequently, a univariate F test was used to investigate the sources of these group differences. The results revealed that clusters were significantly different on all determinant restaurant selection factors.

Discriminant analysis

A discriminant analysis was employed to see how well the constructs predicted membership in each cluster and to double check the classifications' reliability. It calculates the weights of different combinations of the constructs to maximize the distance between the four determined clusters. The step-wise procedure was used to determine the best discriminating constructs between the clusters. The stepwise procedure began by selecting the single best discriminating construct. This construct was then paired with each of the other determinant constructs (Yoon & Shafer, 1997; Yüksel & Yüksel, 2002). The second construct was chosen that was best able to improve the discriminating power, i.e. lowered Wilks's lambda, of the function in combination with the first factor and so forth. The discriminant analysis indicated that eight constructs significantly predicted cluster membership at a significant level of 0.000. This suggested that these constructs were significant discriminators. Only the construct concern for nutrition did not significantly predict cluster membership. The classification results for the use of the analysis indicated that the discriminant analysis model could correctly classify 98.1% of the individuals into groups (appendix 5).

Clustering constructs	Cluster 1 (n=8)	Cluster 2 (n=70)	Cluster 3 (n=52)	Cluster 4 (n=76)	F Value	Sig.
Motivated personality	-1.7217	0.1122	0.2661	-0.1755	12.411	0.000
Dependant personality	-0.4611	-0.0409	-0.2743	0.3810	6.350	0.000
Religious personality	-0.6004	1.0189	-0.0884	-0.5924	44.910	0.000
Healthy eating pattern	-0.9404	0.3314	0.1911	-0.3461	8.121	0.000
Product quality	-3.7221	0.5150	-0.1712	0.2287	111.686	0.000
Service quality	-2.5353	0.6420	-0.3024	0.1412	42.997	0.000
Price & Value	-3.4625	0.4884	-0.2292	0.2818	87.569	0.000
Location	-0.9670	0.7440	-0.9121	0.5481	96.987	0.000

Table 8: Overview of the segment mean scores

Subsequently, discriminant analysis was further used to develop cluster profiles by using the data that were not involved in the clustering procedure (demographic, lifestyle, harmony, excellence, emotional stimulation, acknowledgement, circumstance value and the deleted data from the constructs). The discriminant analysis indicated that there were significant discriminators (significance at 0.05 level) on all above mentioned data except for harmony and emotional stimulation (table 9). This means that the construct excellence was deemed significant and for the non-constructs that some of the variables belonging to that dimension were deemed significant by the analysis. For demographic these are age (the significance was 0.001), education level (0.008) and income (0.000). For lifestyle these are, average days skiing a year (0.024) and amount of vacation longer than a weekend a year (0.000). For acknowledgement this is “hearing people talk positively about a restaurant I visited” (0.027). And finally the phrase “I have a positive feeling about the restaurant, if during my stay I had something to celebrate”, is a significant discriminator (0.015).

Constructs/Variables for profiling	Cluster 1 (n=8)	Cluster 2 (n=70)	Cluster 3 (n=52)	Cluster 4 (n=76)	F Value	Sig.
Education level	0.0379	0.2383	-0.3048	0.1496	4.036	0.008
Income	-1.8608	0.1093	0.0621	0.0640	11.051	0.000
Skiing	1.0283	-0.1192	0.0076	-0.0372	3.200	0.024
Vacation	-1.2185	0.1905	0.1740	-0.1912	6.729	0.000
Excellence	-1.9124	0.3691	0.0719	-0.1332	13.696	0.000
Acknowledgement	0.7570	0.2158	-0.1378	-0.0972	3.132	0.027
Circumstance value	0.7895	0.2340	-0.1524	-0.0986	3.555	0.015

Table 9: Overview of the means scores used for profiling the segments

The analysis of variance (ANOVA) procedures were then used to determine whether statistically significant differences existed between the constructs' mean scores and the ordinal significant discriminators of each cluster (table 8 & 9). A Duncan range test (the alpha level was set at 0.01) was used to determine which means were significantly different (Yüksel & Yüksel, 2002).




Table 10: Scores of the underlying variables of the clustering constructs per cluster

A frequency table was generated from the significant constructs' underlying variables and the variables that were deemed significant for profiling. This output was subsequently

analysed and properly formatted. Table 10 shows the underlying variables of the clustering constructs per cluster and table 11 shows the profiling values per cluster.

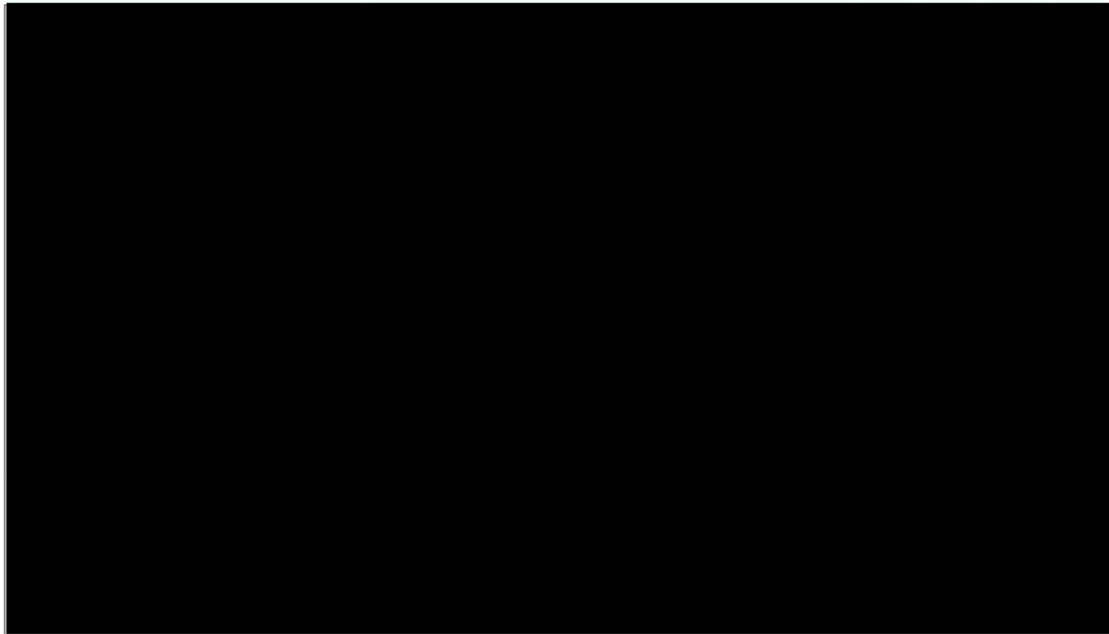


Table 11: Scores of profiling values per cluster

The clusters were profiled and described according tables 8 to 10. And as in the factor analysis, each cluster was labeled in accordance with the characteristics of its composites. This resulted in the following profiles of the clusters:

Cluster 1: The demand-less showoff



[Redacted text block]

Cluster 2: The value connoisseur

[Redacted text block]

Cluster 3: The healthy scholar

[Redacted text block]

[Redacted text block]

Cluster 4: The enjoying neutralist

[Redacted text block]

Chapter 5

Conclusions and implications

5.1 Introduction

This chapter concludes the research by summarising the findings of previous chapters and drawing conclusions from the analyses of chapter four, which results to an outcome for the main research question. Next, in the subchapter “implications for practice” some examples of the implications are given and subsequently the theoretical implications of this research are discussed. In concluding this research the limitations are discussed and solutions are given to overcome these limitations in the subchapter “implications for further research”.

5.2 Conclusions

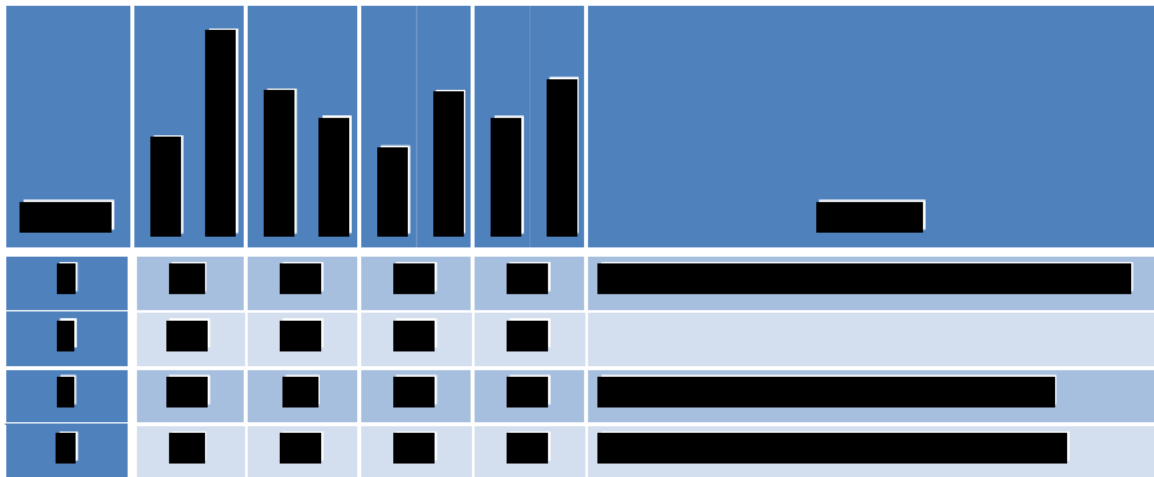
The research goal was to determine the customer segments and the segments valuations for restaurant A1-City. The research question resulting from this goal is: ***“What are the right customer segments and customer values for A1-City to increase the likelihood on its profitability?”*** From literature three frameworks were chosen to be used in answering this research question. The combination of the frameworks of Bahn and Granzin (1985), Koo, et al. (1999) and Yüksel and Yüksel (2002) formed the answer to the first research question: “Which customer segmentation model is most applicable to A1-City?” The combined framework was used to search an answer for the segmentation part of the research. To find an answer for the customer values part of the research, which also entails the second research question: “Which customer values framework is most applicable to A1-City?”, the framework of Jensen and Hansen (2007) was used.

Subsequently, the frameworks for segmenting and profiling with customer values were combined in a questionnaire and distributed by email, flyers and printing the URL to the questionnaire on a receipt from another restaurant (A1-Plaza). The distribution was focussed on the city of Amersfoort. After two weeks a total of 206 people filled in the questionnaire which formed the data for the analyses. For determining the segments, several clustering algorithms were applied on the data which was retrieved by the questionnaire. Four segments were identified based on the constructs which were deemed significant by the analysis. This answered the third research question: “Which customer segments can be determined for A1-City?” Subsequently, the other valuations that did not end up in a construct or were not scaled ordinal were added to the determined significant customer values: excellence, acknowledgement and circumstance value. The combined list was used to profile the segments and to provide an answer to the fourth research question: “Which customer values lead to a proposition per segment to reach the segmented customers?” The findings of the analyses show that a restaurant in the vicinity of Amersfoort can expect 4 types of customers: “The

demand-less showoff", "the value connoisseur" , "the healthy scholar" and "the enjoying neutralist"

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]



[REDACTED]

[Redacted text block]

5.3 Practical implications

This subchapter will shed light on some practical implications for the company by using this research and giving examples on how this research can be of use to the company and can lead to an increase in the likelihood on profitability for the company.

[Redacted text block]

[REDACTED]

[REDACTED]

In summary these are just some of the possible practical implications that this research's data can contribute to.

5.4 Implications for theory

From a theoretical perspective, this research contributes to the literature in several ways. First, this research combined the frameworks of Bahn and Granzin (1985), Koo, et al. (1999), Yüksel and Yüksel (2002) and Jensen and Hansen (2007) to determine customer segments linked to customer values. This led to a new combined framework, as given in chapter two, which was tested in this research. The results of these tests showed that with a few modifications a new theoretical framework aroused which can be tested in a follow up study in order to further depict the relevance for science. Next, this new theoretical framework can be tested to different types of restaurant in order to increase the relevance of the model and to get a holistic view customer segments in the restaurant business

The first adjustments that need to be made are moving demographics and life style from the segmentation part to the profiling part, because they are not benefits that the segments are searching for and are not constructs but a collection of variables about the same dimension. These variables are useful for profiling the segments. For demographic the significant variables were age, income and education level. For life style, these were the

questions about the holidays: skiing and vacation. The use of only the significant variables in the questionnaire will result in a positive impact on the size of the questionnaire.

Next, is the removal of concern for nutrition in the segmentation part. The discriminant analysis showed that this construct was not a significant discriminator for the segments. Therefore this construct will be let go which consequently reduces the size of the questionnaire too. For the customer values harmony and emotional stimulation applies the same; the analysis showed that they were not significant discriminators in profiling the segments which also led to their removal from the framework.

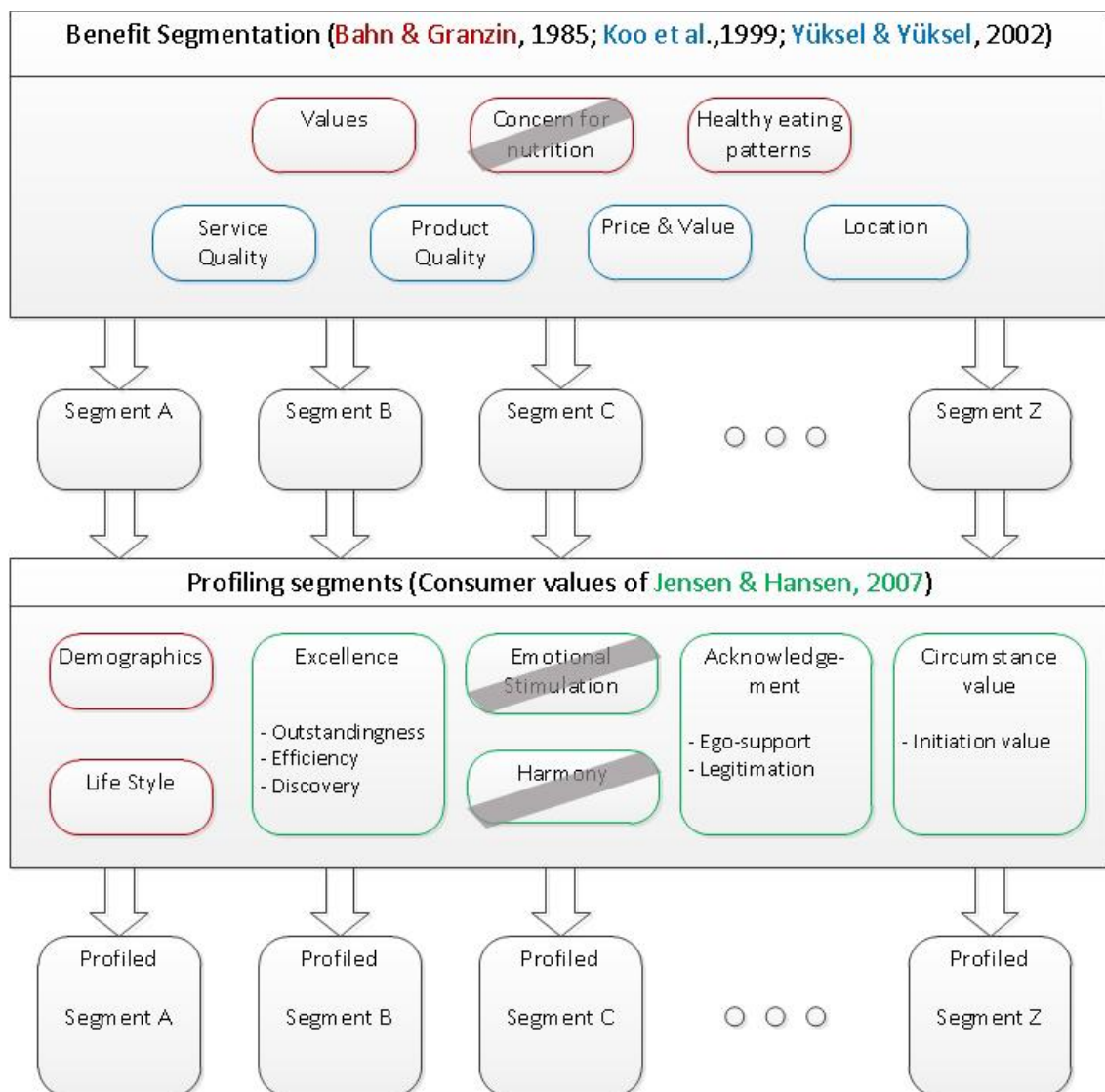


Figure 8: The adjusted customer segmentation and profiling framework

In summary this results to the adjusted framework which is depicted in figure 8. The crossed out dimensions represent the dimensions of the theoretical model of chapter two, who after analysis were found to be insignificant for this research and need to be deleted.

These modifications make the framework more compact which will result in a shorter questionnaire for respondents to fill out.

This research shows that this new framework can be used in the innovative hospitality business in order to segment customers and their values. Further research could even increase the validity of this framework and might tailor it more to the needs of the designated research.

5.5 Limitations

Next to the several implications this research brings to theory there are also some limitations. First, the response rate of the 3 distribution methods were less than expected, but leaving a large enough sample size for analysis (confidence interval of 6.23 instead of 5.0); receipt (2.75%), email (3.93%) and flyer (8.75%) which led to 206 respondents instead of the expected 400 respondents. There are several causes possible to this expectation gap. One might be a cultural gap that participating on surveys is more common in the United States (both of the original researches were conducted in the US) than here. Or that less people were available due to the summer holidays. People who otherwise would be willing to participate in the questionnaire were now busy packing or had already left for their vacation.

A second limitation of this study concerns the construct validity of some constructs. In general all the constructs were proven to be reliable by the pre-test group, but during the full scale survey the reliability of some of the constructs was impaired. This led to deleting some questions per construct to achieve a higher Cronbach's alpha. On a related note the construct of excellence showed some discrepancy between the pre-test and the full scale results. The questions of this construct were based on prior research, but two reverse coded questions (number 83 and 84) were added as a control mechanism. In the pre-test this resulted in no problems, but during the full scale survey these questions were not answered in a reversed score similar to the normal coded version of the question. Which raises the question as to why this is different? A possible answer is that seeing the question numbers 83 and 84 are at the end of the questionnaire people could be tired and just wanted to end the questionnaire as quickly as possible, which caused them to misread the questions.

With regard to generalizability this research loses some external validity due to the fact that most of respondents are inhabitants of Amersfoort. Because of this, one cannot be sure that the conclusions that are drawn in this research do actually apply to other geographic locations. Furthermore different geographic locations most of the time have their own kind of people, culture wise. For example Amersfoort is widely considered to be a somewhat conservative city, where people primarily buy a home to sleep, while they work in Utrecht or Amsterdam. Whereas Amsterdam is a city where there is always something to do, people go

out daily, it is crowded everywhere etc. Values of people can differ in different locations, therefore the conclusions of this research might be less suitable for a restaurant in Amsterdam. However the research framework can be used for determining the segments and customer values of a restaurant in Amsterdam if the correct sample is addressed.

The limitations are acknowledged, but they do not detract from the significance of the findings and merely provide platforms for future research (which are addressed in the next section).

5.6 Implications for further research

The first and the most important note that can be made of the needs for further research for A1-City is that the subsequent steps, after segmentation, would be targeting and positioning. These steps are imperative for A1-City in utilizing the findings of this research. Therefore the target market(s) need(s) to be selected first by A1-City which, in case management concurs with the research findings, are the segments: “the healthy scholar” and “the enjoying neutralist”. Subsequently, research must be done in positioning A1-City to maximize the desired result of the targeted segments. This positioning entails as much as brand positioning and product positioning, with the use of tools like the marketing mix (place, price, product and promotion) of McCarthy (1960), perceptual maps (appendix 7) etc.

On a related note, for A1-City it is interesting and useful to re-administer the survey, based on the adjusted framework, periodically to examine the fit between the concept and the reality. If there should be a discrepancy than the company would be in time to correct this and reposition itself accordingly.

[REDACTED]

In the previous subchapter the issue with the construct validity was discussed. To prevent the pre-test group’s lack of representativeness for the full survey group it is suggested to increase the size of the pre-test group. This research used a pre-test group of 20 persons but given the discrepancy compared with the full survey group it needs to be increased in future research.

Another aspect that could be of help for further research is asking the respondent for remarks on questionnaire itself, for example with a comment field at the end of the questionnaire. This could help the researcher in determining the cause of, e.g. the low response rate or why several answers to reverse coded questions were contradicting the normal coded questions. And subsequently help future researchers with their research.

This research uses the methodology of Bahn and Granzin (1985) and Yüksel and Yüksel (2002) for determining the clusters. An interesting alternative for the used hierarchical clustering and k-means clustering could be the application of evolutionary algorithms, as proposed by Lu and Traore (2005) . Also interesting for further research would be to extent the number of cluster algorithms like main shift clustering or a mixture of Gaussians and to use other classifications methods, e.g. neural networks, genetic algorithms or Bayesian algorithms.

Finally, the presented framework of this research was used in a restaurant context, but the methodology is general enough that it can easily be adapted to other retailing contexts and situations.

References

- Aaker David, A., Kumar, V., & Day George, S. (2004). *Marketing Research*: John Wiley & Sons, Inc, New York–USA.
- Ackerman, P. L., & Cianciolo, A. T. (2000). Cognitive, perceptual-speed, and psychomotor determinants of individual differences during skill acquisition. *Journal of Experimental Psychology: Applied; Journal of Experimental Psychology: Applied*, 6(4), 259.
- Al-Sabbahy, H. Z., Ekinci, Y., & Riley, M. (2004). An investigation of perceived value dimensions: Implications for hospitality research. *Journal of Travel Research*, 42(3), 226-234.
- Anglim, J. K. (2007). *Cluster Analysis & Factor Analysis*. Retrieved July 21, 2012, from <http://web.psych.unimelb.edu.au/jkanglim/03clusterandfactoranalysis.pdf>
- Babbie, E. R. (2010). *Introduction to social research*: Wadsworth Cengage learning.
- Bahn, K. D., & Granzin, K. L. (1985). Benefit segmentation in the restaurant industry. *Journal of the Academy of Marketing Science*, 13(3), 226-247.
- Becker-Suttle, C. B., Weaver, P. A., & Crawford-Welch, S. (1994). A pilot study utilizing conjoint analysis in the comparison of age-based segmentation strategies in the full service restaurant market. *Journal of Restaurant & Foodservice Marketing*, 1(2), 71-91.
- Bedrijfschap Horeca en Catering. (2012). Retrieved March 6, 2012, from http://abf.kenniscentrumhoreca.nl/quickstep/QsReportAdvanced.aspx?report=rendement_01&selcode=rendement_01175
- Bowen, J. T. (1998). Market segmentation in hospitality research: no longer a sequential process. *international Journal of Contemporary Hospitality management*, 10(7), 289-296.
- Butz, H. E., & Goodstein, L. D. (1996). Measuring customer value: gaining the strategic advantage. *Organizational dynamics*, 24(3), 63-77.
- CBS. (2008). Bevolking en huishoudens; viercijferige postcode, 1 januari 2008. Retrieved March 27, 2012, from <http://statline.cbs.nl/StatWeb/publication/?DM=SLNL&PA=71899NED&D1=0,21,42,63-70,72&D2=1183-1199,1205,4061,4342&HDR=T&STB=G1&VW=T>
- Cooper, D. R., Schindler, P. S., & Sun, J. (2003). *Business research methods*: McGraw-Hill/Irwin New York.
- Crawford-Welch, S. (1990). Market segmentation in the hospitality industry. *Journal of Hospitality & Tourism Research*, 14(2), 295.
- Crawford-Welch, S. (1994). Restaurant and foodservice marketing: into the 21st century. *Journal of Restaurant & Foodservice Marketing*, 1(1), 1-19.

- Curry, D. J., & Riesz, P. C. (1988). Prices and price/quality relationships: A longitudinal analysis. *The Journal of Marketing*, 36-51.
- Dijkstra, W., & Smit, J. H. (1999). *Onderzoek met vragenlijsten: een praktische handleiding*: VU Uitgeverij.
- Dinnersite. (2009). Enquete resultaten. Retrieved March 27, 2012, from http://www.dinnersite.nl/enquete/abn_kredietcrisis/resultaten_vragen
- Dodds, W. B., & Monroe, K. B. (1985). The effect of brand and price information on subjective product evaluations. *Advances in consumer research*, 12(1), 85-90.
- Dodds, W. B., Monroe, K. B., & Grewal, D. (1991). Effects of price, brand, and store information on buyers' product evaluations. *Journal of marketing Research*, 307-319.
- Dolnicar, S. (2003). Using cluster analysis for market segmentation-typical misconceptions, established methodological weaknesses and some recommendations for improvement.
- English, W. (1996). Restaurant attrition: a longitudinal analysis of restaurant failures. *international Journal of Contemporary Hospitality management*, 8(2), 17-20.
- Flatters, P., & Willmott, M. (2009). Understanding the Post-Recession Consumer. *Harvard Business Review*.
- Fornell, C., Johnson, M. D., Anderson, E. W., Cha, J., & Bryant, B. E. (1996). The American customer satisfaction index: nature, purpose, and findings. *The Journal of Marketing*, 7-18.
- Foxall, G. R., Goldsmith, R. E., & Brown, S. (1998). *Consumer psychology for marketing* (Vol. 1): Cengage Learning EMEA.
- Frochot, I., & Morrison, A. M. (2001). Benefit segmentation: A review of its applications to travel and tourism research. *Journal of Travel & Tourism Marketing*, 9(4), 21-45.
- Gale, B. T., & Wood, R. C. (1994). *Managing customer value: Creating quality and service that customers can see*: Free Pr.
- Geurts, P. (1999). *Van Probleem naar Onderzoek: een praktische handleiding met COO-cursus*: Coutinho.
- Goodrich, J. N., Hawkins, D., Shafer, E., & Rovelstad, J. (1980). Benefit segmentation of US international travelers: an empirical study with American Express. *Tourism marketing and management issues.*, 133-147.
- Grazin, K. L., & Olsen, J. E. (1997). Market Segmentation for Fast-Food Restaurants in an Era of Health Consciousness. *Journal of Restaurant & Foodservice Marketing*, 2(2), 1-20.
- Grewal, D., Krishnan, R., Baker, J., & Borin, N. (1998). The effect of store name, brand name and price discounts on consumers' evaluations and purchase intentions. *Journal of retailing*, 74(3), 331-352.

- Grewal, D., Monroe, K. B., & Krishnan, R. (1998). The effects of price-comparison advertising on buyers' perceptions of acquisition value, transaction value, and behavioral intentions. *The Journal of Marketing*, 46-59.
- Gulati, R., & Oldroyd, J. B. (2005). The quest for customer focus. *Harvard Business Review*, 83(4), 92-101.
- Haley, R. I. (1968). Benefit segmentation: a decision-oriented research tool. *The Journal of Marketing*, 30-35.
- Haley, R. I. (1985). *Developing effective communications strategy: A benefit segmentation approach*: Wiley.
- Hamel, G. (2000). Leading the revolution. 2000. Boston: Harvard Business School.
- Harris, J. R., Guffey, H. J., & Laumer, J. F. (1979). The windshield method of questionnaire distribution: A viable alternative. *Journal of the Academy of Marketing Science*, 7(3), 184-191.
- Henson, R. K., & Thompson, B. (2002). Characterizing Measurement Error in Scores across Studies: Some Recommendations for Conducting "Reliability Generalization" Studies. *Measurement and Evaluation in Counseling and Development*, 35(2), 113-127.
- ING. (2011). Retrieved March 6, 2012, from http://www.ing.nl/Images/ING-Horeca-in-zwaar-weer-december_tcm7-101184.pdf
- Jacoby, J., Olson, J. C., & Haddock, R. A. (1971). Price, brand name, and product composition characteristics as determinants of perceived quality. *Journal of Applied Psychology*; *Journal of Applied Psychology*, 55(6), 570.
- Jensen, Ě., & Hansen, K. V. (2007). Consumer values among restaurant customers. *International Journal of Hospitality Management*, 26(3), 603-622.
- Kaplowitz, M. D., Hadlock, T. D., & Levine, R. (2004). A comparison of web and mail survey response rates. *Public opinion quarterly*, 68(1), 94-101.
- Kenniscentrum horeca. (2012). Jaaroverzicht restaurantsector. Retrieved May 25, 2012, from <http://www.kenniscentrumhoreca.nl/jaaroverzicht-restaurantsector>
- Koo, L., Tao, F. K. C., & Yeung, J. H. C. (1999). Preferential segmentation of restaurant attributes through conjoint analysis. *international Journal of Contemporary Hospitality management*, 11(5), 242-253.
- Kotler, P. (1980). *Marketing Management: Analysis, Planning, Implementation & Control* (4th ed.). Englewood Cliffs, NJ: Prentice-Hall.
- Kotler, P. (1997). *Marketing Management: Analysis, Planning, Implementation and Control*, 7.
- Lemmink, J., De Ruyter, K., & Wetzels, M. (1998). The role of value in the delivery process of hospitality services. *Journal of Economic Psychology*, 19(2), 159-177.

- Levenburg, N. M. (2005). Delivering customer value online: an analysis of practices, applications, and performance. *Journal of Retailing and Consumer Services*, 12(5), 319-331.
- Loker, L. E., & Perdue, R. R. (1992). A benefit-based segmentation of a nonresident summer travel market. *Journal of Travel Research*, 31(1), 30-35.
- Lowenstein, M. W. (1995). *Customer retention: An integrated process for keeping your best customers*: ASQC quality press Milwaukee, WI.
- Lu, W., & Traore, I. (2005). *Determining the optimal number of clusters using a new evolutionary algorithm*.
- Madrigal, R., & Kahle, L. R. (1994). Predicting vacation activity preferences on the basis of value-system segmentation. *Journal of Travel Research*, 32(3), 22-28.
- Malhotra, N., Hall, J., & Shaw, M. y Oppenheim, P.(2002). *Marketing Research: An applied Orientation*.
- McCarthy, E. J. (1960). *Basic Marketing*. Homewood, IL: Irwin.
- McDonald, M., & Dunbar, I. (2004). *Market Segmentation: How to do it, how to profit from it*: Butterworth-Heinemann.
- Monroe, K. B. (1990). *Pricing: Making profitable decisions* (1 ed.). New York: McGraw-Hill.
- Monroe, K. B., & Chapman, J. D. (1987). Framing effects on buyers' subjective product evaluations. *Advances in consumer research*, 14(1), 193-197.
- Nunnally, J. C. (1967). *Psychometric theory*: Tata McGraw-Hill Education.
- Oh, H. (2000a). Diners' perceptions of quality, value, and satisfaction: a practical viewpoint. *Cornell Hotel and Restaurant Administration Quarterly*, 41(3), 58-66.
- Oh, H. (2000b). The effect of brand class, brand awareness, and price on customer value and behavioral intentions. *Journal of Hospitality & Tourism Research*, 24(2), 136-162.
- Oh, H., & Jeong, M. (1996). Improving marketers' predictive power of customer satisfaction on expectation-based target market levels. *Hospitality Research Journal*, 19(4), 65-85.
- Oh, H., & Parks, S. C. (1997). Customer satisfaction and service quality: a critical review of the literature and research implications for the hospitality industry. *Hospitality Research Journal*, 20(3), 35-64.
- Oosterhof, S. F., Van Der Aa, B. J. M., & Winterwerp, F. W. (2009). Restaurantbezoek Dordtse binnenstad. Retrieved July 31, 2012, from http://www.onderzoekcentrumrechtsteden.nl/dds/up/Zeemqrbliab_Restaurantbezoek_Dordtse_Binnenstad.pdf
- Parasuraman, A. (1997). Reflections on gaining competitive advantage through customer value. *Journal of the Academy of Marketing Science*, 25(2), 154-161.

- Parsa, H., Self, J. T., Njite, D., & King, T. (2005). Why restaurants fail. *Cornell Hotel and Restaurant Administration Quarterly*, 46(3), 304-322.
- Rao, A. R., & Monroe, K. B. (1989). The effect of price, brand name, and store name on buyers' perceptions of product quality: An integrative review. *Journal of marketing Research*, 351-357.
- Reid, R. D. (1983). *Foodservice and restaurant marketing*: CBI Pub. Co.
- Richard, M. D., & Sundaram, D. (1994). A model of lodging repeat choice intentions. *Annals of Tourism Research*, 21(4), 745-755.
- Sánchez-Fernández, R., & Iniesta-Bonillo, M. (2009). Efficiency and quality as economic dimensions of perceived value: Conceptualization, measurement, and effect on satisfaction. *Journal of Retailing and Consumer Services*, 16(6), 425-433.
- Singh, J. (1990). A typology of consumer dissatisfaction response styles. *Journal of retailing*.
- Surveysystem. (2010). Sample Size Calculator. Retrieved March 27, 2012, from <http://www.surveysystem.com/sscalc.htm#one>
- Sweeney, J. C., & Soutar, G. N. (2001). Consumer perceived value: The development of a multiple item scale. *Journal of retailing*, 77(2), 203-220.
- Sweeney, J. C., Soutar, G. N., & Johnson, L. W. (1997). Retail service quality and perceived value:: A comparison of two models. *Journal of Retailing and Consumer Services*, 4(1), 39-48.
- Swinyard, W. R. (1977). A research approach to restaurant marketing. *Cornell Hotel and Restaurant Administration Quarterly*, 17(4), 62.
- Swinyard, W. R., & Struman, K. D. (1986). Market segmentation: Finding the heart of your restaurant's market. *Cornell Hotel and Restaurant Administration Quarterly*, 27(1), 88-96.
- Szybillo, G. J., & Jacoby, J. (1974). Intrinsic versus extrinsic cues as determinants of perceived product quality. *Journal of Applied Psychology*, 59(1), 74.
- Talib, S. A., Hashim, R., Chinna, K., & Kumar, M. (2009). Consumers' purchasing orientation: an alternative method in segmenting the malaysian fine dining restaurant market.
- Teas, R. K., & Agarwal, S. (2000). The effects of extrinsic product cues on consumers' perceptions of quality, sacrifice, and value. *Journal of the Academy of Marketing Science*, 28(2), 278-290.
- The World Bank. (2012). Retrieved March 6, 2012, from <http://data.worldbank.org/country/netherlands>
- Valenzi, E. R., & Andrews, I. (1971). Effect of price information on product quality ratings. *Journal of Applied Psychology*, 55(1), 87.

- Verbeke, W. (2005). Consumer acceptance of functional foods: socio-demographic, cognitive and attitudinal determinants. *Food quality and preference*, 16(1), 45-57.
- Weaver, P. A., McCleary, K. W., & Jinlin, Z. (1993). Segmenting the business traveler market. *Journal of Travel & Tourism Marketing*, 1(4), 53-75.
- Wedel, M., & Kamakura, W. A. (2000). *Market segmentation: Conceptual and methodological foundations* (Vol. 8): Springer.
- Wheatley, J. J., & Chiu, J. S. Y. (1977). The effects of price, store image, and product and respondent characteristics on perceptions of quality. *Journal of marketing Research*, 181-186.
- Wheeler, D. J. (2009). All Outliers Are Evidence. Retrieved July 21, 2012, 2012, from <http://www.qualitydigest.com/magazine/2009/may/department/all-outliers-are-evidence.html>
- Williams, A. (2002). *Understanding the hospitality consumer*: Butterworth-Heinemann.
- Williams, J. A., Demicco, F. J., & Kotschevar, L. (1998). The Challenges That Face Restaurants in Attracting and Meeting the Needs of the Mature Customer. *Journal of Restaurant & Foodservice Marketing*, 2(4), 49-64.
- Williams, R. H. (1975). *Customer characteristics for market segmentation; a multivariate comparison using five product types with five sets of customer descriptor variables*. College of Business, University of Utah.
- Woo, K. (1998). Using quality perceptions to segment customers in services. *Marketing Intelligence & Planning*, 16(7), 418-424.
- Woodruff, R. B. (1997). Customer value: the next source for competitive advantage. *Journal of the Academy of Marketing Science*, 25(2), 139-153.
- Yoon, J., & Shafer, E. L. (1997). Research: An Analysis of Sun-Spot Destination Resort Market Segments: All-Inclusive Package Versus Independent Travel Arrangements. *Journal of Hospitality & Tourism Research*, 21(1), 141-159.
- Young, S., Ott, L., & Feigin, B. (1978). Some practical considerations in market segmentation. *Journal of marketing Research*, 405-412.
- Yüksel, A., & Yüksel, F. (2002). Market segmentation based on tourists' dining preferences. *Journal of Hospitality & Tourism Research*, 26(4), 315-331.
- Yüksel, A., & Yüksel, F. (2003). Measurement of tourist satisfaction with restaurant services: A segment-based approach. *Journal of Vacation Marketing*, 9(1), 52-68.
- Zeithaml, V. A. (1988). Consumer perceptions of price, quality, and value: a means-end model and synthesis of evidence. *The Journal of Marketing*, 2-22.

Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1996). The behavioral consequences of service quality. *The Journal of Marketing*, 31-46.

Appendices

Appendix 1: Example of a “wok” restaurant



1. The customer goes to the buffet to get the ingredients they would like in their dish.





2. The cook will then prepare the dish on the spot.



3. The customer enjoys their dish at their table.

Photos are a courtesy of A1-Plaza B.V.

Appendix 2: Invitation letter for E-mail (Dutch)

Betreft: Deelname aan onderzoek, dringend participanten nodig!

Geachte heer/mevrouw,

In het kader van mijn masterthese voor Bedrijfskunde, en in samenwerking met de Universiteit Twente, vraag ik uw deelname aan een enquête over uw voorkeuren bij een restaurant keuze.

Het invullen van deze vragenlijst zal ongeveer 15 minuten van uw tijd in beslag nemen. Deelname aan dit onderzoek is anoniem. Uw gegevens worden alleen voor onderzoeksdoeleinden gebruikt en strikt vertrouwelijk verwerkt. De vragenlijst kan ingevuld worden tot en met uiterlijk zondag 15 juli 2012.

Het is erg belangrijk dat ik genoeg respondenten heb, dus ik zou u vriendelijk willen vragen om hiervoor tijd te maken. Ik stel het zeer op prijs als u deze vragenlijst invult, maar voelt u zich nergens toe verplicht.

Als u op onderstaande link klikt, komt u direct op de pagina die toegang geeft tot de vragenlijst.

<http://www.a1-city.com/vragenlijst>

Onder de deelnemers wordt een all inclusieve diner voor 2 bij A1-City verloot.

Alvast heel erg bedankt voor uw medewerking!

Met vriendelijke groet,

Hsu-Min Pan

Appendix 3: Questionnaire (Dutch)

Appendix 3a: Introduction to the questionnaire (Dutch)

Marktonderzoek voor restaurant A1-City

Geachte heer, mevrouw,

In het kader van mijn masterthese voor Bedrijfskunde, en in samenwerking met de Universiteit Twente, vraag ik uw deelname aan een enquête over uw voorkeuren bij een restaurant keuze.

Het invullen van deze vragenlijst zal ongeveer 15 minuten van uw tijd in beslag nemen. Deelname aan dit onderzoek is anoniem. Uw gegevens worden alleen voor onderzoeksdoeleinden gebruikt en strikt vertrouwelijk verwerkt. De vragenlijst kan ingevuld worden tot en met uiterlijk zondag 15 juli 2012.

Onder de deelnemers wordt een all inclusieve diner voor 2 bij A1-City verloot.

Alvast bedankt voor uw deelname.

Hsu-Min Pan

Appendix 3b: Segmentation part of the questionnaire (Dutch)

Demographics

Voortgang: U heeft 0 % van de enquête ingevuld. Geschatte tijd tot voltooiing: 15 minuten.

1. Wat is uw postcode?
2. Hoe oud bent u?
 - a. Jonger dan 18
 - b. 18 t/m 29 jaar
 - c. 30 t/m 44 jaar
 - d. 45 t/m 64 jaar
 - e. 65 jaar en ouder
3. Ben u man of vrouw?
 - a. Man
 - b. Vrouw
4. Wat is uw etniciteit? *
 - a. Nederlandse
 - b. Chinese
 - c. Turkse
 - d. Marokkaanse
 - e. Surinaamse
 - f. Anders:
5. Wat is uw gezinssituatie?
 - a. Alleenstaand zonder kinderen jonger dan 18 jaar
 - b. Alleenstaand met kinderen jonger dan 18 jaar
 - c. Gehuwd of samenwonend zonder kinderen jonger dan 18 jaar
 - d. Gehuwd of samenwonend met kinderen jonger dan 18 jaar
 - e. Inwonend bij (groot)ouders of familie
 - f. Studentenhuis / woongemeenschap
 - g. Anders

Voortgang: U heeft 3 % van de enquête. Geschatte tijd tot voltooiing: 14,5 minuten.

6. Wat is de hoogste opleiding die u heeft afgemaakt?
 - a. Universiteit (wetenschappelijk onderwijs, doctoraal/master)
 - b. Hoger beroepsonderwijs (hbo, hts, heao, kandidaatsopleiding, bachelor)
 - c. Hoger algemeen en voorbereidend wetenschappelijk onderwijs (havo, vwo, mms, hbs, gymnasium,
 - d. lyceum, atheneum, propedeuse hbo/wo)
 - e. Middelbaar beroepsonderwijs (mbo, mts, meao, mhno, inas, mls, e.d.)
 - f. Middelbaar algemeen (vmbo-theoretisch/gemengd, mavo, ulo, mulo, ivo, vglo, e.d.)
 - g. Lagere beroepsonderwijs (vmbo-beroepsgericht, lts, ito, leao, lhno, huishoudschool, lavo, e.d.)
 - h. Basisonderwijs (basisschool/lagere school)
 - i. Geen opleiding
7. In welke branche bent u werkzaam?

- a. Zakelijke dienstverlening
 - b. Handel (Groothandel / Tussenhandel / Detailhandel)
 - c. Horeca / Toerisme / Cultuur
 - d. Industrie
 - e. Land-, Tuinbouw / Visserij
 - f. Transport / Opslag / Communicatie
 - g. Automatisering / Techniek / Innovatie / ICT
 - h. Onderwijs
 - i. Overheid
 - j. Gezondheidszorg / Welzijnszorg
 - k. Nutsbedrijven
 - l. Financiële instellingen
 - m. Bouwnijverheid
 - n. Anders:
8. Als u kijkt naar uw totale bruto gezinsinkomen, ligt dat dan beneden modaal, ongeveer modaal of boven modaal? *
- Bruto jaarinkomen is het totale inkomen voor belastingen + winst van alle betaalde banen, uitkeringen en pensioenen. Het modaal inkomen ligt momenteel tussen de € 32.500 en € 38.799 (inclusief vakantiegeld) per jaar.
- a. Ver beneden modaal (minder dan €12.500)
 - b. Beneden modaal (€12.500 - €26.199)
 - c. Bijna modaal (€26.200 - €32.499)
 - d. Modaal (€32.500 - €38.799)
 - e. Tussen 1 en 2 keer modaal (€38.800 - €64.999)
 - f. Twee keer modaal (€65.000 - €77.499)
 - g. Meer dan 2 keer modaal (€77.500 of meer)
 - h. Wil ik niet zeggen
 - i. Weet ik niet

Voortgang: U heeft 8 % van de enquête ingevuld. Geschatte tijd tot voltooiing: 13,5 minuten.

9. Wat is uw meest gelezen type tijdschrift / blad / website? *
- a. Publieksbladen (bijv. damesbladen, opiniebladen, dagbladen)
 - b. Vakbladen (bijv. Automatisering Gids, Personeelbeleid, Tijdschrift voor Coaching)
 - c. Bedrijfsbladen (bijv. Shell Venster, voor personeel en klanten van Shell; Panda voor donateurs van)
 - d. WNF)
 - e. Academische tijdschriften (literaire of wetenschappelijke tijdschriften, zoals Nature of The Lancet)
 - f. Website (bijv. nu.nl)
10. Wat is de naam van het door u meest gelezen tijdschrift / blad / website?
11. Welke muziektype heeft uw voorkeur? Eén keuze mogelijk.
- a. Klassiek
 - b. Rock
 - c. Pop

- d. Jazz
- e. R&B
- f. Nederlandstalig
- g. Top 40
- h. Anders:

Life Style

12. Welke sport beoefent u het meest?
- a. Fitness
 - b. Zwemmen
 - c. Voetbal
 - d. Tennis
 - e. Hockey
 - f. Ik beoefen geen sport
 - g. Overig, namelijk:
13. Hoe vaak beoefent u bovengenoemde sport per maand?
- a. 1 keer
 - b. 2 keer
 - c. 3 keer
 - d. meer dan 3 keer
 - e. ik ga minder dan 1 keer per maand

Voortgang: U heeft 13 % van de enquête ingevuld. Geschatte tijd tot voltooiing: 13 minuten.

14. Hoe vaak gaat u per kwartaal naar de film?
- a. 1 keer
 - b. 2 keer
 - c. 3 keer
 - d. meer dan 3 keer
 - e. ik ga minder dan 1 keer per kwartaal
15. Hoe vaak gaat u per kwartaal naar een symfonie/opera/ ballet of theater?
- a. 1 keer
 - b. 2 keer
 - c. 3 keer
 - d. meer dan 3 keer
 - e. ik ga minder dan 1 keer per kwartaal
16. Hoe vaak gaat u per kwartaal naar een live sportwedstrijd?
- a. 1 keer
 - b. 2 keer
 - c. 3 keer
 - d. meer dan 3 keer
 - e. ik ga minder dan 1 keer per kwartaal

Voortgang: U heeft 16 % van de enquête ingevuld. Geschatte tijd tot voltooiing: 12,5 minuten.

17. Hoe vaak gaat u gemiddeld per jaar op wintersport?
- a. 1 tot 5 dagen

- b. 6 tot 10 dagen
 - c. 11 tot 15 dagen
 - d. 16 dagen of meer
 - e. ik ga niet op wintersport
18. Hoeveel vakanties langer dan een weekend heeft u gemiddeld per jaar?
- a. 1 tot 2
 - b. 3 tot 4
 - c. 5 tot 6
 - d. 6 of meer
 - e. ik heb geen vakanties

Values

Voortgang: U heeft 18 % van de enquête ingevuld. Geschatte tijd tot voltooiing: 12 minuten.

In hoeverre bent u het eens met de volgende uitspraken?

(5 punt Likert schaal: volledig mee oneens - mee oneens – neutraal – mee eens - volledig mee eens)

- 19. Ik houd van competitie tussen mijzelf en anderen
- 20. Ik ben succesvol in mijn beroep
- 21. Ik heb veel successen behaald in mijn leven
- 22. Ik ben ondernemend ingesteld
- 23. Voor mij is geld alles
- 24. Ik moet de controle over alles hebben
- 25. Ik ben een sterke leider
- 26. Ik accepteer anderen voor hoe zij zijn
- 27. Ik maak vaak compromissen
- 28. Ik houd van zelfstandigheid
- 29. Ik ben religieus

Concern for nutrition

Voortgang: U heeft 30 % van de enquête ingevuld. Geschatte tijd tot voltooiing: 10,5 minuten.

In hoeverre bent u het eens met de volgende uitspraken?

(5 punt Likert schaal: volledig mee oneens - mee oneens – neutraal – mee eens - volledig mee eens)

- 30. Mensen zijn gezond ongeacht of ze een dieet volgen of niet
- 31. Over het algemeen gebruikt men te veel suiker
- 32. Voorverpakt voedsel heeft weinig voedingswaarde
- 33. Bij de samenstelling van een maaltijd is voedingswaarde van belang
- 34. Voor hun ontwikkeling hebben kinderen een speciaal voedingspatroon nodig.
- 35. De voedingswaardes op verpakkingen zijn erg belangrijk
- 36. Door te letten op voedingswaarde help je ziektes te voorkomen

Healthy Eating Patterns

Voortgang: U heeft 38 % van de enquête ingevuld. Geschatte tijd tot voltooiing: 9 minuten.

Beantwoord de volgende ja/nee vragen:

37. Ik eet liever vis dan vlees
 - a. Ja
 - b. Nee
 - c. Geen mening
38. Ik eet liever verse fruit dan cake
 - a. Ja
 - b. Nee
 - c. Geen mening
39. Ik eet liever kip dan varkensvlees
 - a. Ja
 - b. Nee
 - c. Geen mening
40. Ik eet liever fruit en groentes dan snoep
 - a. Ja
 - b. Nee
 - c. Geen mening
41. Ik eet liever kip dan rundvlees
 - a. Ja
 - b. Nee
 - c. Geen mening
42. Ik drink liever vruchtensappen dan frisdranken
 - a. Ja
 - b. Nee
 - c. Geen mening
43. Ik eet liever ongezoete graanontbijten dan gezoete graanontbijten
 - a. Ja
 - b. Nee
 - c. Geen mening
44. Ik eet liever yoghurt dan ijs
 - a. Ja
 - b. Nee
 - c. Geen mening
45. Ik drink liever melk of water dan frisdrank
 - a. Ja
 - b. Nee
 - c. Geen mening
46. Ik eet liever groente dan chips
 - a. Ja
 - b. Nee
 - c. Geen mening
47. Ik eet liever volkorenbrood dan wit brood

- a. Ja
 - b. Nee
 - c. Geen mening
48. Ik eet liever gekookte graanproducten (bijv. pasta's) dan gebakjes en donuts
- a. Ja
 - b. Nee
 - c. Geen mening
49. Ik drink liever kruidenthee dan koffie
- a. Ja
 - b. Nee
 - c. Geen mening
50. Ik eet liever nootjes dan chocolade repen
- a. Ja
 - b. Nee
 - c. Geen mening
51. Ik eet liever vis dan varkensvlees
- a. Ja
 - b. Nee
 - c. Geen mening
52. Ik eet liever ruwe suiker (bruine suiker, honing) dan gezuiverd suiker
- a. Ja
 - b. Nee
 - c. Geen mening

Product Quality

Voortgang: U heeft 55 % van de enquête ingevuld. Geschatte tijd tot voltooiing: 7 minuten.

De volgende vragen gaan over uw ervaringen in en om een restaurant dat u laatst heeft bezocht.

(7 punt Likert schaal: extreem onbelangrijk - onbelangrijk – gedeeltelijk onbelangrijk – neutraal – gedeeltelijk belangrijk – belangrijk – extreem belangrijk)

- 53. Hoe belangrijk vindt u dat bij een volgend bezoek het bestelde gerecht hetzelfde smaakt en uit ziet?
- 54. Hoe belangrijk vindt u de smaak van het bereide gerecht ?
- 55. Hoe belangrijk vindt u het gebruik van verse ingrediënten in een gerecht?
- 56. Hoe belangrijk vindt u de hygiënische bereiding van het gerecht?
- 57. Hoe belangrijk vindt u de netheid van het personeel in de bereiding van het gerecht?

Service Quality

Voortgang: U heeft 62 % van de enquête ingevuld. Geschatte tijd tot voltooiing: 6 minuten.

Geef de mate van belangrijkheid aan die u vindt gelden voor de volgende attributen van service kwaliteit in een restaurant:

(7 punt Likert schaal: extreem onbelangrijk - onbelangrijk – gedeeltelijk onbelangrijk – neutraal – gedeeltelijk belangrijk – belangrijk – extreem belangrijk)

58. Hoe belangrijk vindt u de service in een restaurant? bijv. het ophangen van de jassen e.d.
59. Hoe belangrijk vindt u de service efficiëntie in een restaurant? bijv. indien u vraagt om een extra bordje, dat u niet 10 minuten hoeft te wachten voordat het wordt gebracht
60. Hoe belangrijk vindt u de oplettendheid van het personeel?
61. Hoe belangrijk vindt u de behulpzaamheid van het personeel?
62. Hoe belangrijk vindt u de persoonlijke verzorging van het personeel in een restaurant?
63. Hoe belangrijk vindt u het duidelijk zichtbaar zijn van de prijzen in een restaurant?
64. Hoe belangrijk vindt u de zichtbaarheid van de keuken ?

Price & Value

Voortgang: U heeft 70 % van de enquête ingevuld. Geschatte tijd tot voltooiing: 4,5 minuten.

Geef de mate van belangrijkheid aan die u vindt gelden voor de volgende attributen van prijs/kwaliteit verhouding in een restaurant:

(7 punt Likert schaal: extreem onbelangrijk - onbelangrijk – gedeeltelijk onbelangrijk – neutraal – gedeeltelijk belangrijk – belangrijk – extreem belangrijk)

65. Hoe belangrijk vindt u de marktconforme prijzen van gerechten?
66. Hoe belangrijk vindt u het om waar voor uw geld te krijgen?
67. Hoe belangrijk vindt u het om grote porties te krijgen?

Location

Voortgang: U heeft 73 % van de enquête ingevuld. Geschatte tijd tot voltooiing: 4 minuten.

Geef de mate van belangrijkheid aan die u vindt gelden voor de volgende attributen van de ligging van een restaurant:

(7 punt Likert schaal: extreem onbelangrijk - onbelangrijk – gedeeltelijk onbelangrijk – neutraal – gedeeltelijk belangrijk – belangrijk – extreem belangrijk)

68. Hoe belangrijk vindt u de indruk die een restaurant geeft vanaf de weg gezien?
69. Hoe belangrijk vindt u de bereikbaarheid van een restaurant per openbaar vervoer?
70. Hoe belangrijk vindt u de bereikbaarheid van een restaurant per auto?
71. Hoe belangrijk vindt u het hebben van voldoende parkeergelegenheid bij een restaurant?

72. Wat vindt u een schappelijk bedrag om te betalen voor de parkeergelegenheid als u uit eten gaat in Amersfoort?
 - d. minder dan 1 euro per uur
 - e. 1 euro per uur
 - f. 2 euro per uur
 - g. ik ga niet uit eten als er betaald moet worden voor parkeren

Appendix 3c: Customer values part of the questionnaire (Dutch)

Voortgang: U heeft 78 % van de enquête ingevuld. Geschatte tijd tot voltooiing: 3,5 minuten.

In hoeverre bent u het eens met de volgende uitspraken?

(5 punt Likert schaal: volledig mee oneens - mee oneens – neutraal – mee eens - volledig mee eens)

Harmony

73. Bij een restaurant vind ik het belangrijk dat het interieur en de gerechten bij elkaar moeten passen.
74. Als ik naar een restaurant ga voor een romantisch diner verwacht ik niet dat de er een luidruchtig feest aan de gang is bij een nabij gelegen tafel.
75. Als een gerecht niet naar mijn wens is, verwacht ik dat de ober adequaat reageert om het probleem te verhelpen.
76. In een restaurant verwacht ik dat ik me niet hoeft te storen aan de gasten die naast mij zitten.
77. Bij een restaurant hoeven het interieur en de gerechten esthetisch niet in balans te zijn.
78. Een tafel moet dicht naast die van mij staan in een restaurant om ook met de burens te kunnen kletsen.
79. Als een gerecht niet smaakt, dan had ik maar een andere keuze moeten maken.

Excellence

Voortgang: U heeft 86 % van de enquête ingevuld. Geschatte tijd tot voltooiing: 2 minuten.

(5 punt Likert schaal: volledig mee oneens - mee oneens – neutraal – mee eens - volledig mee eens)

80. Ik verwacht in een restaurant te worden behandeld als een koning(in), bijv. dat de wijn automatisch wordt bijgeschonken.
81. Het personeel moet alert zijn en direct reageren om problemen te verhelpen.
82. Van een restaurant verwacht ik spannende smaakvolle gerechten die mij verrassen, bijv. door nieuwe combinaties van ingrediënten.
83. Ik heb liever dat ik zelf de controle houd en schenk de wijn liever zelf bij dan dat het voor mij wordt gedaan.
84. Ik kies vaak hetzelfde gerecht als ik uit eten ga, dan krijg ik wat ik lekker vind.

Emotional Stimulation

Voortgang: U heeft 91 % van de enquête ingevuld. Geschatte tijd tot voltooiing: 1,5 minuten.

(5 punt Likert schaal: volledig mee oneens - mee oneens – neutraal – mee eens - volledig mee eens)

85. Bij het uit eten gaan verwacht ik een combinatie van verassend goed eten, een schitterend interieur en passend muziek. Enfin, alle zintuigen dienen geprikkeld te worden.
86. De sfeer in een restaurant vind ik een belangrijk deel uitmaken van de restaurant belevenis. Bijv. kaarsjes maken er een gezelligere en intiemere sfeer van.
87. Het personeel dient niet afstandelijk en formeel te reageren op vragen. Beter ongedwongen en meedenkend personeel met goed advies.
88. Interieur en muziek maken mij niets uit, als het eten maar goed is.
89. Het personeel dient afstandelijk en formeel te zijn.
90. Interieur en muziek maken mij niets uit, als het restaurant maar schoon en hygiënisch eruit ziet.

Acknowledgement

Voortgang: U heeft 97 % van de enquête ingevuld. Geschatte tijd tot voltooiing: <1 minuut.

(5 punt Likert schaal: volledig mee oneens - mee oneens – neutraal – mee eens - volledig mee eens)

91. Ik ga vaker uit eten in een restaurant waar ik wordt herkend door het personeel.
92. Als ik op straat mensen positief hoor praten over een bepaald restaurant waar ik al ben geweest, dan ben ik tevredener over mijn keuze.

Circumstance Value

93. Als ik naar een restaurant ga om iets te vieren, dan is mijn totale restaurant belevenis vaak positiever.

Appendix 3d: End of the questionnaire (Dutch)

Kans op een diner voor 2

Onder de deelnemers van dit onderzoek wordt een all inclusieve diner voor 2 bij restaurant A1-City te Amersfoort verloot. Daarnaast wordt u uitgenodigd om aanwezig te zijn bij de officiële opening van het Restaurant. Als u kans hierop wilt maken, dan kunt u hieronder uw e-mailadres invullen. Het e-mailadres wordt niet aan de onderzoeksgegevens gekoppeld en wordt alleen gebruikt voor de verloting van het diner en het verzenden van de uitnodiging voor de officiële opening van het restaurant.

94. Wat is uw email adres?
95. Hoe bent u bij deze vragenlijst gekomen?
 - a. Via een flyer
 - b. Via email
 - c. Via een kennis
 - d. Via een bon van A1-Plaza
 - e. Anders:

Bedankt voor het deelnemen aan deze enquête!

De winnaar van het diner voor twee wordt per email benaderd aan het einde van de maand juli.

Appendix 4: SPSS Syntax Output of pre-test of the questionnaire

Values

Reliability Statistics

Cronbach's Alpha	N of Items
,713	11

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q19	32,95	16,366	,354	,695
q20	32,35	18,766	,200	,712
q21	33,05	17,418	,357	,694
q22	33,05	16,576	,517	,673
q23	34,15	16,134	,428	,682
q24	34,10	16,095	,390	,689
q25	33,60	16,674	,384	,689
q26	32,60	18,674	,229	,709
q27	33,05	16,155	,525	,669
q28	32,15	18,450	,288	,704
q29	34,45	15,208	,347	,706

Concern for nutrition

Reliability Statistics

Cronbach's Alpha	N of Items
,751	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q30	21,85	9,397	,611	,684
q31	21,20	10,695	,661	,683
q32	21,65	11,924	,256	,770
q33	21,20	11,958	,380	,738
q34	21,50	11,737	,481	,721
q35	21,25	10,618	,652	,683
q36	21,65	11,187	,345	,753

*Eating patterns***Reliability Statistics**

Cronbach's Alpha	N of Items
,761	16

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q37	35,90	32,095	,386	,746
q38	35,20	32,274	,334	,751
q39	35,20	32,168	,485	,739
q40	34,85	33,818	,417	,748
q41	35,80	33,642	,209	,762
q42	35,10	33,779	,238	,758
q43	35,45	31,313	,462	,739
q44	35,80	33,326	,194	,766
q45	35,30	30,326	,504	,734
q46	35,15	32,766	,316	,752
q47	34,85	34,134	,360	,751
q48	34,90	34,621	,198	,760
q49	35,90	34,621	,081	,776
q50	35,45	31,524	,366	,748
q51	35,50	29,316	,652	,719
q52	35,15	30,766	,682	,724

*Product Quality***Reliability Statistics**

Cronbach's Alpha	N of Items
,719	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q53	25,75	4,829	,148	,789
q54	25,05	4,892	,335	,722
q55	25,65	3,187	,655	,588
q56	25,25	3,355	,653	,592
q57	25,50	3,421	,660	,591

*Service Quality***Reliability Statistics**

Cronbach's Alpha	N of Items
,759	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q58	36,30	12,537	,668	,695
q59	35,90	13,884	,493	,731
q60	36,05	12,997	,711	,697
q61	36,10	13,042	,553	,717
q62	36,25	11,250	,653	,687
q63	36,45	14,576	,258	,771
q64	37,35	12,029	,301	,806

*Price & Value***Reliability Statistics**

Cronbach's Alpha	N of Items
,825	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q65	12,10	2,621	,717	,723
q66	11,45	2,997	,699	,759
q67	12,35	2,239	,666	,799

*Location***Reliability Statistics**

Cronbach's Alpha	N of Items
,694	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q68	15,80	10,800	,641	,556
q69	16,90	9,884	,239	,876
q70	15,55	10,682	,573	,581
q71	15,05	10,366	,698	,522

*Harmony***Reliability Statistics**

Cronbach's Alpha	N of Items
,745	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q73	24,35	10,450	,318	,743
q74	23,25	11,566	,147	,768
q75	23,10	10,621	,508	,717
q76	23,55	9,629	,446	,718
q77	24,35	8,239	,639	,667
q78	23,45	8,366	,579	,684
q79	24,15	8,345	,605	,677

*Excellence***Reliability Statistics**

Cronbach's Alpha	N of Items
,731	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q80	13,55	7,208	,450	,704
q81	12,15	8,871	,434	,714
q82	12,65	6,029	,711	,585
q83	13,55	8,576	,382	,723
q84	12,90	6,200	,551	,666

*Emotional Stimulation***Reliability Statistics**

Cronbach's Alpha	N of Items
,750	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q85	19,40	6,253	,334	,773
q86	18,95	7,208	,530	,720
q87	18,85	7,503	,316	,753
q88	19,50	5,947	,583	,687
q89	18,90	6,200	,608	,684
q90	19,65	4,871	,705	,642

*Acknowledgement***Reliability Statistics**

Cronbach's Alpha	N of Items
,753	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q91	3,50	,474	,612	. ^a
q92	3,35	,661	,612	. ^a

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Appendix 5: SPSS Syntax Output of discriminant analysis

Classification Results^{b,c}

Cluster Number of Case			Predicted Group Membership				Total
			1	2	3	4	
Original	Count	1	8	0	0	0	8
		2	0	52	0	0	52
		3	0	2	74	0	76
		4	0	0	2	68	70
	%	1	100,0	,0	,0	,0	100,0
		2	,0	100,0	,0	,0	100,0
		3	,0	2,6	97,4	,0	100,0
		4	,0	,0	2,9	97,1	100,0
Cross- validated ^a	Count	1	8	0	0	0	8
		2	0	50	0	2	52
		3	0	2	72	2	76
		4	0	2	4	64	70
	%	1	100,0	,0	,0	,0	100,0
		2	,0	96,2	,0	3,8	100,0
		3	,0	2,6	94,7	2,6	100,0
		4	,0	2,9	5,7	91,4	100,0

a. Cross validation is done only for those cases in the analysis. In cross validation, each case is classified by the functions derived from all cases other than that case.

b. 98,1% of original grouped cases correctly classified.

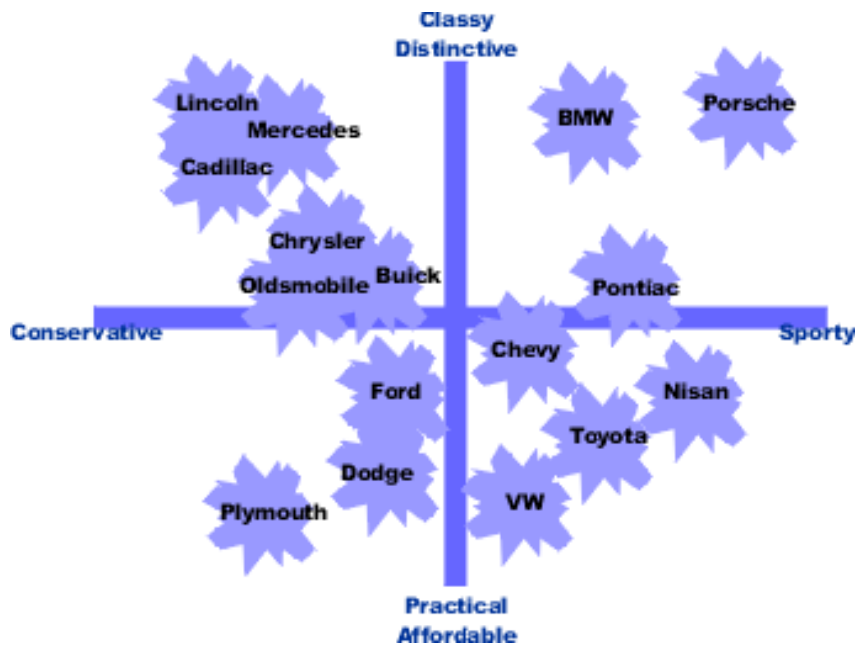
c. 94,2% of cross-validated grouped cases correctly classified.

Appendix 6: SPSS Syntax Output of Frequencies question number 63

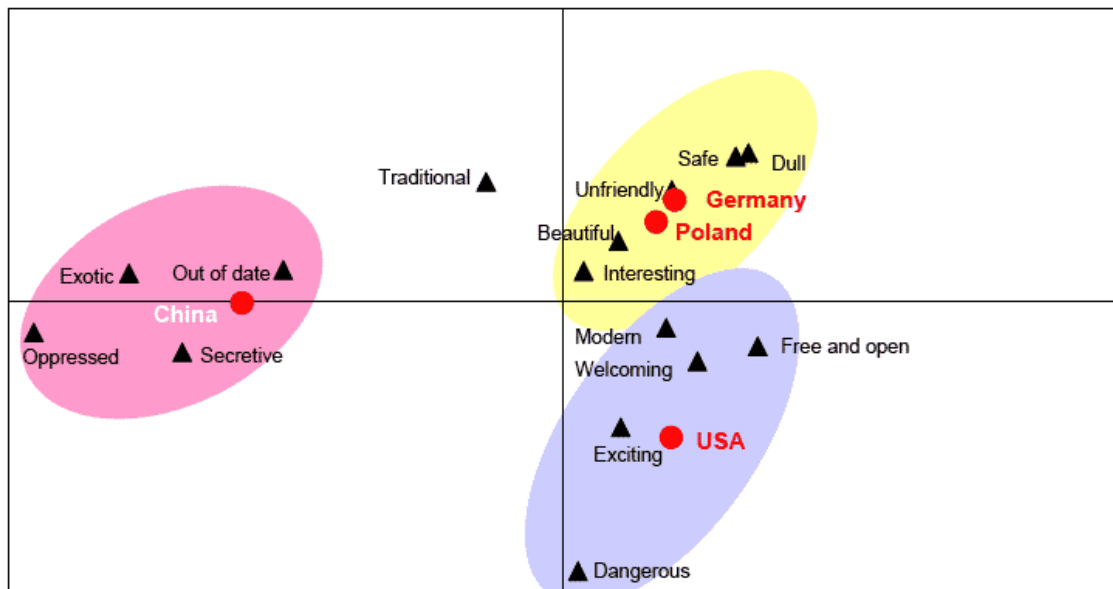
Hoe belangrijk vindt u het duidelijk zichtbaar zijn van de prijzen in een restaurant?

Cluster Number of Case			Frequency	Percent	Valid Percent	Cumulative Percent
1	Valid	onbelangrijk	2	25,0	25,0	25,0
		gedeeltelijk onbelangrijk	2	25,0	25,0	50,0
		neutraal	2	25,0	25,0	75,0
		gedeeltelijk belangrijk	2	25,0	25,0	100,0
		Total	8	100,0	100,0	
2	Valid	neutraal	2	3,8	3,8	3,8
		gedeeltelijk belangrijk	8	15,4	15,4	19,2
		belangrijk	20	38,5	38,5	57,7
		extreem belangrijk	22	42,3	42,3	100,0
		Total	52	100,0	100,0	
3	Valid	gedeeltelijk onbelangrijk	4	5,3	5,3	5,3
		neutraal	8	10,5	10,5	15,8
		gedeeltelijk belangrijk	22	28,9	28,9	44,7
		belangrijk	36	47,4	47,4	92,1
		extreem belangrijk	6	7,9	7,9	100,0
Total	76	100,0	100,0			
4	Valid	neutraal	2	2,9	2,9	2,9
		gedeeltelijk belangrijk	14	20,0	20,0	22,9
		belangrijk	32	45,7	45,7	68,6
		extreem belangrijk	22	31,4	31,4	100,0
		Total	70	100,0	100,0	

Appendix 7: Some examples of perceptual map

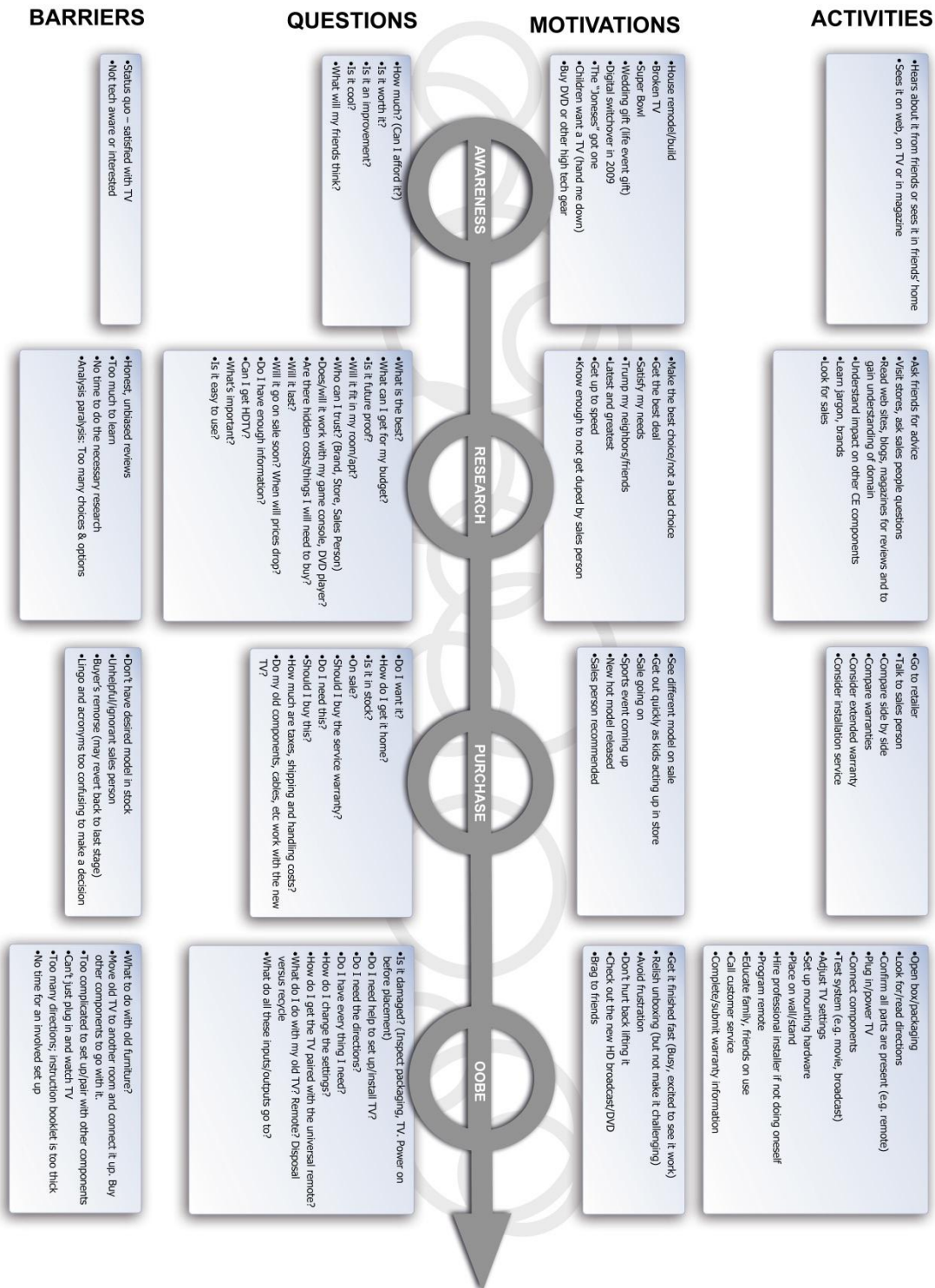


Source: <http://en.wikipedia.org/wiki/File:PerceptualMap1.png>



Source: <http://4.bp.blogspot.com/-JySCAVS0GTE/TbKdGDMDdGI/AAAAAAAAABjM/AhOJ1bEoXAQ/s1600/perceptual%2Bmap.gif>

Appendix 8: Customer journey map



Source: Harvard Business Review.

<http://blogs.hbr.org/cs/HT%20customer%20journey%20map.pdf>