THE GROUP YOU ARE *ASSESSING:*	Save your file. Use this format: group being assessed your group.doc So an example would be TIV Voltes5.doc – where TIV is the group being assessed and Voltes5 is your group.
NUMBER QUEENS	
YOUR GROUP NAME:	
INSTRUCTOR	

A	B	C	D
Are ideas presented connected with the aim of the presentation?	Are the ideas presented clearly supported with evidence and logical argument?	Is it easy to follow & to understand? (Are the slides clear and easy to follow e.g. use of new pictures, words, graphs)	Overall impression (is it a group presentation etc.?)
40%	30%	20%	10%

5%	5%	5%	5%

Comments (space will expand as you type)
Ok start - see handout I've shared

Background - useful review of product and elements of service
Inside store video - bring that here
If you ask . . .

Tighten the objectives - list as numbers

Why AI chatting?
Graph - go from low-high or high-low

Myst 1 - eye contact?

Why mystery ends at ticket?
Drink - exception - local customer test would have been powerful
Scoring - 6 dimensions - qual or quant method?
Google review - key diretion here
What do stars mean -- scale?
Yes - 1,2,3 stars - low satisfaction so what are they saying

How extract data - 4k?
What does word cloud give you?

Report:
Much is very good and interesting in here. I'm missing the objectives at the start.
Lay those out and then bring explicit answers to those in the conclusion.

Bring out the service process near the start - so essentially expand your 7ps so the reader gets a flavour of what happens to the customer in the restaurant.

You need to separate steps (in the method), findings and conclusions. Rolling these all together makes it hard to follow what has actually happened -- and so does not do justice to your efforts. It makes reading hard to - "were does x come from" was frequently in my mind.

Mystery shopping has the right direction but where is the quantitative part - this characterizes this approach. The spirit is there - thinking about touch-points and creating some non-standard situations to see how staff behave is good.

The analysis of the reviews -- "social media" in the book (as a method) or "critical incidents" is very impressive.
I think your analysis could have highlighted the main problem
- your graph
then moved into key issues
- part of the key words in the table
so you bore into the problems in a clearer way. I'm getting a little confused later on how things come together and what they mean (see point on writing above) - as well as being very selective about what to include.

Good stuff!

Grade (%) 20%

Comments from: The Fried Rice Group

Evaluating: Number Queens

Target company: Dain Dain Hamburger

Name	Comments
Hiro	There is a relatively complete introduction for the shop Present with videos and narratives so listener can know the real situation Some member presents with monotone voice and it's like just reading scripts.
May	Good Points: 1.Use video of real customer experiences make an engagement and understand the mutual situations. Creative one! 2. Lively presentation 3.Nice graphs, easy to see the gaps. 4.Comprehensive information. 5.This presentation meets the objective. 6.There is variety of tools this group use. Recommendation: 1.Ensure confidence by clearly defining how the data collection group operates and assessing the reliability level of the tools used.
Joey	Presentation: fun, attractive, nice visuals (pictures/video) Content: great use of videos w/ subtitles – good for holding attention, but volume mixing could be better; some fonts are pretty small; interesting use of review analysis; possible confusion + contradiction of text and verbal information – is the method used CSQ 6 dimensions or SERVQUAL RATER dimensions? Or both?
Tu	1. Good points: - Really goods video of mystery customers, it's entertaining to watch. And it seems like those videos are well scripted (touch-points are clearly mentioned.) - I personally like the Canva theme, the color is comfortable to read, and the slides' design go well with content. - The presentation style is calm yet lively, it's enjoyable to watch. - I think all presentation's content is clear and easy to understand. 2. Recommendation: - I hope you can explain more why you chose the 6 dimensions not other methods. - Very detail analysis on Customer touch-points but I hope you can explain more, to many numbers so some how I lost my focus. - Presentation slide: In some slides: the font size is quite small to see clearly

National Cheng Kung University
Institute of International Management

Dain Dain Hamburger

Midterm Project

Group: Number Queens

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ABSTRACT

This report investigates customer perceptions of Dain Dain Hamburger by examining key touchpoints and identifying strengths and areas for improvement. Using Mystery Shopping and Review Analysis, we evaluated the customer experience across several service dimensions, including food quality, service efficiency, and staff interaction. Our findings indicate that while Dain Dain Hamburger excels in food quality, cleanliness, and delivery speed, there are critical areas for improvement, particularly in staff friendliness and the ordering process. Recommendations include implementing technology to streamline ordering process and enhancing staff training to improve attentiveness. Addressing these aspects can strengthen customer satisfaction and foster long-term loyalty.

1. Introduction of Dain Dain Hamburger.

1.1 Company History.

Founded in 1984 in Kaohsiung, Dain Dain Hamburger began as a local fast-food brand, blending Taiwanese and American flavors. Initially a single outlet, the brand quickly expanded, becoming an iconic southern Taiwan chain known for its hybrid menu. Dain Dain Hamburger has since built a loyal customer base through its unique cultural positioning and affordable prices.

1.2 Geography, Locations.

Dain Dain Hamburger's outlets are mainly in southern Taiwan, specifically in Tainan, Kaohsiung, and Pingtung. This regional focus has helped Dain Dain Hamburger maintain a unique appeal, with a loyal customer base in southern Taiwan, while reinforcing its status as a local icon.

1.3 Key Numbers.

- **Store Count**: Dain Dain Hamburger has approximately 30-40 outlets, primarily located in southern Taiwan across cities like Kaohsiung, Tainan, and Pingtung.
- **Annual Customer Visits**: Serving an estimated 5 million customers annually, Dain Dain Hamburger maintains a strong customer base with peak seasons aligning with local events and holidays.
- **Customer Retention Rate**: High customer retention rate of approximately 60-70%, with many patrons returning regularly due to the local appeal and affordability.
- **Menu Updates**: The brand introduces new menu items or seasonal offerings about every 3-4 months, often incorporating local ingredients or flavors to keep the selection fresh and appealing.

1.4 Customer Segments (7Ps of Service).

- **Product**: Taiwanese and Western options like burgers, rice balls, and drinks.
- **Price**: Competitive pricing aimed at students and working professionals.
- **Place**: Primarily southern Taiwan, emphasizing regional exclusivity.
- **Promotion**: Focused on local promotions and word-of-mouth.
- **People**: Friendly staff with strong local ties to foster a warm atmosphere.
- **Process**: Fast and efficient service with self-ordering options.
- **Physical Evidence**: Down-to-earth decor that resonates with local culture.

1.5 Critical Service Factors.

- **Friendly Service**: Customers appreciate the warm and welcoming environment.
- **Speed of Service**: Dain Dain Hamburger's efficient order fulfillment reduces wait times.
- **Cleanliness**: A well-maintained environment, appealing to families and students.

1.6 Customer Expectations.

- **Consistent Food Quality**: Reliable flavors in Taiwanese and Western dishes.
- **Affordable Prices**: Budget-friendly meals for students and professionals.
- **Clean and Comfortable Setting**: A relaxed atmosphere with simple yet tidy surroundings.
- **Fast and Convenient Service**: Quick service for both dine-in and takeaway.

2. Analysis.

After extensive team discussions, we selected Mystery Shopping and Review Analysis as our primary research methods to gain comprehensive insights into customers' perceptions of Dain Dain Hamburger. Mystery Shopping allows us to simulate the customer journey firsthand, capturing the nuances of service interactions, responsiveness, and consistency across various customer profiles. Through this approach, we could directly observe service quality and identify strengths and potential gaps from a customer's perspective. Complementing this, Review Analysis provides an in-depth look at customer feedback collected from online platforms. By systematically categorizing and analyzing reviews, we could assess recurring themes, sentiment trends, and specific touchpoints that influence customer satisfaction. Together, these methods enable us to identify key success factors and improvement opportunities in Dain Dain Hamburger's service experience.

2.1 Mystery Shopping.

To capture a range of service interactions, each team member adopted a unique customer profile with varying language, dietary, and payment preferences, reflecting both local and international perspectives. Observations focused on responsiveness, flexibility, and professionalism in adapting to these needs, following the mystery shopping approach of evaluating a service from a customer's perspective (Zeithaml, Bitner, & Gremler, 2018).

3

2.1.1 Mystery Shopping Description.

[handwritten margin note: how to measure?]

<u>Taiwanese Customer – Ordered in Chinese</u>

Touchpoint: Ordering Process

Observation: The interaction was smooth and conducted fully in Chinese, with the employee confidently handling the order and providing clear food collection instructions. Although no greeting was offered, the straightforward service indicates that Mandarin-speaking customers experience a seamless touchpoint with minimal communication barriers.

<u>Vegetarian German Customer – Ordered in English, Requested English and Vegetarian Menus</u>

Touchpoint: Ordering Process, Dietary Request, Language Preference

Observation: The customer requested an English menu and vegetarian options. The English menu is provided but explains that vegetarian options are unavailable. The absence of a greeting and unavailability of dietary accommodations may impact satisfaction for vegetarian customers despite clear instructions on food collection.

<u>Thai Customer – Ordered in English, Requested Customization and Attempted Card Payment</u>

Touchpoint: Ordering Process Payment, Language Preference

Observation: The customer's request for menu customization was declined, with the employee explaining that customizations were unavailable. When the customer attempted to pay by card, the employee replied "cash only" without a greeting, which may have seemed abrupt. Clear instructions on food collection were provided, but limited flexibility and the lack of a welcoming touchpoint.

<u>Thai Customer – Ordered in Chinese and Modified the Order</u>

Touchpoint: Ordering Process*, Modification Request*

Observation: The employee handled the order modification smoothly in Chinese, responding well to the customer's request. While no initial greeting was provided, the interaction remained respectful, with clear instructions on food collection.

<u>Thai Customer – Ordered in Chinese and Requested English Menu</u>

Touchpoint: Ordering Process, Language Preference

Observation: The customer requested the English menu in Chinese, which the employee smoothly accommodated as if it were routine. The order was placed in simple Chinese, and the employee provided the collection number in English, maintaining consistency across interactions. Although polite, the interaction lacked a formal greeting at this touchpoint.

2.1.2 Observation Analysis.

[handwritten margin note: 3. Explanation confusing!]

According to Stanworth, Hsu, and Chang (2015), we adopt six dimensions as a foundation for mystery shopping evaluations: [handwritten: ow.]

Professionalism (zhuān yè)

At the ordering counter, employees were helpful and responsive, confidently addressing questions and promptly providing an English menu. Although their confidence in English decreased as the conversation continued, they remained committed to meeting our needs. The clear explanation of the queue number system contributed to a smooth and organized ordering experience.

Sense of Sincerity (chéng yì)

In the dining area, employees consistently sanitized tables with alcohol-based cleaner and assisted customers with tray disposal when nearby. However, attentiveness varied; when staff were absent from the area, assistance was less readily available, impacting the overall touchpoint experience related to customer support.

Comfortableness (zì zài)

The cleanliness of the dining area serves as a significant touchpoint contributing to customer comfort. Both tables and floors were generally well-maintained, though during peak hours, it was challenging for employees to keep the area consistently clean. This occasionally affected the atmosphere, as the restaurant felt crowded both inside and outside. In contrast, during non-peak hours, the experience was more relaxed, and employees minimized interruptions, enhancing a comfortable dining touchpoint.

Chin-chieh (chīn chieh)

At the initial interaction touchpoint, there was no greeting from the staff upon arrival. While taking our order, they politely asked, "What would you like today?" without smiling but maintained eye contact, creating a respectful yet straightforward first impression. This initial touchpoint set a neutral, courteous tone for the customer experience.

Active Service (zhù dòng)

In observing employee interactions at various touchpoints, we noted that employees were not consistently proactive in anticipating customer needs. Moments arose when additional assistance could have been beneficial, yet employees appeared primarily focused on their individual tasks, limiting engagement with customers. This aspect of the customer touchpoint experience suggests an area for improvement to provide a more attentive and supportive environment.

<u>Respect (zūn zhòng)</u>

During the order and food handling touchpoints, employees managed food carefully and took orders politely. However, occasional challenges with English fluency impacted smooth communication with some customers, slightly diminishing the flow of these touchpoints in interactions with English-speaking customers.

2.1.3   *Key takeaway from Mystery Shopping Method*

Our mystery shopping experience, based on six dimensions from Stanworth, Hsu, and Chang (2015), highlighted differences in customer service due to language and dietary needs. Chinese-speaking customers received smoother service with clear instructions, while English-speaking customers, like a Vegetarian German and a Thai customer requesting customizations, faced limitations in flexibility, indicating service inconsistency. Employees showed professionalism in explaining processes and maintaining a hygienic environment, but interactions sometimes lacked greetings and flexibility, with limited English proficiency affecting attentiveness. While basic service expectations were met, improving friendliness, flexibility, and language support would enhance experiences for international customers, supporting the goal of diversity and inclusion to better meet varied consumer needs (Branca, Grosso, & Castaldo, 2022).

2.2   **Review Analysis (Google Reviews).**

The review analysis method helps businesses listen to customer feedback and make targeted service improvements. By systematically collecting and categorizing reviews, businesses can identify strengths and recurring issues. Tracking feedback over time also shows the impact of changes and helps them adapt to customer needs.

We analyzed 4,462 Google Maps reviews of Dain Dain Hamburger in Tainan, categorizing ratings from 1 to 5 stars into Food, Service, and Atmosphere. Using Microsoft Excel for data cleaning and organization, we extracted insights into customer perceptions, revealing the restaurant's strengths and areas for improvement.

2.2.1   *Overall Review*

An overall analysis of 4,462 customer reviews for Dain Dain Hamburger in Tainan (2011–2024) shows an overall high customer satisfaction with an average rating of 4.3 stars. A total of **55.06%** awarded 5 stars, indicating an excellent experience, and **27.86%** awarded 4 stars, indicating room for improvement. Only **9.28%** awarded 3 stars, while low ratings are rare, with **6.05%** at 1 star and **1.75%** at 2 stars.

2.2.2 SERVQUAL Analysis

For the SERVQUAL analysis of the ratings according to the six SERVQUAL categories, keywords were identified for each category using a forward and backward search to efficiently filter customer feedback. In the forward search, the terms in bold in the table below were collected directly from the terms most frequently mentioned in the reviews. In the backward search, keywords were created independently of the reviews by defining relevant terms for each SERVQUAL category. Table 1 shows the most important terms per category.

Table 1: SERVQUAL Category and Keyword Overview

SERVQUAL Category	Keywords
Chin-chieh	**warm**, **friendly** (24), **polite** (11), no unpleasant face, caring, nice face, enthusiastic, familiar, **kind** (14), hospitable, approachable, welcoming, thank you, **please**
Active Service	**attentive**, **responsive** (5), **quick** (13), step forward, actively recommend, actively inquire, thoughtful, sensitive, proactive, **fast** (186)
Respect	**respect** (6), equal service, sorry, courteous, fair, respectful, treat equally
Sense of Sincerity	promised service, sincere, **attitude** (149), responsible, generous, not blaming, supportive, sense of sincerity, taking charge
Professionalism	specific introduction, **quality** (44), **employees** (21), detailed introduction, clear introduction, deliver in right order, **staff** (80), professional, prepared, serious, competent
Comfortableness	**comfortable** (31), safe, uninterrupted space, quiet, certain distance, **clean** (51), not looking up-and-down, relaxed, private, calm, no pressure, **air conditioner** (11), **hygiene** (8)

Figure 1 shows average ratings from customer reviews across six service categories from 2011 to now. **Comfortableness** leads with a high score of 4.4, indicating satisfaction with ambiance, while **Active Service** also rates well at 4.33, showing the value of attentive service. **Professionalism** has a moderate score of 3.43, suggesting room for improvement in staff training. **Chin-chieh** is neutral at 3.0. Lower ratings in **Sense of Sincerity** (2.06) and **Respect** (1.0) highlight areas needing attention to enhance customer care and respectful interactions.
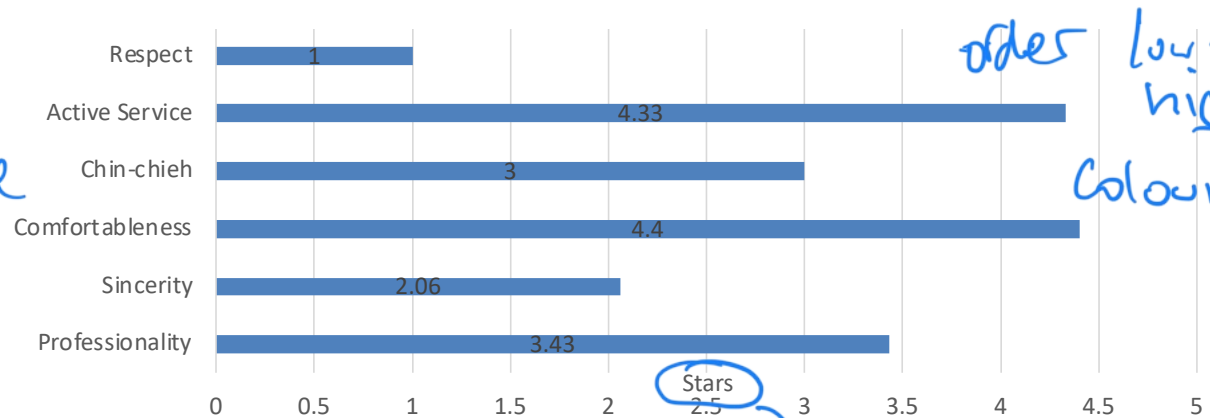

Figure 1: Google Review Analysis of SERVQUAL Categories

2.2.3 Customer Touchpoint Analysis

Analogous to the SERVQUAL analysis, we divided the ratings into eight central customer touch points (Table 2). Using specific keywords for each category, we were able to systematically evaluate customer feedback to identify strengths and areas for improvement.

Table 2: Customer Touchpoint Category and Keyword Overview

Touchpoint Category	Keywords
Queue and Waiting Time	queue, line, wait time, crowded, delay, fast service, long wait, short wait
Ordering Process	order, ordering, kiosk, screen, easy order, self-service, place order, accurate order, wrong order
Pickup and Delivery	pickup, receive order, delivery, on time, delayed delivery, fast pickup, collect, take away, mobile order pickup
Seating and Dining Environment	seat, table, clean table, comfortable seating, atmosphere, dining area, space, ambiance, seating available, crowded seating
Food Quality and Presentation	food quality, fresh, hot food, presentation, taste, flavor, cold food, wrong item, cooked, undercooked, tasty
Cleanliness and Maintenance	cleanliness, clean, dirty, trash, hygiene, tidy, restrooms, dirty floor, messy, unclean, well-maintained, sanitation
Staff Interaction and Friendliness	friendly staff, rude staff, helpful, service, employee attitude, staff behavior, staff response, polite, courteous
Customer Interaction with Facilities	trash disposal, bin, recycle, tray, self-cleaning, cleanup, throw trash, dispose of, station

Analysis of average customer satisfaction is shown in Figure 2. **Food quality and presentation** (4.3) and **pickup and delivery** (4.3) score highest, reflecting customers' appreciation of the meals and efficient service. **Cleanliness** (4.2) and **food environment** (4.1) indicate a comfortable, well-maintained space. However, **interaction with staff** (3.4) suggests a need for improvement in friendliness, while the **ordering process** (2.7) indicates frustrations due to inefficiencies such as wrong orders, which could be addressed with training. **Queues and waiting times** (3.9) are satisfactory but could be optimized. A closer analysis of the distribution of ratings at the individual customer touch points shows that **pick-up and delivery** (60% 5 stars) and **quality and presentation of food** (56.44% 5 stars) lead to satisfaction among most customers. The ordering process and interaction with staff are critical areas, with only 40% rated 5 stars. It is noteworthy that **26.67% of orders** and **26.21% of interactions with staff** were rated 1 star, indicating a high level of dissatisfaction (Figure 3). This suggests that improvements are needed in the ordering process and in the friendliness of staff, while the strengths in the quality of the food and the efficiency of the pick-up should be maintained.
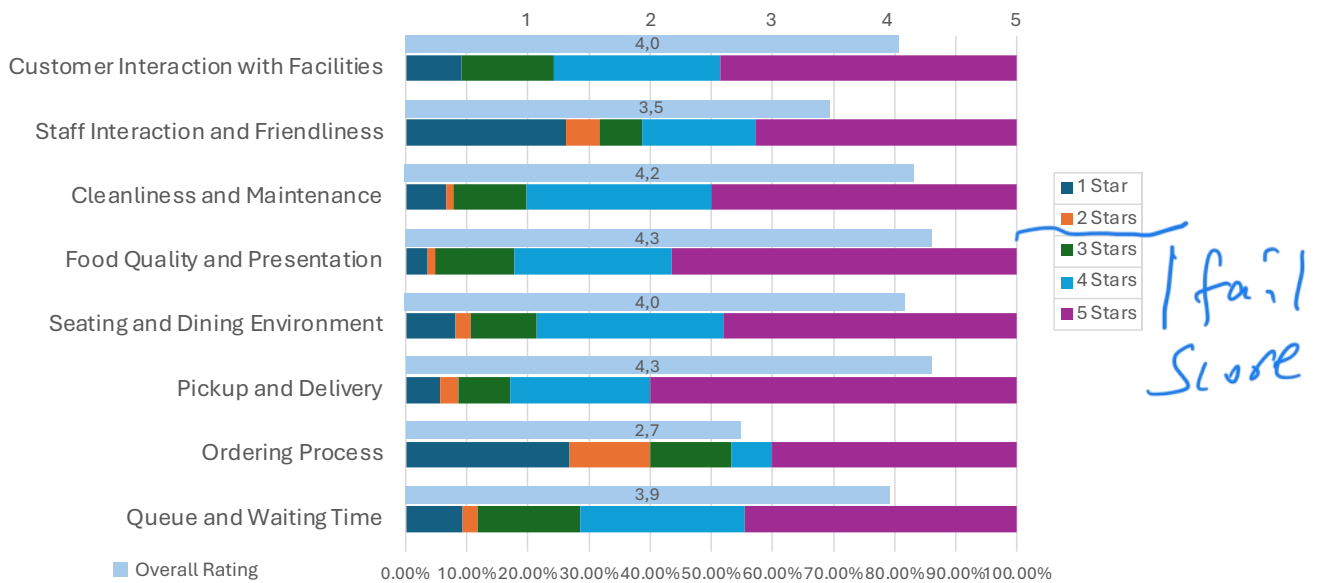
Figure 2: Google Review Analysis of Customer Touch Point Satisfaction

Analyzing the timeline of customer ratings provides a differentiated picture of the improvements achieved, as well as the latest strengths and issues. **Pickup and delivery**, as well as **quality and presentation of food**, are clear strengths and consistently contribute to positive perceptions. However, in 2024, the **ordering process**, **staff interaction and friendliness**, and **queuing and waiting times** show significant room for improvement (Figure 3). While the annual average for the categories is based on about four ratings each, the ordering process stands out. While one negative rating was given annually prior to 2024 (except for 2021), 2024 saw an increase in ratings, with a total of **nine ratings**, most of which are negative. This increased number signals increased customer dissatisfaction and requires targeted action.
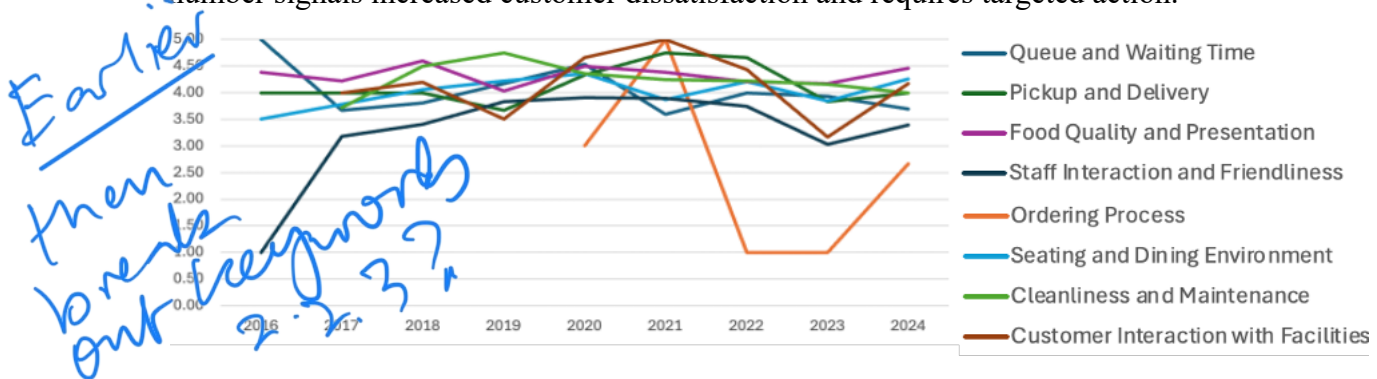

Figure 3: Timeline of Customer Satisfaction in the Context of Customer Touchpoints

2.2.4 Key takeaway from Review Analysis Method

Review analysis shows Dain Dain Hamburger excels in Food Quality, Cleanliness, and Pickup and Delivery, meeting customer expectations. Comfort ranks highest, reflecting satisfaction with ambiance, and Active Service is valued for attentiveness. However, Staff Interaction and the Ordering Process need improvement, with moderate ratings in Professionalism and low scores in Sincerity and Respect. Timeline analysis highlights

consistent strengths in food quality and delivery but reveals a notable rise in dissatisfaction with ordering, staff friendliness, and wait times in 2024, signaling a need for targeted improvement (Figure 3).

3.   Conclusion and Recommendations.

This research used Mystery Shopping and Review Analysis to assess Dain Dain Hamburger's service quality. Both methods highlighted that Chinese-speaking customers had smoother experiences, while non-Chinese speakers faced challenges, especially with custom orders. Review Analysis showed strengths in food quality, cleanliness, and delivery but identified issues with ordering and staff interactions. Limited language support and dietary accommodations emerged as key barriers for diverse customer needs, as shown in Table 3.

Table 3: Key Successes and Key Problems of Dian-Dian Hamburger

Key Successes	Key Problems
Food Quality: Consistently high ratings highlight Dain Dain Hamburger's strong reputation for tasty, well-prepared food, a key driver of customer satisfaction and repeat visits.	**Language Barriers:** Non-Chinese-speaking customers frequently face challenges, with limited language support affecting clarity in service and reducing satisfaction.
Cleanliness and Maintenance: Clean dining areas and regular sanitization efforts contribute to a comfortable, hygienic environment that supports positive dining experiences.	**Flexibility in Dietary Needs:** Vegetarian and customized requests are still unmet, reflecting a need for more inclusive menu options to support dietary diversity.
Pickup and Delivery Efficiency: The smooth pickup process and timely delivery options are appreciated by customers, making it convenient for those who prioritize quick service.	**Ordering and Queue Management:** Review feedback highlights inefficiencies in the ordering process, including wait times and occasional order errors, detracting from customer satisfaction.
Ambiance and Comfort: A relaxed and well-maintained environment aligns with customer expectations, adding value to the dine-in experience.	**Staff Friendliness and Attentiveness:** Inconsistent greetings and a task-focused approach limit positive interactions, indicating a need for improved engagement and customer service skills.

To enhance customer satisfaction and optimize key touchpoints, Dain Dain should focus on improving service inclusivity, flexibility, and attentiveness (Brozovic, Nordin, & Kindström, 2016). Implementing QR code ordering or self-service kiosks with bilingual options would streamline ordering, reduce wait times, and improve accessibility for non-Chinese-speaking customers, supporting efficient and positive service encounters (Bitner, Brown, & Meuter, 2000). Employee training in language support and customer service skills would help bridge communication gaps, creating a welcoming atmosphere (Holmqvist & Grönroos, 2012). Expanding menu options to accommodate dietary needs, such as vegetarian and customizable dishes, would further enhance inclusivity, ensuring diverse needs are met (Gong et al., 2022). Together, these improvements can boost customer satisfaction and loyalty by meeting varied expectations at each touchpoint.

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