

NCKU, IMBA - FEEDBACK, CLASS PRESENTATIONS

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

35%	25%	15%	10%
<p>Comments (space will expand as you type)</p> <p>You guys looked pretty down while you're waiting to present your part in the beginning especially - be happy it's close to be over ^^</p> <p>Slides a bit overloaded and small type</p> <p>When words are in boxes, sometimes they are cut off at the bottom, or split into two lines...I'd just adjust the boxes to accommodate for this</p> <p>Nice diagrams - made it very clear</p> <p>Time management~~because of limited time, hiring could have been shortened and streamlined)</p> <p>Tetaw is a speed-train ^^</p>			
Grade (%) 85%			

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GGBEAR			
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RELIANCE			
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35%	25%	15%	5%
Comments (space will expand as you type) Lots of detail information was presented, however, the explanation was too fast and the time control was not good.			
Grade (%) 80%			

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JI JI BEAR			
YOUR GROUP NAME:			
GREEN LABEL			
A Are ideas presented connected with the aim of the presentation? 40%	B Are the ideas presented clearly supported with evidence and logical argument? 30%	C Is it easy to follow & to understand? (Are the slides clear and easy to follow e.g. use of new pictures, words, graphs) 20%	D Overall impression (is it a group presentation etc.?) 10%
30%	20%	15%	5%
Comments (space will expand as you type) They didn't mentioned clearly about the service gap and how to avoid the service and provide good service to customer. That shop is new born child in service industries. So what type problem if company would face in future and how to solve the problem and what's the solution. Very Vague service concepts.			
Grade (%) 80%			

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

5%	5%	5%	5%
Comments (space will expand as you type) Very fast start - not easy to hear the words. Theresa slow down! The report and the presentation style are different. The report has a professional neat appearance the slide by contrast look a little informal / wrong proforma chosen. Don't look tortured when you are waiting to present. Avoid discussing on the edge of the presentaiton too. Distracting. Note some words cut off - important words. This hurts the ease of following your ideas. Qu Interview - language Structure - intermediate levels Good looking - possible to select Smile - success in US Training - how do they prepare staff - observations Concept - learn what customer wants - which way should it move? Good observations - managing expectations. Good in-depth. OVERALL See commentsin the report. The report has come out well and takes the read to key issue in a systematic way. Great use of systematic observations really add to the credibility of what you have found. The report logic could be changed - see notes in their. Good use of theory to structure the finding. The presentation was a weak part of this report. More words =			

less understanding. Less words = more understanding. In this case.

Grade (%) 90%

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GG BEAR			
YOUR GROUP NAME:			
K4			
A Are ideas presented connected with the aim of the presentation? 40%	B Are the ideas presented clearly supported with evidence and logical argument? 30%	C Is it easy to follow & to understand? (Are the slides clear and easy to follow e.g. use of new pictures, words, graphs) 20%	D Overall impression (is it a group presentation etc.?) 10%
30%	20%	15%	10%
Comments (space will expand as you type) There wasn't enough theory base in the presentation. It was way too rushed in the end and didn't get to the point.			
Grade (%) 75%			

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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.	
GIGI BEARS			
YOUR GROUP NAME:			
BRAINSTORM			
A Are ideas presented connected with the aim of the presentation? 40%	B Are the ideas presented clearly supported with evidence and logical argument? 30%	C Is it easy to follow & to understand? (Are the slides clear and easy to follow e.g. use of new pictures, words, graphs) 20%	D Overall impression (is it a group presentation etc.?) 10%
35%	25%	15%	10%
Comments (space will expand as you type) Good templete of presentation! Cute slides			
Grade (%) 90%			



South Park Coffee. Tea. Food

A Qualitative Study on Perceived vs. Intended Service Concept

By Group Gigi Bear





**NATIONAL CHENG KUNG
UNIVERSITY**

*International Master of Business
Administration*

SOUTH PARK COFFEE. TEA. FOOD:
*A Qualitative Study on Perceived vs. Intended Service
Concept*

Submitted as a midterm report for Service and People

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December, 2007

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0 EXECUTIVE SUMMARY



Background

The group did a quantitative study on South Park Coffee. Tea. Food, a small, newly opened coffee and light food shop located in South Park Plaza, Tainan.

Objectives

The objectives of the study are as follows:

- Construct South Park Café's service concept as perceived by customers by experiencing service first hand
- Discover South Park Café management's version service concept by interviewing the manager
- Compare the manager's and customer's versions of the service concept
- Identify gaps between the two versions
- Find possible reasons for these gaps and use these to come up with recommendations to improve the service

Methodology

In order to meet these objectives, the group followed the following methodology:

1. Each member visited South Coffee Shop individually at least three times and document service experiences
2. The group consolidated their service experiences and came up with a Perceived Service Concept
3. The group interviewed the manager to discover the shop's intended service concept
4. The perceived and intended service strategies were then compared to see how well the shop implements it's intended service strategy
5. Gaps in the two service concepts were identified and analyzed
6. Based on the analysis, recommendations for improvement of the service were made

Findings and Conclusions

From the service experiences and interview, the perceived and intended service concepts obtained are as follows:



Group's Perceived Service Concept	Manager's Intended Service Concept
<ul style="list-style-type: none"> • clean and consistent tasting food • flexibility in the food ingredients • relatively inexpensive food • convenient location • friendly and very obliging service 	<ul style="list-style-type: none"> • Good service above all • Good quality food • Present a happy and friendly environment • Present clean environment

From a comparison of the two sets of service strategies, we see that there is quite a large discrepancy between the two. These inconsistencies translate, in case of this café, into inconsistent service, confusion, unmet customer expectations and decreased customer satisfaction.

Following an analysis of the gaps between the service apparent to the customers and management's idea of the service, the following reasons for the discrepancies were given:

- **Inefficient processes and systems**
- **Participants in service process are not properly aligned**
- **Vague service concept**

To address these gaps and improve the overall service offering of South Park Café, the following recommendations are made by the group:



- **Revise service concept**
- **Make sure that all staff thoroughly understand the service strategy and are guided by it as they go about their work**
- **Modify store processes and systems so that they will be more efficient and be aligned with the revised service concept.**
- **Establish milestones and regular methods of checking how effectively the service concept is being implemented.**
- **Ensure that the service concept is also effectively communicated to customers**



1 INTRODUCTION

1.1 Short Background on Small Food Service Businesses

In Chinese society, food and eating are an important part of daily life. Small food is different from the meal which can be quickly made or served, and easy to carry and deliver any time. Small food is one of the cultural natures in Chinese society that origins can be traced back to 1,600 years ago.



Small food ubiquitously exists in each city and towns in Taiwan. The small food providers are operating in forms of shop, booth and stand. Due to the historical and cultural factors, small food in Taiwan spans all kinds of featured food from mainland China and a variety of exotic cuisine. However, beverage is one of the most popular small foods in Taiwan as its nature of quick-serve, easy-to-carry, cheap, and rich flavours.

1.2 Short Background on South Park Coffee. Tea. Food

South Park Café serves tea, coffee, and some hot food. It belongs to the management of South Park Plaza.

1.2.1 The South Park Plaza



Exhibit 1-1. *South Park Plaza*

The idea of South Park (plaza) is originated from that it locates at south of the island, and its courtyard of park style. The concept of running this plaza would ensure each



individual shop in the plaza serves different kinds of food and has no direct competition relationships to each others.


1.2.2 The South Park Café:



Exhibit 1-2. Outside South Park Café



Exhibit 1-3. Inside South Park Café

The South Park Café is relatively a new brand; it had a soft launch in late October 2007. It offers relatively cheap food and comfortable place for short business meetings (e.g. Insurance agent), and for people to hang out with peers. As the shop name matches a popular cartoon—South Park, the cartoon theme is applied to the shop’s decoration to be an attractive identification for easier recognition and remembrance. The South Park cartoon characters are legally licensed to theme decoration of the shop. 



2 OBJECTIVES

This study aims to meet the following objectives:

- Construct South Park Café's service concept as perceived by customers by experiencing service first hand
- Discover South Park Café management's version service concept by interviewing the manager
- Compare the manager's and customer's versions of the service concept to gauge the success of shop's implementation
- Identify gaps between the two versions
- Find possible reasons for these gaps and use these to come up with recommendations to improve the service



3 | METHODOLOGY

This qualitative study includes

- (1) On-site experience
- (2) Observations
- (3) Interview

By these fieldworks, the group gathered enough primary data to analyze and compare with service theories.

To experience and observe South Park Café's service and to evaluate how well it delivers its service concept, the group decided to visit the shop individually at different times. Each of the four proponents visited the shop three times to experience its service as usual customers, and observe its service process. By means of these processes, each of the group members wrote his/her own journal-like records and shared to all members.

The members tried to come up with as many different scenarios for their service experiences, among them were the following:

- The members visited at varying times of the day to test the service during slack and peak hours.
- Three of the four group members don't speak Chinese, so this was used to test the ability of the all Taiwanese staff to handle "difficult" customers
- The members tried making unusual orders
- The members tried staying in the store for prolonged periods of time

Combined with the twelve separate observation journals, the group discussed the findings and concluded South Park Café's strength and weakness of its possible concepts.

After completing the data discussion and conclusion, we had a chance to interview the shop owner in person to gather more valuable primary data. In the interview, we had collected the shop's

- (1) Background
- (2) Organizational structure
- (3) Hiring policy
- (4) Marketing strategy



- (5) Service concept
- (6) Proceeding of achieving concept
- (7) Future plans for expansion/improvement

This interview is an important part of the study since the group retrieved practical information from the management.

The information gathered from both the service experiences and interview is then used to make a comparison between the customers' perception of the service and the image of the service that the shop's management wished to project. From this comparison, gaps between the perceived and intended service concepts were then identified. The group then gave the possible reasons for these discrepancies and used this as a basis for formulating suggestions for the improvement of the service.



4 FINDINGS

4.1 Summary of Service Experiences

The group combined their different service experiences and came up with a summary that encapsulated the commonalities of their experiences. These are listed in Table 4-1 and described in terms of Zeithaml and Bitner's 7 Ps of marketing (Clark et. 2000). For the complete journals of service experiences please see Appendix A.

Table 4-1 *Conclusions on South Park 咖啡's Service Based on 7 P's of Marketing*

	Conclusions
Product	Positive <ul style="list-style-type: none"> + The food seemed to have a consistent taste and cleanliness + There is an allowance for relative flexibility in their ingredients to suit the unique tastes of different customers (for example, they always ask if customers want full or half sugar in their drinks)
Process	Negative <ul style="list-style-type: none"> - There doesn't seem to be well established ordering and serving procedures (for example, sometimes orders are taken from the counter, other times they are served to tables, and staff have a difficult time finding out who ordered what during peak hours) - The kitchen area, which is clearly visible from ordering and eating area seems to be in disarray with ingredients not seeming to have clearly designated areas in the kitchen - Some new added items are not listed on menu (e.g. hot pot) but posted or even near the counter but on outdoor poster
Placement	Positive <ul style="list-style-type: none"> + The placement of the shop in South Park (the park), relative to the other food establishments in the 2-3 block periphery, is advantageous to the Café considering that the park management ensures that it has no direct competitor within the area + The café is also relatively well located within Tainan



	<p>since it is near malls and other places of commerce</p> <p>Negative</p> <ul style="list-style-type: none"> - In terms of the shops placement within the park, the café is placed off to the periphery and is not immediately visible
Physical evidence	<p>Negative</p> <ul style="list-style-type: none"> - It's the overall look and feel of the café doesn't seem to be very effective in conveying its concept. - The use of South Park characters (although easy to recognize and remember) in the shop as well as the general signage and shop design doesn't help customers in knowing what to expect of the food and service - The general untidiness of the place makes it seem less inviting - Considering its proximity to a large community of foreign students, there are no facilities to cater to this market (a clear illustration of this is the lack of an English menu)
People	<p>Positive</p> <ul style="list-style-type: none"> + The staff were, for the most part, very friendly and obliging and willing to go out of their way to give customers what they want + Staff seemed to have a good idea of how to handle unusual situations and relatively difficult customers + Staff are able to anticipate what customers want (illustrations of these are the staff's ability to remember repeat customers' order preferences and the foresight to ask if customer wants milk with his drink when they notice that they seem to be weight conscious) + Relatively good looking staff <p>Negative</p> <ul style="list-style-type: none"> - The quality of service isn't consistent and tends to considerably degrade during peak hours
Price	<p>Positive</p> <ul style="list-style-type: none"> + The price of food is reasonable given the quality and portion size of servings, as well as the kind of service the shop tries to deliver
Promotion	<p>Positive</p> <ul style="list-style-type: none"> + There are colourful banners in strategic locations throughout the park



4.2 Summary of Interview



Exhibit4-1. Picture of the group with South Park Café's Manager, Mr. Chang

As a final step in the information gathering part of the study, the group met with Mr. Chang, the manager and part owner of the South Park Café. We were informed that Mr. Chang had 10 years of experience as a manager of service establishments and managed a chain of other small food stores around Tainan. As the manager of South Park Café, he has full authority over almost every aspect of management of the shop, from the marketing, staff hiring and training and store design, down to the smallest detail of the design of the eating utensils.

The information gathered from the interview is detailed in the following section.



Exhibit 4-2. Interview in progress



Exhibit 4-3. Quynh talking to Nick, the translator



4.2.1 Company Background



South Park is a Café located in an area near the Tainan Train Station with the same name. It is a new business, which just opened last October 20, 2007. It is under the management of the whole South Park area.

South Park positions itself as a place to eat, to have coffee and tea, and a spot to hang out with peers. Its target market includes students and employees. These employees are usually those working for insurance companies who need a place to chat with their clients. The place is frequented by individuals because of its convenient location, relaxing atmosphere, and affordable food.

The shop decided to use the South Park characters as its endorsers. Management claims that having these popular characters on the shop helps attract customers.

In the area, South Park has no direct competitors because it claims that it offers food with a unique taste. Also, the management of the area made it a point that the shops in the vicinity sell differentiated products so that they would not be each other's direct competitors.

4.2.2 Organizational Structure

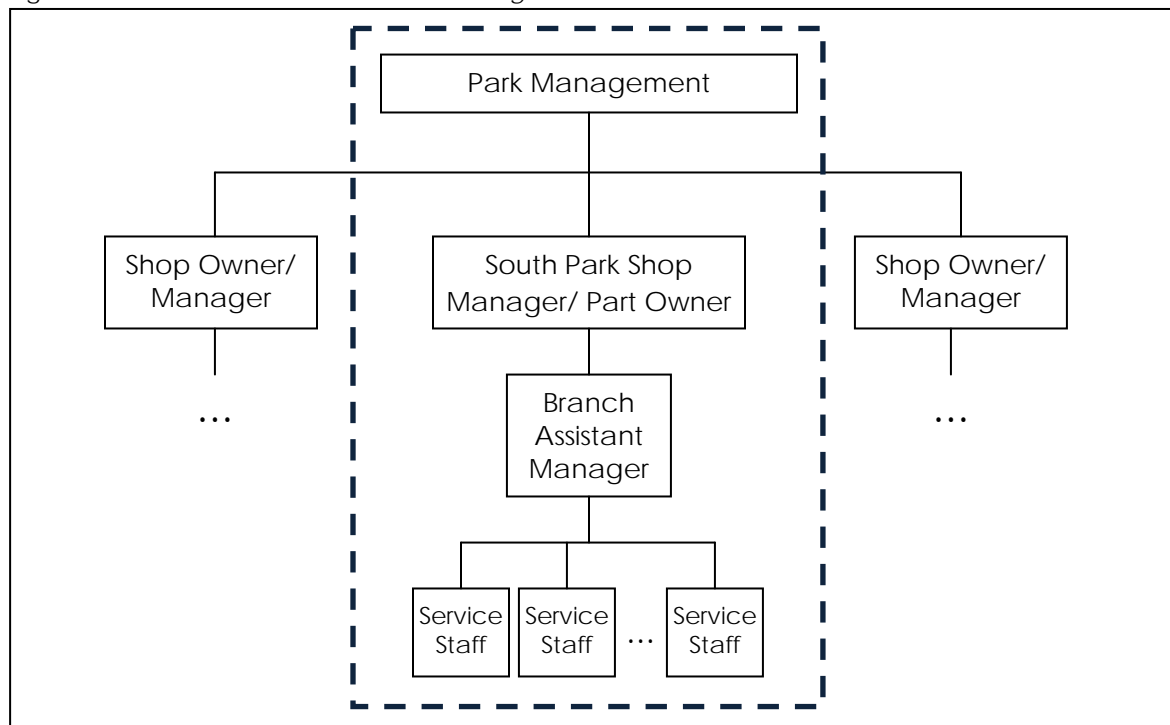
The manager has total control over the whole store. However, when he is not present, assistant managers are in charge of ensuring that everything is going on as planned.

Employees are trained by a manual which states the rules and regulations of the business. It also states how to deal with various customer service situations. If a situation arises which is not stated in the manual, the manager should be consulted.

For purchasing new equipment, construction, and adding of new menu items, management should consult with upper management (which are the managers that handle the whole park area). Figure 3-1 shows South Park's Organizational Chart.



Figure 4-1. South Park Coffee Tea Food's Organizational Chart



4.2.3 Hiring Policies

When hiring employees, management first assesses the physical appearances and personalities of their applicants. These are important since they are the frontline in dealing with customers. Upon being hired, employees are on probation for a month where their performance and work attitude are appraised.

Regular employees are trained by supervisors and are required to know business's policies and regulations. The shop retains its best employees by giving them career growth and a reasonable salary. Seasonal bonuses are given to those with outstanding performances. Management sees to it that they have regular dinners or visits to the KTV with their employees to socialize, discuss and settle problems and issues, and strengthen their personal relationships.

4.2.4 The Service Concept

South Park values its service the most. Management ensures that the business offers the best service possible. This is achieved by providing good food and a happy and friendly environment both for the customers and employees. Assistant managers always see to



it that the place is clean and presentable. Employees are constantly guided by a supervisor and are regularly trained and required to learn the service manual, which was drafted by Mr. Chang himself. When dealing with customer complaints, management will handle the complaints personally. They apologize to the customers and offer free food and drinks if needed.

When asked, the manager readily gave the four key factors of his service concept for his shop. These were:

1. Good service above all
2. Good quality food
3. Present a happy and friendly environment
4. Present clean food and environment

South Park is still a new business and so it aims to continuously improve the quality of its service. Future plans for improvement include adding more choices to the menu. Management is still evaluating how the costumers like the taste of their food. Menu items with the highest sales will be retained, while items which are not doing very well will be enhanced. Presentation of the food and drinks, most especially the design of the cups, are also going to be improved. Lastly, the store's image is currently being evaluated, and will be developed if needed.



Exhibit 4-4. *Picture 2 after the interview*



5 CONCLUSIONS

5.1 Comparison of Perceived vs. Intended Service Concept



Based on the findings from the group's service experiences (please see  ble 4-1), the group was able to formulate their own version of South Park's service concept. Table 5-1 shows on the left side the service concept inferred from the group's service experience and on the right, the service concept as described by the store manager during the group's interview.

Table 5-1. *Perceived vs. Intended Service Concept*

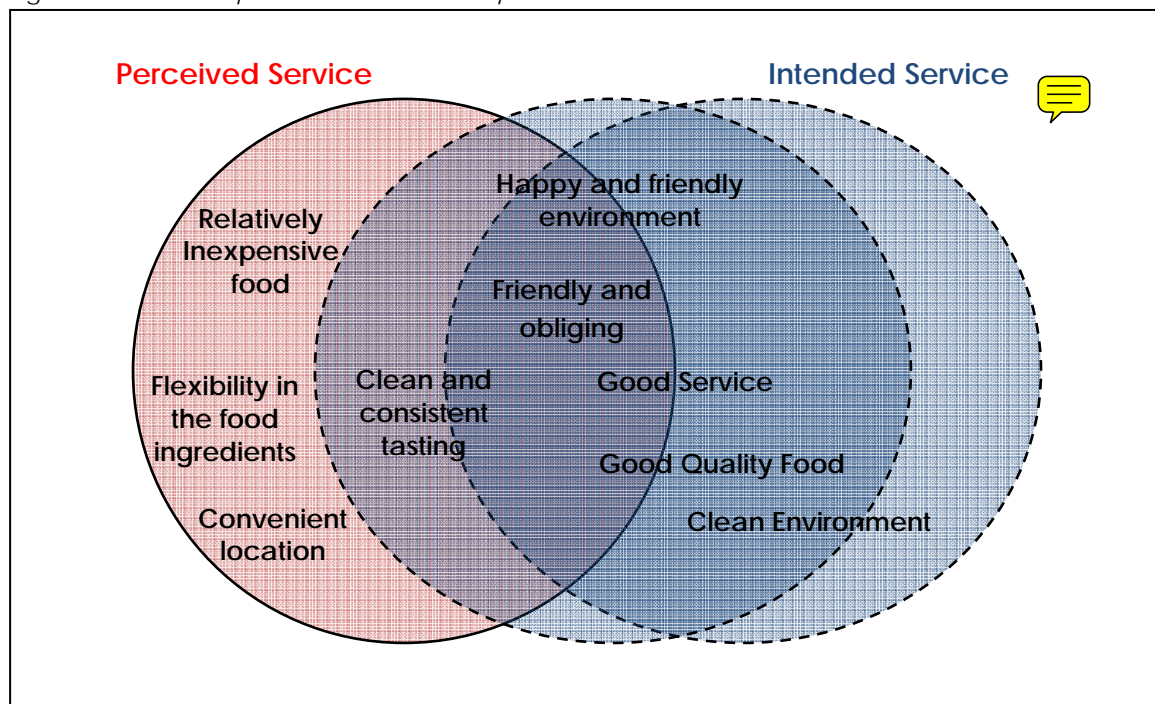
Group's Perceived Service Concept	Manager's Intended Service Concept
 <ul style="list-style-type: none">• Clean and consistent tasting food• flexibility in the food ingredients• relatively inexpensive food• convenient location• friendly and very obliging service	<ul style="list-style-type: none">• Good service above all• Good quality food• Present a happy and friendly environment• Present clean environment

Comparing the two service concepts, it would appear that two of the four elements of the actual service concept might have been somewhat apparent to the group, and probably to other customers as well. Although, it should be noted that the actual service concept was stated in very vague terms such that by "quality food", management might not have meant "clean and consistent tasting food" or by happy and friendly environment they might not have not meant just "friendly and obliging service". Because of this, it is difficult to gauge the extent that South Park successfully implements its service strategy. Figure 5-1 gives a visual representation of the overlap of perceived and intended service strategy.





Figure 5-1. Visual representation of Overlap of Perceived vs. Intended Service



It is important to mention that the Intended service concept in Table 5-1 is written as is, per the explicit description of Mr. Chang of what their service concept was. However, there were features of their service package that he mentioned in passing in various parts of the interview (although he may not have recognized them as such), these were:

- Service with a smile
- Create a relaxing place to hang out with peers or clients
- Manager's personal handling of customer complaints



5.2 Possible Reasons for Gaps in Perceived and Intended Service

Heskett describes the service concept as the image an organization would like uphold to its customers, employees, shareholders and lenders (Clark et. al, 2000). In South Park Café's case, there seems to be a discrepancy in the image the organization wants to project and the image that customers perceive. These inconsistencies translate, in case of this café, into inconsistent service, confusion, unmet customer expectations and decreased customer satisfaction. Given this, there appears to be a need to determine the causes of these gaps in order to identify areas for South Park's improvement.

Based on the group's service experiences and interview with Mr. Chang, there were a number of causes that can be surmised as the cause of the gaps between the targeted and actual service:

- **Inefficient processes and systems**
 - o Long waiting time and wrong orders during peak times undermines the friendliness of staff
 - o Stress brought on by inability to handle efficiently the large volume of orders affects the disposition of servers
 - o The cluttered appearance of the kitchen and ordering area takes away from the whole service experience
 - o The inefficient tabling of customers, of say, seating one customer in a four person table, may be cause for positive service experience of the one customer being seated, but may also result in negative service experience of a group of four customers unable to find an available table as a result.
- **Customers, Staff, Management and Processes are Not Aligned**
 - o The service strategy doesn't seem to be utilized as a basic framework for organizational alignment (Clark et. al, 2000)
 - o Frontline staff don't seem to have a thorough understanding of management's intended service concept
 - A clear manifestation of this is the fact that cleanliness is an element of South Park's service concept but this is not at all apparent in the store and does not seem to be a priority for the store staff
 - According to Clark, people who deliver service will be more effective if they are clear to what their tasks are through a consistent service strategy
 - o The systems and processes in place don't seem to support the general service strategy of the place
 - For example, the store wants to present a clean environment, and yet they don't seem to have an organized system for arranging



their ingredients or have a regular process of cleaning the store tidy and clutter free

- Customers are not given the proper cues to know what to expect from the service
 - The implementation of the service concept has to include methods of ensuring that it customers are given signs that help them know what services and benefits to expect (Clark et. al, 2000)
 - Inconsistency of service as well as ineffective store design creates some confusion as to whether they should expect high quality service and food or not.
 - There is an "anything goes" type of feel (no clear table assignments, no purchase requirement to take advantage of facilities, not clear if orders are delivered to your table or claimed from counter, etc.) to the place for the customer. Although some may consider this type of freedom a positive, for most it is extremely confusing. It is also detrimental to the profitability of the shop.

- Vague service concept

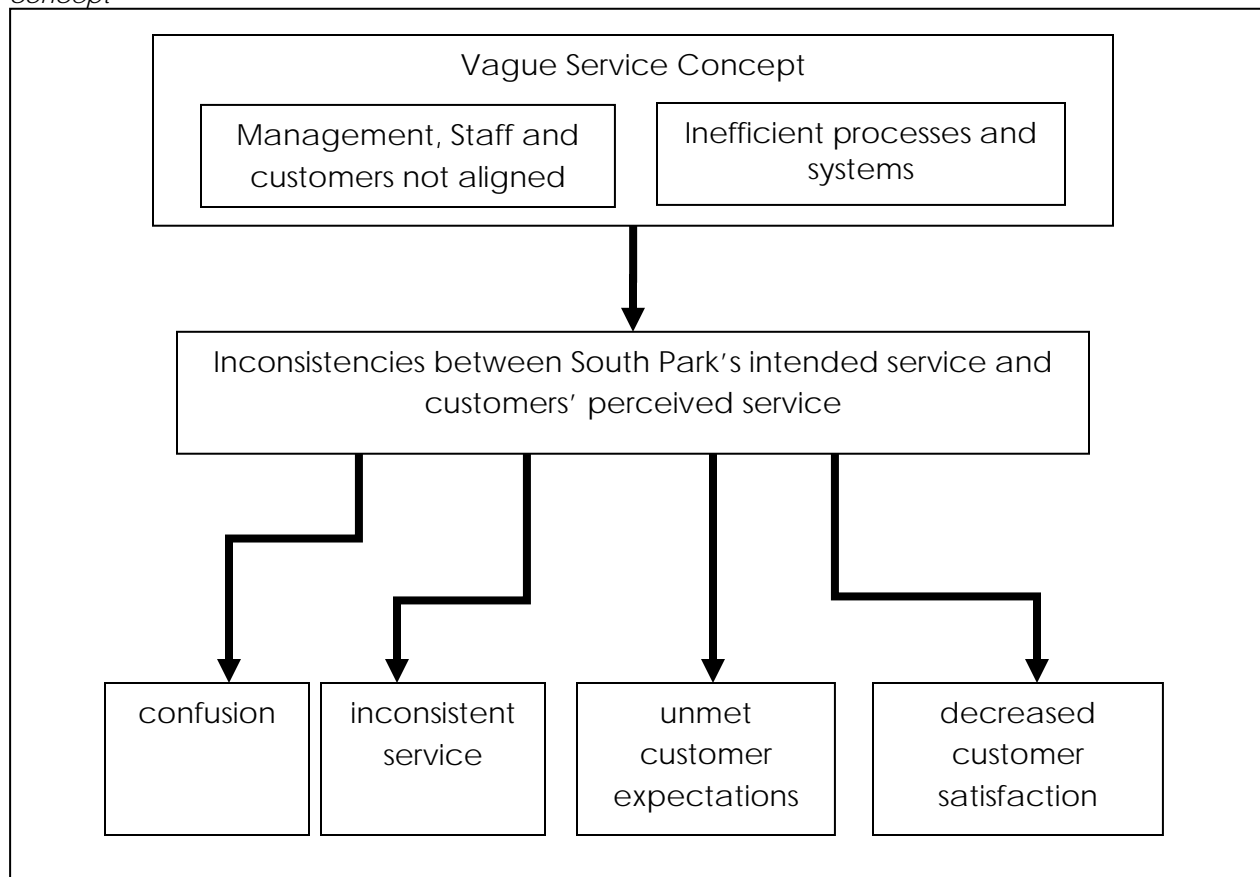
- Service strategies should be accompanied by clear objectives which should easy to understand as well as be measurable over time so that it is known if milestones are being reached (Armistead et. al, 1992).
- Alignment is next to impossible if the service concept is stated in vague terms and is subject to too many different interpretations (Clark et. al, 2000)
- This may imply that management hasn't fully realized their service's assets and is not yet clear in the direction the business is taking
 - There were some positive service features observed in the group's experience that didn't seem to be captured by the intended service concept and therefore undervalued. An example of this is that the ability of the staff to take into account the differences in the way people like their tea and coffee prepared (sugar, half sugar or no sugar/ milk or no milk, etc.)
 - Perhaps lack of direct competition within the park premises makes the need to differentiate and establish a clear and distinct image through service seem less urgent
- This seems to encapsulate the two previous causes



The causes and effects of the gaps in South Park Café's intended service strategy and customers' perceived service is represented visually and summed up by Figure 5-2.



Figure 5-2. Cause and effect diagram of gaps in South Park Café's perceived and intended service concept



5.3 Recommendations for Improvement

As Mr. Chang stated in the interview, South Park is a nascent establishment that is still setting up benchmarks and finding its footing in the industry. Given that they enjoy the rare position of having no direct competitors in their immediate area, they seem to have the relative luxury of taking the bottom-up approach to developing their service strategy by changing and improving on their service offerings as they find out what works.

In the process of this evolution, it is crucial to identify what areas and practices are working and should be further improved as well as which areas require change.

Based on the group's experiences with South Park's services, the following are the current aspects that seem to be effective and in line with their current Service Concept:



- Staff hiring, customer service training and motivation seems to be working since they are very customer oriented and have excellent people skills
- The service staff seemed to be guided properly and given a certain degree of freedom to make decisions and judgment calls when faced with unusual situations
- The food served is relatively tasty and seems reasonably priced

Below are suggestions to improve South Park Café's problem areas:

- **Revise service concept**
 - o The new service concept must be a reflection of more concrete and realizable goals of the establishment (Armistead et. al, 1992).
 - o The café doesn't have to completely overhaul its current service concept, it could opt to simply be more specific with what they mean by "quality food" and "quality service"
 - o From what the group observed, elements of a more concrete service concept already exist (i.e. Service with a smile, Create a relaxing place to hang out with peers or clients, Manager's personal handling of customer complaints). All that is left is for them to be fully realized and consolidated under a single service strategy
- **Make sure that all staff thoroughly understand the service strategy and are guided by it as they go about their work**
 - o It should be ensured that both staff and management have the same understanding of service concept
 - o Staff should be trained to understand that the service concept is not just a wish list but a statement of intent (Armistead et. al, 1992)..
- **Modify store processes and systems**
 - o Ensure that new processes are more efficient are geared towards supporting the revised service concept.
 - o The connection between the efficiency of the systems and processes of the store and the quality of service they deliver or the extent to which the service concept is realized should be made plain to all employees (for example, efficient storage of food ingredients can lead to faster service since this leads to shorter preparation times)
- **Establish milestones and regular methods of checking how effectively the service concept is being implemented.**
 - o Simple metrics should be designed to gauge the quality of the service as defined by service concept and help staff better understand their tasks and what is expected of them.
 - o Using these metrics staff can evaluate and improve their own and each others' performance
 - o These level to which these metrics are met can also be used to justify promotion and reward to make policies for these more transparent and straightforward



- **Ensure that the service concept is also effectively communicated to customers**
 - o Customers become easier to manage when they have a general understanding of the type of service to expect (for example, if the service concept communicated to the customers does not include speed of food service, then they won't take issue if food takes a while to serve) (Armistead et. al, 1992)
 - o Customers can also play an important part in quality control once they know what to expect since they will be the first to raise



6 REFERENCES

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Point of note - particularly for your thesis
Head for the original i.e., her '84 article
on this topic in the HBR

LOVELOCK, C. (2001) *Services Marketing*. USA: Prentice Hall.

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7 | APPENDIX

APPENDIX A | SERVICE EXPERIENCE JOURNALS

Theresa Rodriguez:

November 19, 2007, around 4 PM

Went in and ordered an iced mocha

- no english menu
- asked waitress for what they served. 1st waitress didnt speak english, referred me to her english speaking co-worker
- explained to me what drinks they had
- explained iced coffee cup sizes
- asked if i wanted full or half sugar
- when i asked for no cream, made sure i wanted milk with my mocha
- took sometime to get my order (but i suppose no longer than it would have taken in starbucks), but girl apologized for the delay in my order
- mocha was 55 nt, not bad i suppose
- overall staff service was quite good

surroundings:

- the counter was a bit dirty
- folded carton boxes were out in the open in the seating area
- kitchen looked a bit dirty, and could be seen from take out window
- someone was handling trash in the food area which was quite small
- arrangement of food in display cases not so good

quality of food:

- the iced mocha was warm initially
- other than that it was quite good for the price, tastewise and portionwise

November 22, 2007, around 12 NN

went in ordered a sandwich and nai cha

- couldnt read menu
- girl asked if i wanted a drink or lunch i said both
- girl had a hard time describing what their lunch menu was, brought me to kitchen to point the food
- offered sandwich that was ham and cheese but didnt naturally come with veggies, i asked for veggies, she agrees but charges me 5 nt extra



- asked me if i wanted popa and half or full sugar for my nai cha (had to show me popa to show me what it was)
- girl tells me to please take a seat in table one
- asks me if i want my sandwich in a box or in a plate
- naicha comes relatively quickly
- sandwich is good size and filling for 45 nt hehe
- naicha is a little expensive at 50 nt
- place is still a bit dirty and disorganized
- food comes at a relatively good speed
- i occupy a table by myself and stay for about an hour. The table is good for four people but i'm not bothered by the staff even as they run out of indoor seating.

November 22, 2007, around 12 NN

- ordered nai cha and ham sandwich
- girl remembered my preference for vegetables in the ham sandwich and half sugar for my coffee
- offered one table but asked for another table, they agreed
- stayed for a really long time, but wasnt bothered
- i opened my sealed drink and asked for more ice, they agreed and resealed the drink and gave me a new straw.
- surroundings still the same, a bit dirty and disorganized still

Karina Rodriguez:

November 19, 2007, around 6 PM

(positive)

-The staff were very friendly, they greeted me when I entered the place. I cant speak chinese so i asked for an english menu. they didnt have one, but the waitress explained to me everything on the menu. I tested her patience by asking questions that were not really related, but she patiently answered all of them. I aslo noticed that even if she couldn speak english well, she was trying her best to speak the language so that we could understand each other.

-The place was clean, and the sofa was comfortable

-the food did not take that long to prepare.


- I kept asking for different things from the waitress (fork, tissue, sugar, etc) but she was really very patient and accomodating

(negative)

-the instore graphics were ugly. they were pixelized and did not look good (Im just basing this observation from my previous job, because management never approved instore graphics that were not in good quality. these are a bit expensive to make. the purpose of these graphics is to make the store look nice and more appealing to customers. But I think the graphics in Southpark made the store look even



worse.)

-The person who handled the money also handled the food (heheh , sorry but this is something I always look out for when I eat out and evaluate the place's cleanliness). 

-The "stock room" (i dont know how to call it but its the place where they store the raw food) was in front of the table I was sitting on. They stored the raw meat on a freezer that was beside a broom, a mop and a dust pan. It looked really dirty, and customers could see it.

November 21, 2007, around 3 PM

-The person who moped the floor was also the one serving the food to the costumers.

-The staff were again very friendly and accommodating. they tried to speak in english even if they could not speak the language that well.

-I only ordered a cup of latte because i did not have much money then. But I asked for a lot of things (more sugar, more milk, if they have a creamer, etc). these things were really not important, i was just testing their patience. They were still very accommodating and gave me all of those, except for the creamer because they said they don't have it

-Again, I could see the frozen meet on a freezer near a broom, a mop and a dust pan

-Music was ok

-The overall store appearance was ugly (in my opinion) But also, its not a fine dining restaurant so I guess this observation is not appropriate

November 24, 2007, around 2 PM

-As usual the waitresses were very friendly.

-I ordered a sandwich which took a little long to be served, but the waitress was apologetic. The sandwich tasted bad. It was like eating water because it was tasteless and oderless hehe sorry for being so mean

-Other observations were pretty much like my previous visits, i dont like the graphics and the "christmas lights" in the place. I think the instore design wasnt planned at all, the decorationg did not go together. it was like they just pasted everything they saw on their drawer on all the walls of the store.

-the person who handled money was again also in charge of serving the food to the customers



Kevin Huang:

November 18, 2007, around 5:30 PM

- Arrived South Park plaza at around 5:20PM
- There are several shops there, mainly are food shops.
- South Park Tea Shop has same logo as the plaza, there should be some relationships between the managements of the shop and the plaza.
- The tea shop locates at the side building, not the main building.
- The tea shop serves drinks, sandwich, as well as hot pot.
- Customers can purchase for take-out or dine-in. There are several public out-door tables at the plaza but only four tables are in-door.
- I entered the shop at around 5:30, took one table and sat down. Two of the other tables were occupied, but one gang of customers left in 2 minutes after I sat down. Then two tables were vacant for a while.
- Four employees were taking care all business in the shop. Two of them are in charge of taking orders from customers and preparing drinks. The other two were preparing hot/cooked food.
- There was another employee arrived and joined at 5:30PM, she was mainly supporting the hot-food crew and serve food to tables.
- The hot food area seemed not well arranged, customers can see bowls, seasons, rice-cooker in mess.
- I ordered a cup of flower tea by filling in the order note. However, the in-door tables do not have number label. I could not note the table number on the order for them to correctly deliver me the tea to right table. I had to verbally tell them which one is my table.
- Soon, they serve me the tea as I ordered, flower tea without sugar and ice. They use the POS (Point of Sale) machine to record their incomes and print a small label stick on items customers ordered.
- 5:50PM, dinner time, more and more people entered to order hot pot. In-door tables are occupied soon. Many customers queried whether they have vacant tables to sit inside the shop. I was sitting there alone at a 4-seat table with an NT\$25 tea, the waiters did not try to pursue me to leave earlier.
- Two customers came to me and asked whether they can sit at my table, I agreed of course. The two customers had waited for about 12 minutes till the hot pot served.
- One of the table was occupied by three customers, but they ordered only one hot pot and an extra dish of ingredient. They even brought their own drink bought in the other tea shop. The tea shop seems not having the "minimum consumption policy" and the "prohibiting other food policy"
- Two tables customers left, and one was taken soon. The waiters took back the tableware from the new occupied table, but did not really wipe and clean table surface and took back the tableware from the other table.

November 24, 2007, around 12 Noon

- I ordered a \$25 tea drink for take-out and paid with one-thousand-dollar bill, she didn't ask me whether I have changes or small bill to pay.
- She asked me to wait beside the counter window, she will call the number once my drink ready. I asked her if I can take any seat of the out-door tables, she answered yes and asked me which table I like to



take, she will serve the drink to my table.

-After a while of observation, I walked into the shop to take a few tissues and picked one magazine from the shelf, they didn't prohibit me or ask me whether I am their customer. I suppose the magazines are for the in-door customers only.

-I noticed that the out-door tables are cleaned by the outsourced cleaners offered by the plaza owner, not each shop individually.

-There was a gang of out-door customers liked to change table, one of the waiter came to help moving the food to the other table and offer necessary services.

November 25, 2007, around 11 AM

It's pretty hot today like early summer in Taiwan.

I entered the shop while the counter was busy for taking care of out-door customers, so she asked me to wait for a while. About one minute passed, she took my order which was a \$40 drink. I told her that I would like to take the table inside the shop, then she responded that she will serve the drink to my table.

She kept on busy of handling out-door customer's orders.

I sat down and waited for another two minutes, I hear she is calling the order number 66. I felt a little wondering that I was the only new coming customer and she said she will serve the drink to my table. I checked my order ticket and confirmed that I have to take the drink by myself. So I brought the ticket to her to get the drink. When I approached the counter, she was still busy for preparing out-door customers drinks. After another one minute, she turned to me and appeared a little surprise of seeing me, then she said she's sorry to forget that was my drink.

She handed the drink to me, and started to busy since it was the peak of lunch time.

Quynh Phan Tuyet Le:

November 19, 2007, around 10 PM

Oom, Nickki, Nick and I went to South Park around 10PM. First, I came to the front desk and order a cup of green tea. I spoke in Chinese the word

in Chinese the words "green tea" but it was probably not very clear so the girl asked me twice "shen me?" She might not know I was a foreigner. So Nick, Taiwanese helped me out and ordered for me. She responded quickly and nicely.

I had to wait for my order about 7 minutes.

All four of us sat down inside the tea shop with comfortable sofa, nice TV show and "South Park decoration." We talked freely for about 20 minutes. One of the employees, wearing black T-shirt came to me and spoke some sentences in Chinese



Then Nick translated for me that the guy asked, "hey gal, do I look handsome?" I got surprised because I did not know how to respond to him politely. So I just said, "yes you do. It's nice to meet you."



November 21, 2007, around 10 PM

Arriving at 21:40pm

participants: Nick Huang, Oom, Quynh Le

_ Oom and Quynh tried to speak Chinese and asked if the girl who took orders could speak English. She smiled and said "bu tai hui."

The girl has shown politeness and patience to get my order "chocolate milk."

_ Then Oom wanted to drink mix "plump and lemon" but she could not express words in Chinese so the girl stepped back. Immediately, the owner, 32 years old, good looking

Taiwanese man, smiled and approached to us to take over the whole order process. However, he did NOT ask "May I help you" or such

. He might assume that he could take the order from Oom no matter it's

English or Chinese. After about a minute, we still could not

understand each other so Quynh decided to ask Nick, who can speak English Chinese fluently, the meaning of "plump and lemon"

---> Order was finally made

_ We waited for 11 minutes 20 seconds for the girl bringing us two cups of tea to our table. We sat at the outdoor view

_ Observation: nice golden and black straws

After 20 minutes, Quynh noticed that there was NO MUSIC in the backgroun.

The setup outside with nice chairs and round table makes comfortable and convinient atmosphere for group of people mingling and talking

---> Most customers are very young, fashionable and above middle class

- Employees are mostly female, young and good looking. They all wear uniform with light blue shirt with jeans

At 22:43pm

Ingrid and Rocky came to order the same drinks with Oom's. Then they found that

_ No English menu

_ Language barrier made the employees have a little interaction and communication with foreign customers

_ All the servers are young and friendly but

_ No nice smiling welcome

_ Decoration is classy and yuppies---> reminding Rocky with Philippines



Xmas

This time, it took 4 minutes for them to serve two drinks

November 22, 2007, around 12 MN

Quynh and Nick came to the front desk to ask for some water

A night shift people had taken over the place.

We were refused to be served with water. The guy noticed that Quynh did not speak proper Chinese. So he acted not to understand what

Quynh was saying. He turned to Nick and started speaking Taiwanese.

Quynh asked Nick what exactly he was saying.

Translation was, "We are busy now, come back after 10 minutes."

Disappointment has risen but we decided to leave after few minutes