

STUDENT
671508

AMSTERDAM

COMPANY PROJECT REPORT

LYCAR 2021 | 2022B



STUDENT

Benthe Harkema

COACH

Ms. Van der Roer

COMMISSIONER

Mr. Bosman

WORD COUNT

9771



Preconditions

Executive Summary is present, concise, can be read independently, contains information about process and content, focuses on results and outcomes.	✓
LYCar Deliverable is complete and incorporates the following 2 elements: a. LYCar Company Project Report including Design-Based Research component and end deliverable(s) for the client. b. Career portfolio on students' development, reflection, and analysis of Intercultural Hospitality Leadership	✓
LYCar proposal is written in English and is professional, including common basic components such as Intro, ToC, Conclusion, etc. – see Reading & Writing Guide HTH.	✓
LYCar Company Project Report is max. 12.000 words (counting after Table of Content, incl. text in tables) – visual proof of word count is included in Appendices.	✓
Harvard Referencing Style is used consistently, referencing to primary sources only, List of References is well presented.	✓
LYCar portfolio is max. 3.000 words (counting after Table of Content, incl. text in tables) – visual proof of word count is included in Appendices.	✓
Assessment & feedback form approved Proposal is included – in appendices Company Project Report.	✓
Proof of dissemination of the company project is shown: the disseminated piece itself or other relevant material.	✓
Client(s) evaluations are included for all end deliverables incl. a confirmation and evaluation of all deliverables.	✓
LYCar Execution is the last exam at Hotelschool the Hague, student has 210 ECs and 150 ECs IFT students (student should have a pass of the LYCar proposal).	✓
Turnitin accepted	✓
LYCar Company Report has been sent to larchive@hotelschool.nl	✓
Ethical, integrity, and data management requirements are met (add proof of delivery of data sets to research@hotelschool.nl including research number).	✓



Preface

The final phase towards graduating from Hotelschool the Hague is referred to as Launching Your Career and contributes to step into the professional career path in the hospitality industry. The LYCar journey required writing three reports, the Career Launching Plan, the Career Portfolio, and the Company Project followed by a managerial internship to be all completed within 30 weeks.

The Career Launching Plan is executed in the first phase of LYCar which is written to be able to discover in which field I want to explore and suited my strengths, weaknesses, and interests.

The second deliverable, the LYCar Company Project, illustrates the abovementioned components drawn from the CLP to find the right research topic and internship. The LYCar Company Project displays thorough research that has been executed for the commissioner Mr. Bosman. This research gives you an insight into 30 weeks of investigating which elements in hospitality products, services and concepts will influence customers sensitivity and are triggering for creating DELIGHT & WOW.

To demonstrate that I am capable to enter the hospitality industry as a fresh graduate from Hotelschool the Hague, I evaluated my LYCar career in the Career Portfolio. If the Career Portfolio and Company Project satisfy the criteria for assessment, I must finalize the dissemination by sharing my knowledge with two assessors, stakeholders, and peers. The executed dissemination will entitle me to be a successful Hotelschool the Hague Bachelor of Business Administration graduate.

Lastly, I want to share my gratitude to all the people that supported me on this LYCar journey. Without them, I could never have made it to this point. With pride, I invite you to read my Company Project and immerse yourself in the evolving world of Delight&WOW.

Yours sincerely,
Benthe Harkema



Acknowledgements

The past 4 years at Hotelschool the Hague made me another person, where I learned crucial aspects about the hospitality industry but also on a personal level it contributed to the person who I am today. I am very fortunate to be able to say that I have made it to the end of Hotelschool the Hague by numerous important people. I would like to express my gratitude and appreciation to those who supported me throughout these past few years and the LYCar phase.

I would like to start with my Launching Your Career coach, who has given me the confidence to get through this LYCar journey even though it came with some setbacks. Ms. Véronique Van der Roer, who has been supporting me for the past 30 weeks of Hotelschool the Hague. Numerous Ms Teams meetings and e-mails we exchanged to make sure that I was still on track and got the most out of my LYCar deliverables. Not only her valuable feedback was what helped me, but it was also her honesty and calmness that got me motivated throughout the entire process. Ms. Van der Roer contributed to tackling not only the research aspect but also on the personal level to create an overview and a constructive work method. Additionally, she motivated me to be more assertive towards the people in my internship to get the most out of my time. I am very grateful and want to thank her for all the support she provided me.

In addition, I would like to share my gratitude to my tutor Ms. Lauren Rigter, who has been supporting me from the beginning at Hotelschool the Hague. The connection that has been there throughout my entire HTH journey has contributed to a very positive experience of my bachelor's education. When I had to write the Career Launching Plan, I could talk to her about anything. Mainly the fact that, because of her, I was motivated to continue my studies whenever I experienced some setbacks. Motivation and confidence were the main components for me to believe that I was capable to get through this and she provided me with that. I am very grateful that I got to call her my tutor for the past four years.

During the research project, there were some setbacks regarding the work that needed to be executed. I would like to explicitly thank Ms. Titia Sietsma who made it possible for me to understand the conducted research and statistics that needed to be analysed through the SPSS system. She provided me with the help that I needed at a very crucial point in time. Without her motivation and clarification on the work that needed to be done, I would never be able to finalize this smoothly.

The Company Project is written for Mr. Jeroen Bosman, who is my commissioner for the research into the Delight&WOW. I would like to thank him for his support and enthusiasm for allowing me to be part of this interesting topic. I would like to express my gratitude for taking the time and providing me with feedback during the research project.

Lastly, I would like to thank my peers Ymke de Wit and Isabelle Ginnelly for their support and a constant critical eye on my work. Additionally, my friends and family have been there for me along the entire learning process and Hotelschool the Hague and made sure that I did not lose sight of the final goal, graduating.



Executive summary

This Company Project Report is in-depth conducted research about the Delight&WOW moments that are created around us. Whereas the interest of this research relied on if there is more than 'service, location, cleanliness, rooms/design, and sleep quality? Will these value drivers change in the future (or perhaps they have already changed)? The Company Project Report has a pre-condition that requires following the five steps of the Design-Based Research Cycle. The steps (problem definition, analysis & diagnosis, solution design, implementation, and evaluation) have been investigated thoroughly by the researcher.

We will dive deep into the importance and effect of the DELIGHT&WOW moment and how this can contribute to the overall experience of a product/service. The goal of this research is to explore the expected customer experience which is concluded to be a multidimensional construct and how this reflects on the customer return rate.

Additionally, looking into the external environment it states that the delight experiences are more memorable than satisfying experiences, it results to be strongly etched in customers memories. In the current hospitality industry, there is a need of understanding the customers' routine better than ever. You will have to anticipate and investigate the customer desired emotional states. Therefore, the researcher formulated the following **Problem definition**:

"How will the multidimensional construct influence the customer return rate within the fine-dining industry?"

By reviewing the literature in the **Analysis & Diagnosis**, research shows that you will get a better understanding of customers' behaviour through the multidimensional construct. To get a better insight into their preferences and buying habits, the sensory, emotional, and cognitive processes play an important role, and which are related to neuromarketing-emerging research. The reason why there is so much more attention to this multi-sensory experience is that it will create a personalized experience for customers to where they will return and become loyal to the brand. Three important Research Questions were drawn from the literature to deliver sufficient advice to the industry and the commissioner.

Research Questions	
RQ1	Does the multidimensional construct enhance the emotional connection?
RQ2	To what extent does the atmosphere and the presentation of the staff in the fine dining restaurants contribute to the aftermath of the experience?
RQ3	To what extent are customers influenced by the presentation/appearance of a product?

To investigate these questions, there have been distributed an online survey in which the conducted literature and the abovementioned research questions that occur were implemented. The questionnaire was distributed to 151 participants who were regular fine-dining guests, not familiar with the fine-dining concept/meaning, people working in the fine-dining environment, familiar with the fine-dining concept but have never experienced it and people that are familiar with the fine-dining concept. The most remarkable results are the following:

- The sense taste is preferred to be triggered the most (52%) The atmosphere is the component to be experienced first when dining (97%)
- The professional attitude of the staff is agreed to be very important (55%) and important (33%) during a dining experience



The reviewed literature on multidimensional construct, neuromarketing, and emotions together with the collected data formulate the **Solution Design**. From the results of the conducted research, there can be concluded that the problem relies on focusing more on consumers senses. There has not put enough emphasis on the senses to make it as memorable as they would have wanted. Furthermore, as the aftermath of a customer's experience is crucial there must be paid full attention to the atmosphere of a restaurant and the professional attitude of their staff. Additionally, a memorable experience results in positive recommendations and therefore a stream of new guests. It seems that product presentation based on colour, brightness, or shapes is vital to impress. Furthermore, fine dining restaurants can gain advantages to implementing an attractive representation from not just their dishes and staff but also their physical restaurant.

As for the **implementation** of this solution, several important issues came to the attention. The issues are built up into three different topics to deep dive into the value and contribution to the solution of the problem.

- Taste - The sweet tastes are primarily accepted and boost most flavours to an increase in acceptance whereas the bitter taste of food is mostly rejected. Consumers prefer a weak salty taste and the umami taste, where umami is only perceived in the context of food. Consumers associate sweet tastes with positive experiences whereas sour, bitter, and salty tastes are associated with negative experiences there should be integrated a well-thought menu where dishes are based on the complexity of the sense of taste focused on the right amount of sweetness and bitterness.
- Atmosphere & Visual Appearance - Multiple factors are advised to emphasize to assure a positive customer experience. There will be a focus on three key points (lighting, sound, colour) within the atmosphere to illustrate how to implement them.
- Professional Attitude – To make sure that the employees are meeting the expectations of the customers' perception of good quality service, there should be a solid hiring process and continuous training to ensure a high standard of service.

The **Evaluation** suited for the service quality implementation is to use the technique, popular in the service industry, of a mystery shopper, who is hired to experience your service as an undercover customer. The mystery shopper will assess the provided service and overall experience based on the five SERVQUAL models. This method analysis the customer expectations and the perceptions of the delivered service. Customer loyalty shall be measured through Net Promotor score (NPS) & Customer Effort Score (CES) and the Customer Satisfaction through Customer Satisfaction Score (CSAT).

The researcher identified Mr. Bosman and the fine dining restaurant NOMAD as the stakeholders. There are two different presentations created as evidence for the accountability of the Company Project. The presentations will be used as the **Dissemination** for both stakeholders to receive insight into their domain. Regarding the future research of this project, the **Academic Reflection** demonstrates what could be investigated more regarding this topic. Since the advice has not been physically executed in a restaurant, it would be interesting to see how the advice would contribute to an increase of returning guests through a multidimensional construct. This would add more value and credibility to the research.

Through the dissemination event, the researcher will demonstrate being capable to enter the hospitality industry. By participating in this event, knowledge about the conducted research will be shared with two accessors, the stakeholders, and the peer group to broaden their horizons about the Delight & WOW.



List of Abbreviations

Functional Magnetic Resonance Imaging	= fMRI
Electroencephalogram	= EEG
Launching Your Career	= LYCar
Main Research Question	= MRQ
Research Question	= RQ
Intelligence Quotient	= IQ
Emotional Quotient	= EQ
Adversity Quotient	= AQ
Food and Beverage	= F&B
Hotelschool the Hague	= HTH
Corona Virus Disease 2019	= COVID-19
Net Promotor Score	= NPS
Customer Effort Score	= CES
Customer Satisfaction Score	= CSAT



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8	Professional attitude
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10	SERVQUAL model
11	Bar chart age
12	Frequency age
13	Pie chart gender
14	Frequency gender
15	Pie chart nationality
16	Frequency nationality
17	Bar chart affinity
18	Frequency affinity
19	Bar chart memorable experiences
20	Frequency memorable experiences
21	Bar chart visitations
22	Frequency visitations
23	Bar chart experiences
24	Frequency experiences
25	Bar chart professional attitude
26	Frequency professional attitude
27	Bar chart dish
28	Frequency dish
29	Bar chart prepared at table
30	Frequency prepared at table
31	Bar chart recommendation staff
32	Frequency recommendation staff
33	Bar chart revisit restaurant
34	Frequency revisit restaurant
35	Pie chart senses to be triggered the most
36	Frequency senses to be triggered the most
37	Pie chart appearance
38	Frequency appearance
39	Bar chart reviews
40	Frequency reviews
41	Bar chart scent
42	Frequency scent
43	Bar chart touch
44	Frequency touch
45	Pie chart colour
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47	Pie chart appealing picture
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1 Introduction and context

For the final phase of my studies at Hotelschool the Hague, I was seeking a subject that intrigued me enough to put my heart and soul into. When the topic of Ms. Bosman was displayed my eye caught the Delight&WOW topic immediately.

Since I have high interest in the experience of a product and/or service for as long as I can remember, I was extremely excited to start my research in this field. Together with the essence of Marketing, I am very curious about what this research journey into the Delight and WOW experience will bring me. Looking to identify what the Delight and WOW moment entails and if there is more than we currently observe.



1.2 Goal of the research

1.1.1 Goal of the commissioner

Which elements in hospitality products, services and concepts will influence customers sensitivity and are triggering for creating DELIGHT & WOW?

1.1.2. Goal of the researcher

Is there more than 'service, location, cleanliness, rooms/design and sleep quality? Will these value drivers change in the future (or perhaps they have already changed)?

1.2 Main Research Question

"How will the multidimensional construct influence the customer return rate within the fine-dining industry?"



2 Problem Definition

To define what the problem entails, a deep dive into the world of Delight&WOW has been in place. Where there is a whole world to explore that emphasizes the importance of the customer experience which is concluded to be a multidimensional construct focusing on multidimensional view; **Sensory, affective, cognitive, physical act and social identity** (Schmitt, 1999 in Lemon and Verhoef 2016).

The hotel industry has faced many levels of enhancing the best possible customer experience and it will continue to evolve much further. When looking into the true meaning of Delight&WOW it highlights the importance of the surprise and joy that comes with an experience (Oliver, 2014).

It states that the delight experiences are more memorable than satisfying experiences, it results to be strongly etched in customers memories. What can you do to introduce new value drivers and investigate how to WOW your customers and be reminded of in their memories? How will this, eventually, affect and be beneficial for the firm in the short- and long term (Parasuraman et al., 2020)? As we focus on the hotel industry to understand the importance of the value drivers, we must agree that it is a company that needs to generate revenue. To do so, the customer experience process flow of pre-purchase, during purchase and post-purchase needs to be extravagant (Lemon and Verhoef, 2016).

In the hotel industry, there is a need of understanding the customers routine better than ever. You will have to anticipate and investigate the customer desired emotional states. The customer journey must be linked to the customers' individual preferences. They want to have ownership of their journey whereas personalization of their stay is key (Parasuraman et al., 2020). Now, what is there more to delight and to impress the customers? There is a multidimensional view (Schmitt, 1999 in Lemon and Verhoef 2016) which includes the sensory, affective, cognitive, physical, and social identity types of experiences that a firm can offer during the entire purchase of their journey.

To get a better understanding of customers behaviour and get a better insight into their preferences and buying habits, the sensory, emotional, and cognitive processes play a big role, and in which are related to neuromarketing-emerging research. The reason why there is so much more attention to this multi-sensory experience is that it will create a personalized experience for customers to where they will return and become loyal to the brand. Some people (niche market) may become more brand conscious and are seeking the perfect experience no matter what they will have to pay. It is the importance of the emotions that come along with the product or service (Nandagopal R, 2015).

With sensory branding, it can create and develop emotional associations and nostalgia in their mind. Top brands we know like Apple and Starbucks have been successfully implementing the focus on these senses in their marketing strategies. A strong brand knows that it has to anticipate the human senses to create belief from its customers (Nandagopal R, 2015). The idea of sensory marketing is to enhance the lived experiences of its customers in the process. Currently, only sight and sound are used by 99% of all the brand communication whereas research shows that, to win and keep the customers, you should relate and anticipate the power of human senses (ibid). Sensory experiences are especially found in the service industry. They implement sensory experiences in their marketing activities throughout their concept.



Being able to use scents that will trigger past positive emotions or certain memories can be very powerful to stimulate returning customers. If indeed you stimulate the right senses, it will probably influence the decision making of the customer. The sense of smell has been investigated by Goldkuhl and Styfve'n to be closely connected to the memories and emotions of the customers with pleasure and well-being. If we investigate a deeper context of sensory experiences, multi-sensory branding does not only come by one component but is stimulated by a couple of the senses. The sensory experiences will stimulate the connection between the brand and the customer and give them a deeper holistic experience.

Consequently, customers are more demanding than they have been before. If they are not challenged enough or triggered enough, they will swift to the competitor. Exceeding the customers' expectations and to delight&wow is crucial in the current industry to guarantee customer retention. This will grow even more in the future for businesses to gain a competitive advantage and generate higher revenue.

The customer experience is a multidimensional construct where it can be experienced on a conscious- or subconscious level through the five dimensions (Kavitha, 2016). There is more than the service, location, cleanliness, rooms/design, and sleep quality. Go beyond these directions and implement the effects of different elements that stand for the raw data of experience of the customers. How does the multidimensional construct influence the customers throughout their journey (Lemon and Verhoef, 2016)?

The customer journey has been developed into a topic of high interest for practitioners and researchers in the hospitality industry. The development of customer behaviour has brought restaurants many transformational prospects. Instead of a business-centric outlook, the customers create a sense of empowerment in their experiences (Im and Qu, 2017).

To know how to use the multidimensional construct within the Delight&WOW moments of customers, the following research question has been created:

“How will the multidimensional construct influence the customer return rate within the fine-dining industry?”



3 Analysis and Diagnosis

3.1 Literature review

3.1.1 Multidimensional construct

To create a memorable experience for customers, scent, sound, vision, texture, and taste should be integrated to build an emotional connection. New technologies amongst sensory marketing are targeted at the five senses to enhance the experience. This marketing tool is evolving and slowly ruling out our traditional marketing/advertising (Krishna, 2011). Non-conscious stimuli become extremely powerful as researchers realize that triggering all the different senses will contribute to their purchase decision, emotions, memories, and preferences (Ibid). According to Hulten, the individual customer value creation is supported by a multi-sensory-brand experience. By implementing this technique, it will contribute to the purchase journey, perception of the brand and consumption processes (2011).

The smallest gestures/alterations within a company can create a lot of impacts. One known example of enhancing the customers' senses and creating memories is the implementation of scent at a hotel. The power of a unique smell can create a long-lasting memory for the guest. Behaviour influences customer patronage.

When looking into the power of a human touch, it is concluded by neuroscientists and medical practitioners that from the moment we were in the womb there is already the first development of this first sense (Krishna, 2011). Over the years there has been done many studies that concluded infants want to be touched and connected with their mothers. The power of touch has contributed so extremely much from the beginning of an embryo existence that whenever a child cries and receives comfort from their mother it stops most of the time immediately. A connection of true power by humans' touch. According to Peck and Childers, if you want to be convinced of purchasing a product it needs to be touched (2003), but how does that work in the service industry?

There is a need for physical and tangible cues in the service environment to ensure a higher change for example the tip for employees (Kotler and Armstrong, 2010). Remember that moment when you are in a supermarket, and they offer you to taste a piece of cheese or meat? This is where you want to try it since the requester touched it. Researchers say that customers appreciate a product or information more if through the sense of touch (Ifeanyichukwu and Peter, 2018). Whenever someone ends up purchasing something unplanned it is because of the touch (Peck and Childers, 2010). The power of being in a store and the ability to touch increases the willingness to buy. When examining touch in a restaurant it is not just the atmosphere but the weight of cutleries on the table, the type of linen, furniture and so on that contribute to the customers' perception of their experience (Krishna and Ahluwalia, 2008 in Ifeanyichukwu and Peter, 2018).

Humans can recognize 10.000 scent combinations but will not be able to specify what all of them are called (Lawless, 1978). Scents can bring back memories so the evaluation of a restaurant can be enhanced by the smell of a certain dish. According to Chebat and Michon, the likeliness to re-visit a place is partly relying on scents, especially in a restaurant before eating or tasting a meal (2003, in Ifeanyichukwu and Peter, 2018).

A type of sound contributes to a customers' mood and buying intentions. Different studies have been carried out to investigate what type of sound, genre, works in different places. Playing classical music at a wine bar stimulates customers' sensation, where upbeat music triggered them to feel pushed and leave the wine bar and what increased the time and money spent was caused by slow music at a low volume (Milliman, 1986). Music is seen as a "shorthand of emotions" that will cause an emotional response.



The tongue is a powerful organ that brings us the ability to taste external influences such as physical attributes, nutritional information, and brand name contribute to taste. Whereas the name of a brand affects the anticipated taste (Hoch, 1986).

Customer's identification and differentiation of a product rely on the colour and shape. The vision of a product or establishment is what sets the powerful image, attention, and awareness. If in a situation no verbal communication is in place, the visual aspect is an important significance for a strong brand relation. Different colours can say many things (Messaris, 1997). When a dish is assembled there has been paid a lot of attention to the types of colours to already assure a fantastic taste. We associate white with clean and coolness, green gives the idea of nature and refreshment and so on.

Overall, the senses have an enormous effect on the returning guests. The more a combination of the abovementioned senses is made, the better.

3.1.2 Neuromarketing

To study the importance of customer behaviour, a deeper look into the multidisciplinary field of 'neuromarketing' has been established. The neuroscientific techniques are an advantage to further/have a thorough understanding of the customer journey.

When it comes to a decision-making situation, our brain comes into play. In 2003, scientists took advantage of fMRI (functional Magnetic Resonance Imaging) brain imaging techniques in research with the brands Coca-cola and Pepsi.

Through this study, they want to understand consumers preferences as the rival is indispensable. The group of participants were asked to choose between both brands while being monitored with the fMRI equipment. It showed that with the brand Coca Cola, the area of prefrontal lobes is triggered once the participant is known with the brand. Got their attention and played a meaningful role in customer/participants decision-making (McClure et al., 2004). What came to the surface during this study is if the participants did not know what brand they are trying, it was Pepsi that came through as a preferred choice over Coca Cola. Whereas if they did know what they were consuming, the participants dorsolateral prefrontal cortex is activated in combination with the hippocampus compared to drinking Pepsi. To clarify, the hippocampus is responsible for humans instinctual and emotional behaviour and is situated in the limbic system (deep centre in our brain) (Ibid).

Even though there is some scepticism (Murphy et al., 2008), there has been a rapid growth over the years with the application of neuromarketing techniques and concepts in the marketing field (McClure et al., 2004). When diving into the application of neuromarketing techniques in food choice by consumers, it seems there is a big influence of attitudes and emotions on their choices (Staci et al., 2017).

Consumer behaviour and neuroscience

"Consumer Neuroscience is a new burgeoning field comprising academic research at the intersection of neuroscience, psychology, economics, decision theory, and marketing" (Karmarkar and Plassmann, 2019).

With the improved technology and better understanding of which brain systems are more involved, it is now possible to monitor brain activity utilizing EEG (Electroencephalogram) and the peripheral nervous system. In neuromarketing and neuroscience, the fMRI "returns a sequence of brain images of neuronal activity represented by the consumption of oxygen brought by the cerebral blood flow" (Stasi et al., 2018). In a space of only a few cubic millimetres, fMRI can detect neuronal activation where it can observe enrolment of brain systems in the deep brain like the Amygdala (almond-shaped mass of grey matter inside each cerebral hemisphere) that are strongly in relation with the emotional behaviours of consumers (Sheline et al., 2001).



The EEG technique can monitor activity from our central nervous system and is sometimes coupled with some more techniques. One that is used is skin conductance monitoring which shows information that is controlled by the amygdala, indirect measurement deep in the brains (Bechara et al., 2000). Another technique is eye-tracking which monitors information of the visual aspects. Within the area of neuromarketing, there are tools used to evaluate physiological responses to communicative incentives. In the purchase process of the consumer, these responses are strongly connected with the emotions around the brand. Almost 95% of our cognitive processes happen unconsciously in the "black box" of our brain (Zaltman, 2003).

3.1.3 Purchase and neuromarketing

We know that eating and drinking is part of our primitive behaviour to survive. On the same hand, it is also established in hedonistic impulses and psychological mechanisms. In our subconscious state, we are good at associating certain types of food with happy thoughts and some of them with distress. The consumers' emotional states are influenced on many aspects whenever they need to choose. Since the variety of choices of a single product has grown, the products need extra information for the consumer to choose based on the branding and/or advertising (Arcia et al., 2018).

A study that used the neuroscientific tool of eye-tracking asked participants to rate the authenticity of three different types of food: yoghurt, bread, and mayonnaise. And tell how much they were willing to buy each product. The eye-tracking tool examined that the brand of a product got observed the most, secondly the list of ingredients and lastly the nutritional information. But when they had the decision of whether they wanted to buy the products, the ingredient information came first, followed by nutritional information and the name of the brand as the third and last (Ares and Deliza, 2010).

Another study focused on the brightness and vividness that potentially influenced purchase decisions. The eye-tracking technology showed that indeed influenced the participants choice by colour, brightness, or shape of a product. The decision-making in context with food is not only about taste. It is the label, communication implemented by the consumers' attention from the first second they observe the product (Arccia et al., 2012). Participants in a study executed by Visschers et al., that follow a healthy lifestyle are more likely to pay attention to nutritional information (2010).

With regards to the packaging aspects of eye-tracking, the position of the nutritional label in the middle of the packaging gets 30% more attention than when a label is placed on the side (Graham and Jeffery, 2012).

To conclude, the industry should further investigate neuromarketing and develop a deeper interest in the neuroscientific tools to improve the product developments to influence customer behaviour.



3.1.4 Emotions

When purchasing a product, it is more about showing the customers self-concept to express the type of image they would like to come across (Jamal and Goode, 2001). Think about the restaurant's guests would like to dine, the choice that is made is in the relation to what they think reflects best who they are or longing to be. Whether an upscale restaurant or fast-food restaurant, self-congruity is what defines their choice. With self-congruity, we refer to the "match between a brand image and an individual's self-concept" (Boksberger et al., 2011).

The greater there is a similarity the better it is for the customer for purchasing a certain brand or product (Sirgy, 1982). The literature describes the self-concept as a multiple-dimensional construct that entails social image, ideal social self-image, ideal image, and the actual image (Sirgy et al., 2000). Every customer interpreter an actual self-image and ideal self-image differently that can influence their buying behaviour.

When diving into the restaurant direction with concerns of the relation with behavioural intentions, it can be concluded that one will evaluate based on the food concept; taste, level of freshness, what temperature the dish is prepared and the appearance (Jeong and Jang, 2018). According to Labroo and Patrick, when customers are positive-minded the emotions overall create a broader view of the situation. The better the mood the more positive buying behaviour will occur (2009).

The importance of a positive attitude on cognitive tasks is related to a neuropsychological theory. When the brain dopamine level increases combined with the customer's positive attitude there is cognitive flexibility. Researchers that have been studying mental stimulation, showed a positive effect on the evaluation and cognitive perception (Jeong and Jang, 2018).

In a study at upscale restaurants, it appeared that the atmosphere and the presentation of the staff had the most effect on the emotional state and the aftermath of the dining behavioural desire of the customer (Jeong and Jang, 2018). At the fine dining experience, both products and service will enhance the self-worth of customers which will affect their feelings to the restaurant on a positive note. In this case, the ideal self-image congruity may create a better influence on the level of positivity towards the establishment. As it is expected to have the highest standards internal and external (Ibid).

3.2 Conceptual framework

To illustrate the primary findings of the literature review, there has been developed a conceptual framework. The framework will showcase a structure of the best findings of the conducted research to effectively address the Main Research Question. This conceptual framework helps to identify if there is more than 'service, location, cleanliness, rooms/design and sleep quality. Consequently, it will investigate which elements in hospitality products, services and concepts will influence customers sensitivity and are triggering for creating DELIGHT & WOW.

The conceptual framework is a visual explanation of the expected correlations between several variables concluded from the literature review. Within the framework, we want to identify a cause-and-effect relationship based on two variables, independent and dependent. The independent variable is in this case the Delight & WOW and the dependent variable is the aim of returning guests. In other words, "returning guests" depends on "delight & wow". To be exact, the more delight & wow is provided to the guests, the more the return rate will increase (Swaen, 2015). Additionally, there are a few other moderating variables, who changes the effect that the independent variable has on the dependent variable seen as the interaction effect (Ibid).

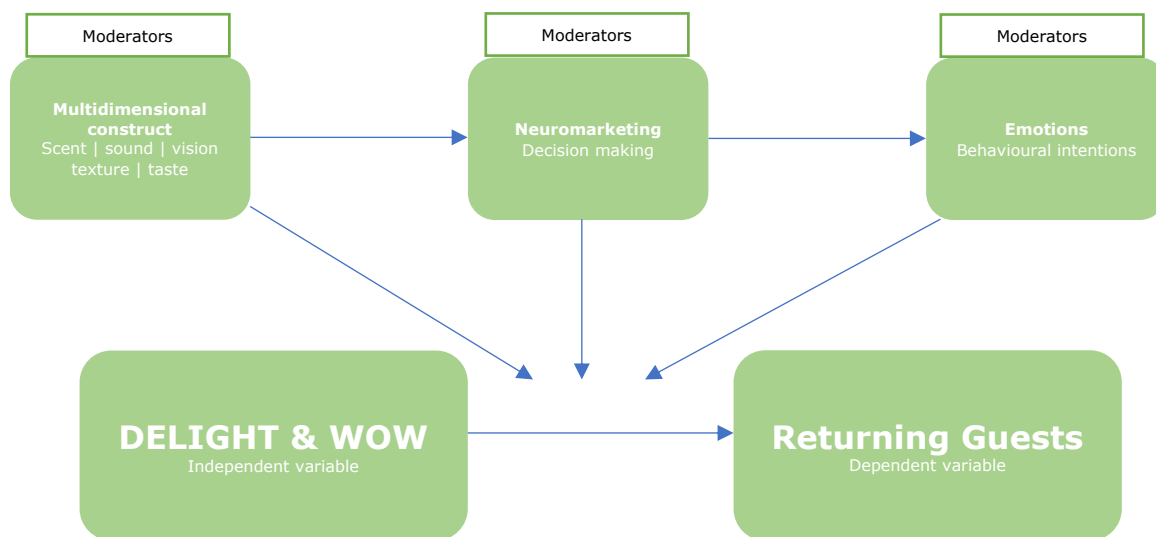


Figure 1; Conceptual framework



3.3 Research Questions and Sub-Research Questions

RQ 1: Does the multidimensional construct enhance the emotional connection?

RQ 1.1: What is the main stimulus for creating an experience?

RQ 2: To what extent does the atmosphere and the presentation of the staff in the fine dining restaurants contribute to the aftermath of the experience?

RQ 2.1: Does it contribute to visit the restaurant again or recommending it to others?

RQ 3: To what extent are customers influenced by the presentation/appearance of a product?

RQ 3.1: Does it contribute to the likelihood to purchase or choose the product?



3.4 Methodology

3.4.1 Sampling Methods

Due to the large size of sampling, the chosen method for this research will be a non-probability sampling method, were focused on convenience sampling since every surveyor is readily and easily available for participation (Taherdoost, 2016). To have the highest possible respondent rate, the survey will be distributed through online platforms. The survey comprised 151 respondents representing 51% female, 48% male, and 1% rather not say. This survey has been sent out to people that have experienced the fine dining industry, they have not, or they have another reason why. This survey aimed to have at least 120 responses; however, this was exceeded. This target was met with the following results:

Target profile	Number of responses
I am a regular fine dining guest	55
I am not familiar with the fine dining concept/meaning	18
I am working in the fine dining environment	2
I am familiar with the fine dining concept but have never experienced it	9
I am familiar with the fine dining concept	67

Please refer to appendix 2

3.3.2 Measuring Instruments

The survey was distributed via Google Forms to measure the responses and data correctly (Google, 2021). After conducting the surveys, they were downloaded and fed through SPSS where several relation tests were performed (IBM, 2021). The selected statistical tests are thoroughly described in the Survey Design section. The frequencies and percentages of the given questions and the ultimate test results will allow the conclusion on how to improve the customer return rate when the multidimensional construct is being considered.

3.3.3 Limitations

As beforementioned, the survey will be distributed via online platforms. According to Sekaran and Bougie, there are some disadvantages when it comes to an online questionnaire (Sekaran and Bougie, 2016). The response rate for these types of sampling is relatively low which can create difficulties to establish a sufficient sample as they might not all represent the population that is aimed to. The respondent must be able and willing to fill out the survey and it might not always be possible to generally have the right findings (Ibid). Furthermore, the pandemic has created a lockdown for the service industry and beyond, which means that many people might need to dive deep into their memory to answer the questionnaire up to expectations.

3.3.4 Ethical Data Management Considerations

The survey aims to understand if a multidimensional construct stimulates the customer return rate in a fine dining restaurant. As the surveyors had to answer up to their personal experience there was confidentiality stated at the start of the survey to ensure the information of the participants will remain confidential. Whereas the data is stated not to be distributed to other parties for any other purpose than what this research entails (Cleave, 2016). The survey is completely anonymous but allows the participants to reach out at any given time. The data has been uploaded to the Research Centre of HTH, a confirmation email as proof of evidence is attached in appendix 9.





4 Main results and Conclusion

The survey has been distributed to confirm the experiences of the respondents and test their differences and relation regarding the probability to return to a fine dining restaurant. The research questions that this survey aims to be answered are described in appendix 4 where the corresponding survey questions are listed. This survey needed to be well understood and accurately visualised for the respondents to adequately participate. The survey was outlined in Google forms with a thorough explanation as to the introductory page.

The total number of respondents (N) on the distributed questionnaire is N=151 of which the female respondents (N=77), men (N=72) and rather not say (N=2). Most of the respondents are 23-25 years of age or 57-59 years of age. Whereas 96% of the respondents are of Dutch nationality.

More than half of the respondents are familiarized with the fine dining experience N=122 (80%), where we look at the answers: "I am familiar with the fine dining concept N=67 (44%)" and "I am a regular fine dining guest N=55 (36%)". There is only a small group that has yet not experienced the fine dining concept N=9 (6%) or never heard about it N=18 (12%).



Figure 2; Gender

Figure 3; Nationality

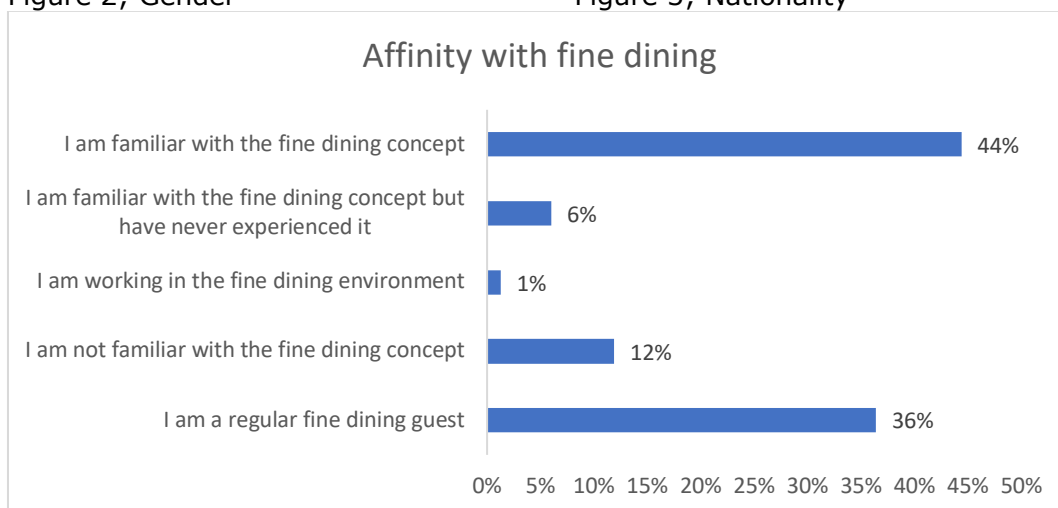


Figure 4; Affinity with fine dining



RQ 1: How is the multidimensional construct experienced?

RQ 1.1: What is the main stimulus for creating an experience?

Questions covered 5, 10, 13, 16

In this component of the survey, there has been asked from the respondents' several questions regarding the different senses in different situations and the importance of the senses. The first question that has been answered to get an idea of the overall sense to be triggered the most is answered by more than half N=79 (52%) of the respondents N=151 to be their taste. Whereas the second preferred is vision N=42 (28%).

- Scent (9%)
- Texture (7%)
- Sound (4%)

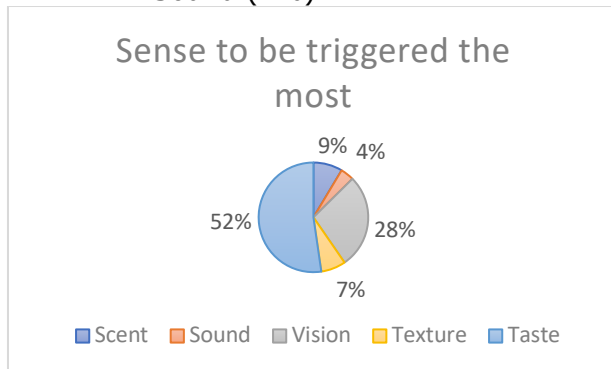


Figure 5; Sense to be triggered the most

Confidence interval

There has been taken a sample of the population of interest. Using the confidence interval, it will be communicated how accurate the estimate is likely to be.

- With 95 percent reliability, we can conclude that between 4 and 13 percent prefers scent most.
- With 95 percent reliability, we can conclude that between 1 and 7 percent prefers scent most.
- With 95 percent reliability, we can conclude that between 21 and 35 percent prefers scent most.
- With 95 percent reliability, we can conclude that between 3 and 11 percent prefers scent most.
- With 95 percent reliability, we can conclude that between 44 and 60 percent prefers scent most.
- Taste differs with 52,3% significant from vision 27,8%.

Which sense you prefer to be triggered the most.									
		Frequency	Percent	Valid Percent	Cumulative Percent	Bias	Bootstrap for Percent ^a		
							Std. Error	95% Confidence Interval	
								Lower	Upper
Valid	Scent	13	8.6	8.6	8.6	.0	2.3	4.0	13.2
	Sound	6	4.0	4.0	12.6	.1	1.6	1.3	7.3
	Vision	42	27.8	27.8	40.4	.0	3.7	20.5	35.1
	Texture	11	7.3	7.3	47.7	.0	2.1	3.3	11.3
	Taste	79	52.3	52.3	100.0	-.1	4.1	44.4	60.3
	Total	151	100.0	100.0		.0	.0	100.0	100.0

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Figure 6; Confidence Interval



There has been asked how many times the respondents have had a memorable experience with a product or service within the last 12 months (before COVID-19). It seems that the average of the memorable experiences is not quite high, with N=29 (19%) there are only experienced two. Followed by N=22 (15%) that has experienced 3 experiences that stuck with them. N=11 (7%) is shown to have 10 memorable experiences within a year.

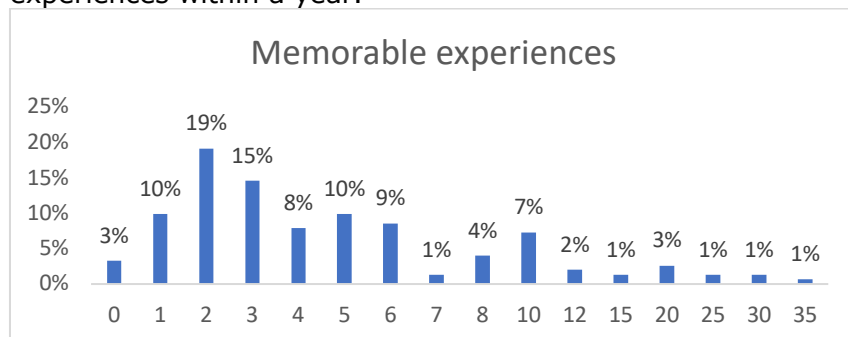


Figure 7; Memorable experiences

Two other questions have been composed and asked the respondents to get insight into the contribution of the aftermath of their experience. The first question there has been asked about the preference of having a dish prepared at the table when dining in a restaurant. In the bar chart, the scale (1=strongly disagree – 5 strongly agree) shows that there is not an extraordinary interest in this type of dining experience. The respondents have answered these questions rather neutral N=52 (34%) and even disagreed N=41 (27%) than they would agree with N=27 (18%). It can be concluded that convincing through touch is not as important. The second question relates to the importance of the scent of food in a restaurant. Almost half of the respondents N=66 (44%) state that they find it important, whereas N=42 (28%) find it very important.

Conclusion RQ1: A significant number of the questionnaire shows that taste N=79 (52%) and vision N=42 (28%) is experienced to be the most important stimulus which from the conducted literature seems to have an emotional connection and contribute to your experience.



RQ 2: To what extent does the atmosphere and the presentation of the staff in the fine dining restaurants contribute to an experience?

RQ 2.1: Does it contribute to revisit the restaurant or recommending it to others?

Questions covered: 7, 8, 12, 15

The question: What do you experience first when you sit down in a restaurant? Has given a remarkable and significant inside in the respondents' behaviour. The atmosphere has been chosen to be one of the components to be experienced the most N=147 (97%). As well the employees N=99 (66%) is part of the first things that are noticed by the customers. The other options that were shown were the following:

- The scent
- The way the furniture feels
- The guests
- The music
- The food and beverage

Several characteristics have been shown to the respondents to get an inside on where they prefer to be influenced to most. The bar chart presented below represents the scale (1=strongly disagree – 5 strongly agree) whether they find the professional attire/appearance of the staff important.

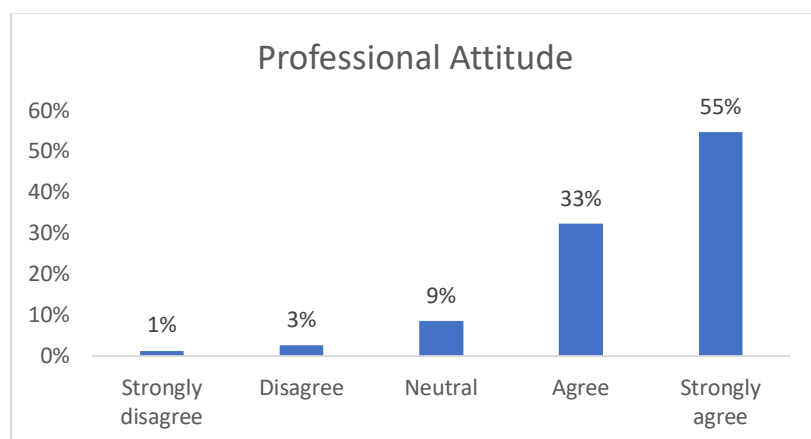


Figure 8; Professional Attitude

It appears to be strongly agreed by more than half of the respondents N=83 (55%) and N=49 (33%) agreed that this indeed is a very important component when having dinner. There can be concluded that most of the population are focused on this part of their experience.

Two other questions have been composed and asked the respondents to get insight into the contribution of the aftermath of their experience. The first question represents the revisitation of a restaurant based on the level of expected experience. More than half of the respondents N=55 (36%) agreed or strongly agreed with N=90 (60%) that they would. The second question was focused on the decision of whether you would make a reservation for a restaurant depending on the review of others. N=83 (54%) state that this is important. Only N=4 (3%) finds this not important at all.

Conclusion RQ2:

Looking at what the atmosphere and staff appearance contribute to the experience, it can be concluded that, from the conducted literature, there indeed should be paid a lot of attention to these components to realize the best aftermath possible. It will commit the customer to revisit the restaurant and positively affect the recommendations of your restaurant.

RQ 3: To what extent are customers influenced by the presentation/appearance of a product?

RQ 3.1: Does it contribute to the likelihood to purchase or choose the product?

Questions covered: 9, 14, 18, 19

The question: Which one of the pictures shown below is the most appealing to you? Has given a striking outcome on the brain behaviour of the respondents. We found out what it is that they find the most attractive dish based on the visual appearance of the dishes.



Picture 1

Picture 2

The respondents gave their answers, and it seems that N=138 (91%) chose picture 2 to be the most appealing dish. Only N=13 (9%) agreed on picture 1 to be appealing. An interesting study already discussed in chapter 3.1.2 about Coca-Cola vs Pepsi gave the researchers insight on what customers choose depending on the brand and/or colour they are exposed to. As this questionnaire is finding out customer behaviour regarding their visual contribution, it can be concluded that N=81 (54%) unconsciously chose the brand Pepsi (blue) instead of Coca-Cola (red). Where it seems in the literature (pg. 16) that when the brand would appear, Coca-Cola would be chosen to be preferred.



Picture 3

Two other questions have been asked to find out the likelihood of purchasing or choosing the product based on the presentation/appearance. N=43 (29%) agreed and N=24 (16%) strongly agreed that they would only decide on a dish on the menu depending on how it looks. However, in this question, there was N=39 (26%) neutral when it comes to this decision. One other question that showed a remarkable outcome is whether the outside appearance of a restaurant is a decisionmaker when in doubt to go have dinner there. N=123 (82%) answered YES whereas the others N=28 (19%) would not base their decision on this.

Conclusion RQ3: N=138 (92%) of the respondents are influenced by the presentation/appearance of a product. There can be confirmed that indeed, the brightness and vividness potentially influence the purchase decisions. The participants choice will be influenced by the colour, brightness, or shape of a product. The decision-making in context with food is not only about taste.

Please refer to the study explained in chapter 3.1.3



5 Solution Design

Within the chapter Problem Definition there has been formulated the MRQ by the researcher as the following:

'How will the multidimensional construct influence the customer return rate within the fine-dining industry?'

From the results of the conducted research, there can be concluded that the problem relies on focussing more on consumers senses. This has been concluded from the questionnaire containing the following question: 'which sense do you prefer to be triggered the most.' From the respondents, 79 chose taste to be the most important sense, followed by 42 respondents that claim to find vision a crucial sense to be stimulated. However, when the respondents were asked to identify how many times, they have had a memorable experience in the 12 months before COVID-19, the results were rather low. Concluding, that there has not put enough emphasis on the senses to make it as memorable as they would have wanted. This is one part where fine dining restaurants should focus on.

Furthermore, as the aftermath of a customer's experience is crucial there must be paid full attention to the atmosphere of a restaurant and the professional attitude of their staff. The potential in these categories is high and should increase the number of returning guests as the overall agreement (96% of 151) of the respondents agreed upon this. Additionally, a memorable experience results in positive recommendations and therefore a stream of new guests. The beforementioned contribution of the sense vision connects to the remarkable result (91% of 151) of the question of what a colourful visual appearance of a product does to the decision-making of the respondents. It seems that product presentation based on colour, brightness, or shapes is vital to impress. Furthermore, fine dining restaurants can gain advantages to implementing an attractive representation from not just their dishes and staff but also their physical restaurant.

To conclude the abovementioned solution design, the conducted literature, and the collected data answers the MRQ:

The study exposed that within the fine-dining industry the effectiveness of the multidimensional construct focussed on taste, vision, atmosphere, professional attitude of staff, and visual appearance of their concept increases the customer return rate.

6 Implementation

Introduction

There has been ongoing research on which elements in hospitality products, services and concepts will influence customers sensitivity and are triggering for creating DELIGHT & WOW. Not only are we interested in which elements are there to be integrated, how will this experience contribute to being memorable and part of the aftermath? The core value of assuring and/or creating the delight & wow experience rests on what eventually is the positive effect it has on the customers and their perception of the product or service. It means that everything that we put into the experience contributes to loyal behaviour and an increase in customer retention.

Plan of approach implementation

As beforementioned in the solution, several important issues came to the attention during the conducted research. The issues are built up into three different topics to deep dive into the value and contribution to the solution of the problem.

1. Taste

"Eating is the only thing we do that involves all the senses. I don't think that we realize just how much influence the sense action the way that we process information from mouth to brain" – Heston Blumenthal, Tasting Menu, The Fat Duck Restaurant.

Tastes are often confused with flavours by people. The perception of taste refers to the sensations that are experienced by stimulating the gustatory receptors on the human tongue, the sour, sweet, bitter, salty, and umami. Researchers believe that besides the common gustatory receptors there is two more to be experienced, metallic and fatty acid. However, there can be argued that there could be over 25 different basic tastes (Spence, 2013). But why should there rely focus on the experiences of taste? The evaluation of the perspective on the type of food and human taste explains it all. The receptor cells in our oral cavity are activated by chemical compounds whenever the sense taste is stimulated. Taste its primary function is to enable the evaluation of the toxicity and nutrients in our foods and it will prepare the body to digest foods when they have been consumed. Taste percept's, the conscious experience of stimulation, are caused by molecules that stimulate our tasting buds in the oral cavity and the back of our throat, the pharynx. Additionally, this sense decides whether something is 'acceptable' or 'unacceptable'. The beforementioned flavour experience is experienced when taste is combined with touch and the scent which allows us to recognize whether it is experienced before or if it is novel (Breslin, 2013).

We taste with the dorsal surface and edges of our tongue, the pharynx and the roof of our mouth, the soft palate (figure 9). Sometimes the taste experience is perceived as we would through our lips, underneath our tongue, or the inside of our cheeks. The taste buds in our oral cavity are microscopic rosette that is a cluster of approximately 80 to 100 receptor cells where chemicals are detected (Ibid).

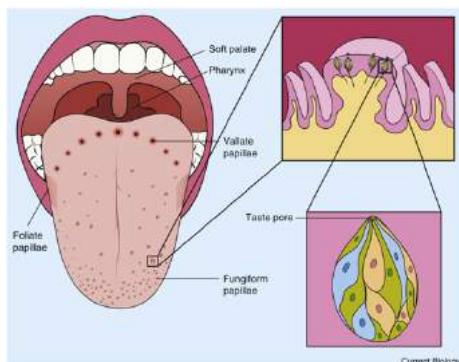


Figure 9; sensory organ



Taste is arguable the most well-defended sense within the entire sensory system. It is proficient incomplete regeneration as the receptor cells are constantly replaced in the bud every 9 to 15 days. This is to reimburse mechanical or toxin-induced destruction to the gustatory epithelia (Ibid).

Taste sensations are cohesive with the temperatures, tactile textures, the sensation of pain from the mouth, and compounds with high vapour pressure and low water solubility which are alerted within the nasal cavity. Additionally, the sound from foods is also integrated within this sensation, referring to crunches and other sounds that are experienced while chewing (Breslin, 2013). According to Zampini and Spence, research into the multisensory approach to the perception of food shows that potato chips could be produced to taste 15% crunchier by manipulating the sounds of eating this dry food (2004).

The sweet tastes are primarily accepted and boost most flavours to an increase in acceptance whereas the bitter taste of food is mostly rejected. Consumers prefer a weak salty taste and the umami taste, where umami is only perceived in the context of food (Okiyama and Beauchamp, 1998 in Breslin, 2013). According to a study performed in Human-Centered computing Interaction devices, basic tastes contribute to positive or negative emotional experiences (Gayler et al., 2019). Conducted research in Human-centered computing Interaction devices (HCI) by Gayler, Sas and Vaiva, indicate that consumers associate sweet tastes with positive experiences whereas sour, bitter, and salty tastes are associated with negative experiences (2019). Taste is a stimulus that influences an affective experience and emotional stimuli on the perception of taste (Eskine et al., 2012).

According to the book *Sweetness and Power* by Sidney Mintz, 500 years ago it was already known that sugar had an important role in the human social system. Sweet stimulus molecules are small molecular weight sugars that are mainly found in plants. Referring to the sugars fructose, sucrose, glucose and maltose whereas, glucose is for most organisms the key source of their energy and is important in their nutrition (1986 in Beauchamp, 2016).

To conclude, the beforementioned research indicates the contribution of a well-perceived taste experience. Meaning that there should be integrated a well-thought menu where dishes are based on the complexity of the sense of taste focused on the right amount of sweetness and bitterness.



2. Atmosphere & Visual Appearance

When going to a fine dining restaurant, it is not only the tangible product that receives recognition, this is interpreted as only a small component of the entire consumption. There is advertising, packaging, service, warranties, and other components that contribute to the product. One that is not always recognized but is the most significant component is a place where you can buy the product. Occasionally, the purchase decision relies specifically on the atmosphere of the place instead of the product itself. According to Philip Kotler, we could say that the atmosphere is seen as the primary product as a Marketing tool (Kotler, 1974). Referring to the atmosphere as the term *atmospherics*, it is a marketing tool as the conscious designing of a space to trigger the buyers. To create certain emotional effects, you can stimulate the customers' purchase probability. The term "the air surrounding a sphere" is as well used to explain the quality of the surroundings (Ibid).

The atmosphere is comprehended through sense which indicates several surroundings as sensory. Within the atmosphere concept, we can distinguish some of the sensory components, sight, sounds, scent, and touch. Whereas the primary sight dimensions of the atmosphere are the use of colour, brightness, size, and shapes. Through the conducted literature in chapter 3.1.3, there has already been concluded that these are important. The sound dimension relates to volume and pitch, the scent to freshness and lastly touch which specifies softness, smoothness, and temperature. The taste of the product does not include the experience of the atmosphere (Kotler, 1974).

Within the dining experience, there are some factors that contribute to the enhancement of the atmosphere, factors such as the décor, noise level, cleanliness, smell, lighting, and the played music (Sulek and Hensley, 2004). Multiple factors are advised to emphasize to assure a positive customer experience. There will be a focus on three key points within the atmosphere to illustrate how to implement them.

- Lighting
- Sound
- Colour

Lighting

When designing a restaurant, the emotional experience of the customers' engagement with the area is the primary concern of the architect. As the creation of an emotional engagement for the customer is that important, owners of fine dining restaurants should prioritize their customers' attitudes. By responding to this emotional level, you are creating loyalty, thus customer retention. Implementing proper lighting in the establishment is a key factor to creating the "WOW" experience but is frequently unseen. Not only is it to see the food on the plates, but it also contributes to the perception of pleasure, excitement and personal well-being (Ciani, 2010). Each table should have its atmosphere created using lighting, as mentioned before, it does not only enhance the appearance of the dish, but it focuses on the table to create a smaller space within the whole space. It is one of the goals for the design of light when creating the atmosphere in a restaurant (Ibid).

Another reason by Michael Whiteman, a leading restaurant consultant states that: "You need the light that bounces off walls, that creates, highlights, and sparkle, and light that creates a general warm glow. Most people can't afford it; most people don't recognize it; most people don't deal with it" (Dorf, 1992, in Ciani, 2010). The correct use of lighting can make the establishment feel expansive or intimate, friendly or hostile, quiet or full energy (Baraban and Durocher, 2010, in Ciani, 2010).

To conclude, lighting plays an important role in the fine-dining industry thus the design of the place must be considered. The architect should use different lighting implements and techniques to create an effective experience for the customers. Whether the customer is aware of the design or not, the goal is ultimately to create excitement,



pleasure, and a sense of well-being throughout the experience. Invest time and money in satisfying the emotions of your customers as it will be profitable for your business. The experience is what the owners should emphasize the most to have a solid business. As you want the customers to return, creating the light atmosphere should contribute to this goal.

Sound

The use of the right music at your restaurant is an important factor as well. Different genres and the volume of the chosen music influences the perception of the customers. Certain music gives a positive effect on the mood of customers. Music is determined by the effectiveness of characteristics like rhythm, tempo, melody, harmony, volume, orchestration, and familiarity (Faat, 2019).

The implementation of music is a variable that is appealing to immediately connect with the customers. Usage of the correct music will experience the environment much better, especially while the customer might be waiting for a table the emotional response is evaluated to be positive. One of the key factors when running a fine-dining restaurant is the duration of stay of the customers as it will increase the spending behaviour (Garlin and Owen, 2006).

The effect of genres of the music on your customers is depending on the musical work, the structure of the vocals, and the usage of words. Overall, genres are mainly based on the customers' tastes as it is difficult to have 100% of your customers triggered.

According to a study performed by Sullivan, customers tend to spend a longer time in a restaurant when just any type of music was played instead of none. Although, when popular and recognizable music was played the time spent on eating was higher. Additionally, the type of genre and the tempo of the music was less important than the volume of it (2002, in Sandybayev, 2017).

Another study examined the impact of genres, where four different genres were played over two weeks to see what was perceived as most pleasant (jazz, popular, light, and classical, and nothing). Results of this study showed that different types of genres influenced the experience on the atmosphere of the customers. When they played classical, jazz, and popular genres the spending behaviour on their main course was increased. Upbeat music was more noticeable compared to light and classical music. If the music played was not up to the customers' preference, it seemed that they considered the restaurant to be of low quality (Wilson, 2003 in Sandybayev, 2017).

To conclude, the implementation of the correct music played at your restaurant is contributing to increasing sales. As the volume is the primary focus, it is considered to hold the music constant, audible and still allows customers to talk over it comfortably. The more increase in the background noises the more the willingness to spend money and to stay at a fine dining restaurant decreases.

Colour

To influence the emotional and mental perception of consumers there should be thought of the importance of colour in the design of the physical environments (Ozkul et al., 2019). According to Acking and Kuller's, the use of colour creates a feeling of pleasantness, unity, social evaluation, and the emotional tone of the design in the establishment (1972). The lighter the colour is used the more the perception of a spacious environment increases. Green, blue, and purple are associated with a spacious design whereas yellow and red colours are perceived as narrower.

Research into the effect of colour investigated whether warm colours (orange, red, yellow, brown, pink) have more influence on customers than cool colours (green, purple, blue). It seems that indeed the warm colours are perceived as most pleasant regardless of what type of restaurant (Ozkul et al., 2019).

The quantitative research conducted by the researcher of the project, examined the effect of neuromarketing to see what colours do to the decision-making of the customer.



Red environments are experienced to have a short stay rather than a blue environment, however, the exposure time was the same (Ozkul et al., 2019).



3. Professional attitude/appearance

Within the hospitality industry, service quality is amongst the most important factors for gaining a competitive advantage and the customers' trust in the extremely competitive market. Therefore, high quality of service is noted to be a driving factor to increase competitive differentiation. Thus, it is a critical success factor in this thriving industry. Consider service quality to come along with achieving many benefits such as, customer satisfaction, customer loyalty, business image, and contributing to a competitive advantage (Al Ababneh, 2017). Not is service quality identified to which the needs or expectations of the customers are perceived but it is the complete impression regarding either the excellence or flaws of the delivered service (ibid).

To make sure that your employees are meeting the expectations of the customers' perception of good quality service, there should be a solid hiring process and continuous training to ensure a high standard of service.

The customer experience contributes to the success of the hospitality industry (Waqanimaravu and Arasanmi, 2020). To ensure a better performance and service delivery, which will eventually lead to returning customers, companies should include Human Recourse Development strategies that will improve the knowledge, required skills and attitude of their employees (Parasuraman et al., 1991, in Waqanimaravu and Arasanmi, 2020).

The relevance of employee training concerning service quality is that this support and encourages a positive contribution of their skills and knowledge to be used in the workplace. Not to forget it will increase their commitment to the company as they are more involved in the drive of the organization (Waqanimaravu and Arasanmi, 2020).

Whenever you identify a gap in the skills or knowledge of your employees in the workforce, you should implement training that will get them as informed and skilled as you require. This will not only enhance the service quality but will also subsidise employee satisfaction (TPC, 2021).



7 Evaluation

Evaluation is the systematic and intentional process of analysing data, to eventually inform, learning, decision-making and undertake action (Gopal, 2014). In this case, we illustrate how the implementation of the advice can evaluate the customer Delight&WOW.

SERVQUAL model

The evaluation suited for the service quality implementation is to use the technique, popular in the service industry, of a mystery shopper, who is hired to experience your service as an “undercover customer”. The mystery shopper will assess the provided service and overall experience based on the five SERVQUAL model shown below. This model is a method that analyses the customer expectations and the perceptions of the delivered service (Van Opzeeland, 2021).

Please refer to appendix 2 for a SERVQUAL questionnaire example

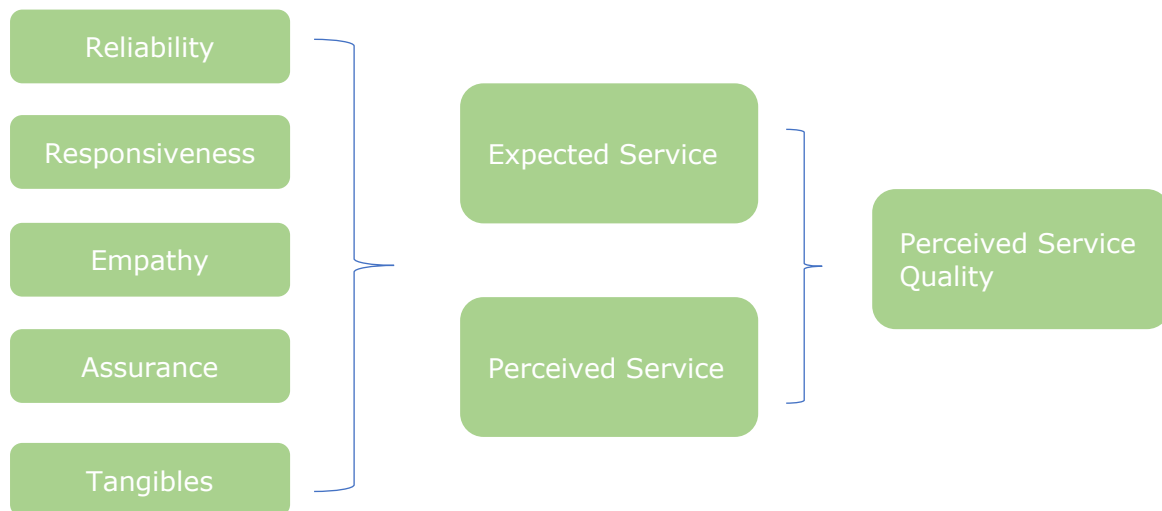


Figure 10; SERVQUAL model

Customer Loyalty

Through the Customer Effect Score (CES) there can be measured how likely a customer intent to revisit/repurchase based on their experience. This means that the loyalty of the company depends on the amount of effort that a customer needs to exert to reach their goals. This single-item metric is an effective tool to deploy and track customer loyalty. However, a minor error is that it does not always get the full examination of the customers' experience as not everyone is willing to participate. Besides the CES it can be integrated with another tool that indicates the long-term loyalty of the customer, the Net Promotor Score (NPS). NPS measure the overall experience and how likely the customer is willing to recommend a brand to others. Advocacy is important to generate new customers.



Example CES. Source: (chandrajithkm, 2019)



Example NPS. Source: (SurveyMonkey, 2021)

Customer Satisfaction Score

This Key Performance Indicator for customer service and product quality is a common metric that defines satisfaction in percentage. This KPI is measured through the feedback of your customers after experiencing the service. This data will be gathered through a survey, a popup on the website, e-mail, or text message. To examine and calculate the CSAT the survey, the information of the responses of satisfied (4) and very satisfied (5). Using those two high values is the most accurate interpreter of customer retention. Together with the total number of respondents, you can calculate the CSAT (Qualtrics, 2021). The formula to identify the CSAT is as follows:

(Number of satisfied customers (4 and 5) / Number of survey responses) x 100 = % of satisfied customers.

CSAT is a tool that examines the customer experience right here and right now which means it relates to the perceived experience on that day (Qualtrics, 2021).



8 Dissemination

Research domain

The commissioner | Jeroen Bosman

What is the message?	The information that will be shared with Mr. Jeroen Bosman is an in-depth explanation of the literature conducted by the researcher. These findings include results, a solution design, and a thorough implementation for the commissioner to be used as additional investigation in his Delight & WOW ongoing research and potentially to be included in his upcoming book.
Who communicated the message?	The message and necessary information will be communicated by the researcher of this company project: Benthe Harkema
What is the communication of the message?	The message will be communicated by the researcher Benthe Harkema through an infographic, a graphic visual representation of information. This infographic will be a summary of the best findings, plan of approach and evaluation
When will the communication take place?	The infographic will be communicated with Mr. Jeroen Bosman when the researcher Benthe Harkema has received feedback on the company project to guarantee a complete assessed plan of approach.
Effect of the communication?	The conducted research for the commissioner Mr. Jeroen Bosman can be interpreted as valuable insight into the Delight & WOW- experience. Since the goal of the commissioner is to discover which elements in hospitality products, services and concepts will influence customers sensitivity and are triggering for creating the best possible experience. Is there more than 'service, location, cleanliness, rooms/design and sleep quality

Industry Domain

Restaurant NOMAD Amsterdam (Nomad, 2021)

What is the message?	The information that will be shared contains a thorough explanation of all findings conducted by the researcher. These findings showcase the elements necessary to enhance the customer experience to increase the customer return rate.
Who communicated the message?	The message and necessary information will be communicated by the researcher of this company project: Benthe Harkema
What is the communication of the message?	The message will be communicated by the researcher Benthe Harkema through a presentation presented to the restaurant. Information on the most relevant findings to be introduced into the company. <ul style="list-style-type: none"> - Summary of the conducted research - How a sample of the population experiences the essence of our senses within the fine dining industry. - How the implementation of the solution can increase their customer satisfaction, retention
When will the communication take place?	The information will be shared with the restaurant in week 49. Hopefully, an answer in that same week to enlighten a more thorough demonstration of the research.
Effect of the communication?	The conducted research converted into an infographic can be valuable information for the fine dining restaurant to get insight into what their customers influences. It might add great value to their business.

Please refer to appendix 4 for the Dissemination for Ms Bosman

Please refer to appendix 5 for the Dissemination for restaurant NOMAD

Please refer to appendix 6 and 7 for the confirmation of the Dissemination



9 Academic reflection

9.1 Reflection on research topics

The topic that has been investigated during this research was about which elements in hospitality products, services and concepts will influence customers sensitivity and are triggering for creating DELIGHT & WOW. Additionally, a more in-depth investigation was executed if there is more than 'service, location, cleanliness, rooms/design and sleep quality' and if these value drivers will change in the future. It was an interesting journey to find out so many influential factors in this topic and how much the customer experience, in general, can be perceived differently and how certain approaches generate effective customer interaction. Having that said, I consider this research about delight & wow as a very important contribution to the hospitality industry as it elaborates on the opportunities for an increase in the fine dining customer return rate. Our senses, emotions, and the influence of neuromarketing are more important and demanding than before and should be taken seriously to enhance the customer experience of your business.

However, as every individual has a personal perception of their dining experience through multiple factors, I could have made this research topic more focused on one sense to deep dive into the true effect by specific measurements. I have gained a lot of knowledge about this continuous evolving subject and wish to investigate even more.

9.2 Reflection on problem analysis

For the problem analysis, there has been used literature that showcased the true knowledge about what exactly is there to be explored more in the hospitality products, services, and concepts to delight & wow customers. When I received feedback on my LYCar proposal, I realised that there were no clear connections between the different facets of the research problem. As the approach was very wide when I started writing the analysis, I had to reconstruct and illuminate the irrelevant information. Accordingly, the Research Question, sub-Research Question and Conceptual Framework was established.

9.3 Reflection on research design

A quantitative research data collection method was selected to generate in-depth information about the customers in the hospitality industry. The goal of this research was to gain insight into the main components; multidimensional construct (sense, taste, sound, sight, and texture), neuromarketing, and emotions. The approach of the survey was to receive in-depth information about multiple factors. However, once the survey was distributed, some questions could have been reformulated in a more specific direction. I have noticed that to understand the population in the fine dining industry, qualitative research would have been effective as a subsidy to the research. Additionally, a question regarding the financial aspect of the experience should have given more insight into the willingness to pay for a memorable experience.

9.4 Reflection on Solution and Implementation

The outcome of the conducted research advised the fine dining industry to be implemented. However, I have noticed that writing this advice could have been more supported by a trial at a real-life fine dining restaurant. As this was impossible at the company that I have been an intern, the probability of achieving this was very low. But could have contributed as best practices to demonstrate the effectiveness and limitations within this research.



9.5 Implication for future research

This research was concentrated on what more is there than the traditional factors of giving your customers a delight & wow experience. As beforementioned, there have been significant outcomes to be implemented in the fine dining industry to guarantee an increase in the customer return rate. However, as it has not been demonstrated or implemented in a physical restaurant, it would be interesting to see how the advice indeed would contribute to an increase of returning guests through a multidimensional construct. This would add more value and credibility to the research. Delight&WOW is an ongoing research topic that will continue to discover new techniques, strategies, and advice.





Appendices

Appendix 1: Questionnaire

Dear Participant,

For my final thesis at the Bachelor Education Hotelschool the Hague, I am conducting an academic research project into the effect of a multidimensional view on our **dining experiences**. This multidimensional view entails the power of all of our senses we use consciously and unconsciously in relation with how we make certain choices or experience products and/or services.

This questionnaire is composed to have a better understanding of this relationship and get more detailed information on the effect of the customer return rate for a company.

All information that will be taken is strictly confidential. Your participation is voluntary, and you might choose not to answer all questions asked. If at any given time you would like to know more about this academic research project or there are any questions, please do not hesitate to contact me directly through the following email address: 671508@hotelschool.nl.




Thank you very much in advance for taking the time (3 minutes) to complete this survey and to help me create the best possible outcome.

Warmest regards,
Benthe Harkema

1. Please specify your age:	Open question
2. As what do you identify?	1. Female 2. Male 3. Neutral
3. Please identify your nationality	Open question
4. Please identify your affinity to a fine dining experience. Choose the answer best suited to you.	1. I am a regular fine dining guest 2. I am not familiar with the fine dining concept/meaning 3. I am working in the fine dining environment 4. I am familiar with the fine dining concept but have never experienced it 5. I am familiar with the fine dining concept
5. Please identify the number of experiences you have had with a product or service that were memorable within the last 12 months e.g., something that positive surprised you and is seen as a pleasant experience that you still remember.	Open question
6. In the 12 months before the Covid-19 Pandemic, how many times did you go to a restaurant?	Open question
7. What do you experience first when you sit down in a restaurant? You can choose more than one.	1. The atmosphere 2. The scent 3. The employees 4. The way the furniture feels 5. The guests 6. The music 7. The food & beverage



8. On a 1-5 scale (1 strongly disagree – 5 strongly agree) state how much you agree with the following statement; When I am dining in a restaurant, I find the professional attire/appearance of the staff important	<ul style="list-style-type: none"> • Strongly agree • agree • Neutral • disagree • strongly disagree
9. On a 1-5 scale (1 strongly disagree – 5 strongly agree) state how much you agree with the following statement; When I have to make a decision from the menu at a restaurant, it depends on how the dish looks.	<ul style="list-style-type: none"> • Strongly agree • agree • Neutral • disagree • strongly disagree
10. On a 1-5 scale (1 strongly disagree – 5 strongly agree) state how much you agree with the following statement; When I can choose for a dish that will be prepared at the table I would always choose that option.	<ul style="list-style-type: none"> • Strongly agree • agree • Neutral • disagree • strongly disagree
11. On a 1-5 scale (1 strongly disagree – 5 strongly agree) state how much you agree with the following statement; When I have to order a dish at a restaurant, I let my choice depend on the recommendation of the waitress/waiter.	<ul style="list-style-type: none"> • Strongly agree • agree • Neutral • disagree • strongly disagree
12. On a 1-5 scale (1 strongly disagree – 5 strongly agree) state how much you agree with the following statement; If my dining experience was up to my expectations, I would decide to revisit the restaurant in the future.	<ul style="list-style-type: none"> • Strongly agree • agree • Neutral • disagree • strongly disagree
13. which sense you prefer to be triggered the most.	<p>1. Scent; The fumes that are exposed in a restaurant, food, scent dispensers etc.</p> <p>2. Sound; The music that is playing on the speakers and the other background noises</p> <p>3. Vision; The things you see that caught your attention</p> <p>4. Texture; The way your tablecloth feels, your chair at the table, napkins etc.</p> <p>5. Taste; The way your dishes are experienced while eating</p>
14. Please specify if the outside (look/appearance) of a restaurant is a decisionmaker when in doubt of going to have dinner there.	<p>1. Yes</p> <p>2. No</p>
15. Please specify how much you let your decision of making a reservation for a restaurant depends on the reviews of others.	<ul style="list-style-type: none"> • Very important • Important • Neutral • Not important • Not important at all
16 Please identify how important you find the scent of the food in a restaurant	<ul style="list-style-type: none"> • Very important • Important • Neutral

	<ul style="list-style-type: none"> • Not important • Not important at all
17. Please identify how important it is to you to touch a product before purchasing it (this can be outside a restaurant, tangible products in stores for instance).	<ul style="list-style-type: none"> • Very important • Important • Neutral • Not important • Not important at all
18. Please choose the can with the colour that has your preference https://edition.cnn.com/videos/cnnmoney/2018/04/26/coke-vs-pepsi-cola-war-back-orig.cnnmoney	<p>1. Blue 2. Red</p> 
19. Please choose one of the pictures below that is the most appealing to you. 1) http://thecitypaperbogota.com/dining/bogota-food-week-two-weeks-of-fine-dining-with-fixed-price-menus/16930 2) https://dagelijksekost.een.be/gerechten/kabeljauw-met-preistoemp-en-beurre-blanc-van-witbier	<p>1</p>  <p>2</p> 
Thank you for participating in this survey, your input is of great value to this research! Have a wonderful day.	

Appendix 2: SPSS Statistics

Question 1: Please specify your age

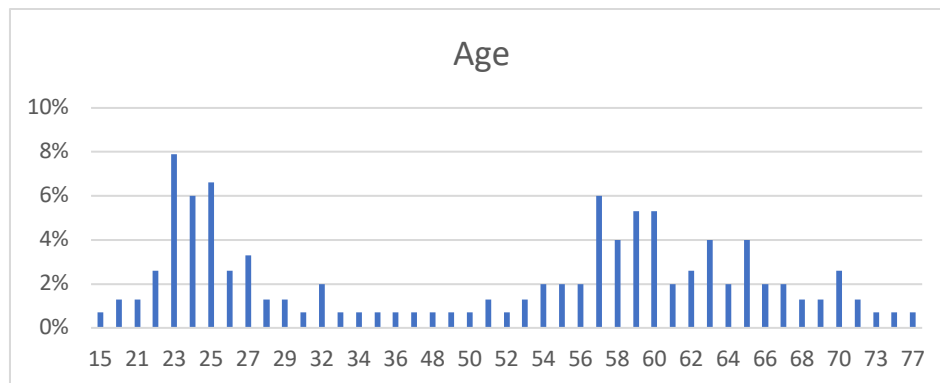


Figure 11: Bar chart age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 15	1	.7	.7	.7
20	2	1.3	1.3	2.0
21	2	1.3	1.3	3.3
22	4	2.6	2.6	6.0
23	12	7.9	7.9	13.9
24	9	6.0	6.0	19.9
25	10	6.6	6.6	26.5
26	4	2.6	2.6	29.1
27	5	3.3	3.3	32.5
28	2	1.3	1.3	33.8
29	2	1.3	1.3	35.1
31	1	.7	.7	35.8
32	3	2.0	2.0	37.7
33	1	.7	.7	38.4
34	1	.7	.7	39.1
35	1	.7	.7	39.7
36	1	.7	.7	40.4
42	1	.7	.7	41.1
48	1	.7	.7	41.7
49	1	.7	.7	42.4
50	1	.7	.7	43.0
51	2	1.3	1.3	44.4
52	1	.7	.7	45.0
53	2	1.3	1.3	46.4
54	3	2.0	2.0	48.3
55	3	2.0	2.0	50.3
56	3	2.0	2.0	52.3
57	9	6.0	6.0	58.3
58	6	4.0	4.0	62.3
59	8	5.3	5.3	67.5
60	8	5.3	5.3	72.8
61	3	2.0	2.0	74.8
62	4	2.6	2.6	77.5
63	6	4.0	4.0	81.5
64	3	2.0	2.0	83.4
65	6	4.0	4.0	87.4
66	3	2.0	2.0	89.4
67	3	2.0	2.0	91.4
68	2	1.3	1.3	92.7
69	2	1.3	1.3	94.0
70	4	2.6	2.6	96.7
72	2	1.3	1.3	98.0
73	1	.7	.7	98.7
75	1	.7	.7	99.3
77	1	.7	.7	100.0
Total	151	100.0	100.0	

Figure 12: Frequency age

Question 2: As what do you identify?

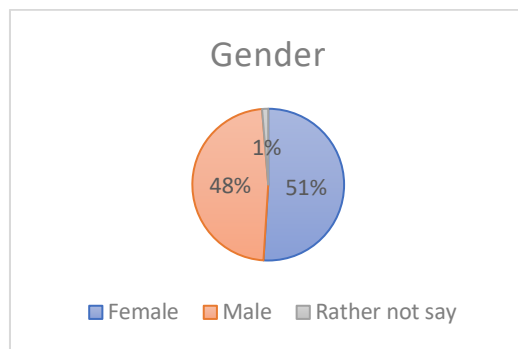


Figure 13: Pie chart gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	77	51.0	51.0	51.0
	Male	72	47.7	47.7	98.7
	Rather not say	2	1.3	1.3	100.0
	Total	151	100.0	100.0	

Figure 14: Frequency gender

Question 3: Please identify your nationality

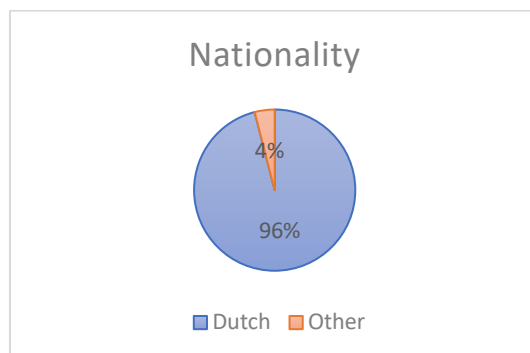


Figure 15: Pie chart nationality

		Nationality			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dutch	145	96.0	96.0	96.0
	Other	6	4.0	4.0	100.0
	Total	151	100.0	100.0	

Figure 16: Frequency nationality



Question 4: Please identify your affinity to a fine dining experience. Choose the answer best suited to you.

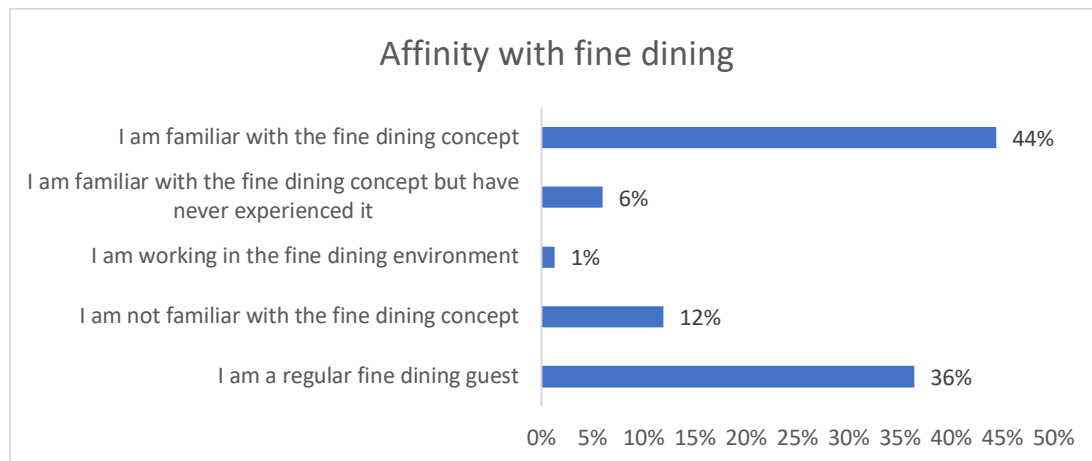


Figure 17: Bar chart affinity

Please identify your affinity to a fine dining experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I am a regular fine dining guest	55	36.4	36.4	36.4
	I am not familiar with the fine dining concept	18	11.9	11.9	48.3
	I am working in the fine dining environment	2	1.3	1.3	49.7
	I am familiar with the fine dining concept but have never experienced it	9	6.0	6.0	55.6
	I am familiar with the fine dining concept	67	44.4	44.4	100.0
	Total	151	100.0	100.0	

Figure 18: Frequency affinity



Question 5: Please identify the number of experiences you have had with a product or service that were memorable within the last 12 months e.g., something that positive surprised you and is seen as a pleasant experience that you still remember.

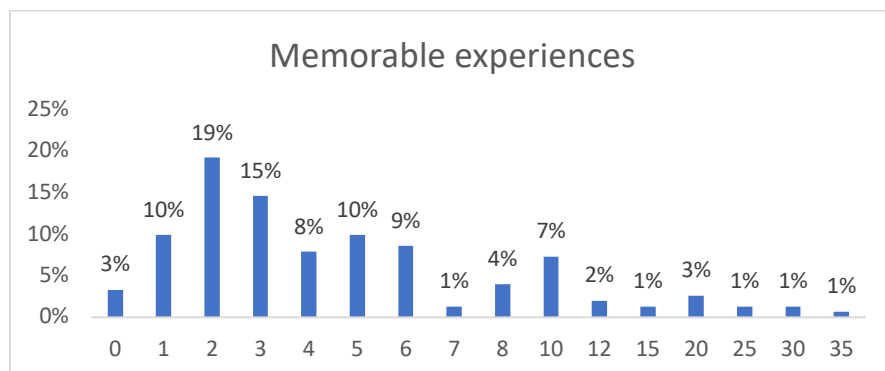


Figure 19: Bar chart memorable experiences

Please identify the number of experiences you have had with a product or service that were memorable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	5	3.3	3.5	3.5
	1	15	9.9	10.4	13.9
	2	29	19.2	20.1	34.0
	3	22	14.6	15.3	49.3
	4	12	7.9	8.3	57.6
	5	15	9.9	10.4	68.1
	6	13	8.6	9.0	77.1
	7	2	1.3	1.4	78.5
	8	6	4.0	4.2	82.6
	10	11	7.3	7.6	90.3
	12	3	2.0	2.1	92.4
	15	2	1.3	1.4	93.8
	20	4	2.6	2.8	96.5
	25	2	1.3	1.4	97.9
	30	2	1.3	1.4	99.3
	35	1	.7	.7	100.0
Total		144	95.4	100.0	
Missing	System	7	4.6		
Total		151	100.0		

Figure 20: Frequency memorable experiences



Question 6: In the 12 months before the Covid-19 Pandemic, how many times did you go to a restaurant?

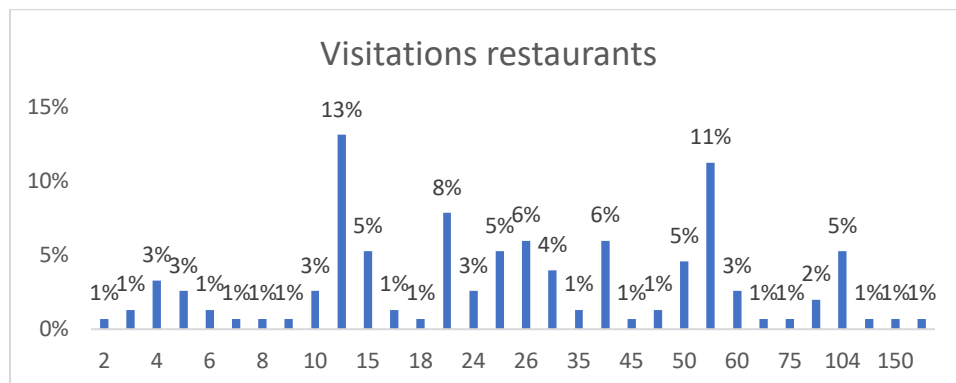


Figure 21: Bar chart visitations

How many times did you go to a restaurant

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	.7	.7
	3	2	1.3	2.0
	4	5	3.3	5.4
	5	4	2.6	8.1
	6	2	1.3	9.4
	7	1	.7	10.1
	8	1	.7	10.7
	9	1	.7	11.4
	10	4	2.6	14.1
	12	20	13.2	27.5
	15	8	5.3	32.9
	17	2	1.3	34.2
	18	1	.7	34.9
	20	12	7.9	43.0
	24	4	2.6	45.6
	25	8	5.3	51.0
	26	9	6.0	57.0
	30	6	4.0	61.1
	35	2	1.3	62.4
	40	9	6.0	68.5
	45	1	.7	69.1
	48	2	1.3	70.5
	50	7	4.6	75.2
	52	17	11.3	86.6
	60	4	2.6	89.3
	64	1	.7	89.9
	75	1	.7	90.6
	100	3	2.0	92.6
	104	8	5.3	98.0
	126	1	.7	98.7
	150	1	.7	99.3
	365	1	.7	100.0
Total	149	98.7	100.0	
Missing	System	2	1.3	
Total		151	100.0	

Figure 22: Frequency visitations



**Question 7: What do you experience first when you sit down in a restaurant?
You can choose more than one.**

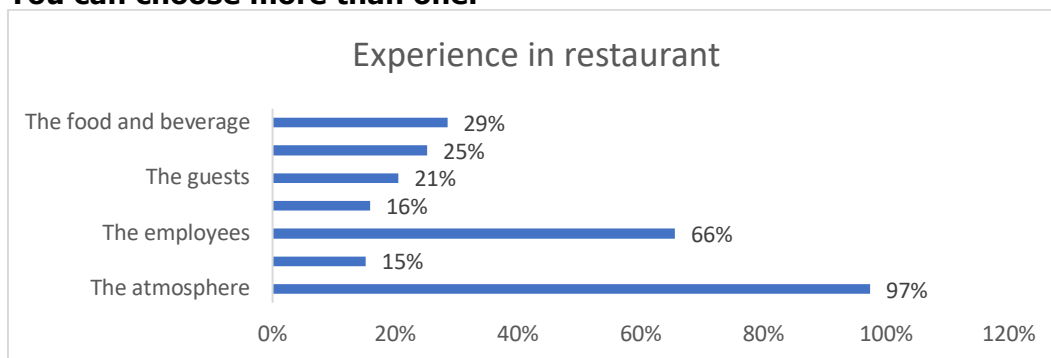


Figure 23: Bar chart experiences

The atmosphere

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	147	97.4	100.0	100.0
Missing System	4	2.6		
Total	151	100.0		

The scent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	23	15.2	100.0	100.0
Missing System	128	84.8		
Total	151	100.0		

The employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	99	65.6	100.0	100.0
Missing System	52	34.4		
Total	151	100.0		

The way the furniture feels

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	24	15.9	100.0	100.0
Missing System	127	84.1		
Total	151	100.0		

The guests

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	31	20.5	100.0	100.0
Missing System	120	79.5		
Total	151	100.0		

The music

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	38	25.2	100.0	100.0
Missing System	113	74.8		
Total	151	100.0		

The food and beverage

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	43	28.5	100.0	100.0
Missing System	108	71.5		
Total	151	100.0		

Figure 24: Frequency experiences



Question 8: On a 1-5 scale (1 strongly disagree – 5 strongly agree) state how much you agree with the following statement; When I am dining in a restaurant, I find the professional attire/appearance of the staff important

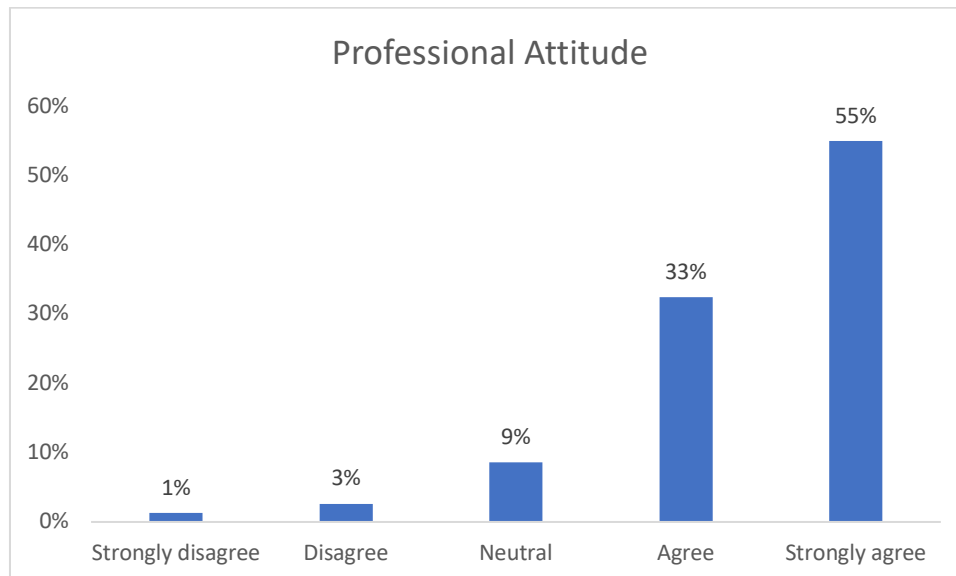


Figure 25: Bar chart professional attitude

When I am dining in a restaurant, I find the professional attire/appearance of the staff important.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	1.3	1.3	1.3
Disagree	4	2.6	2.6	4.0
Neutral	13	8.6	8.6	12.6
Agree	49	32.5	32.5	45.0
Strongly agree	83	55.0	55.0	100.0
Total	151	100.0	100.0	

Figure 26: Frequency professional attitude



Question 9: On a 1-5 scale (1 strongly disagree – 5 strongly agree) state how much you agree with the following statement; When I have to make a decision from the menu at a restaurant, it depends on how the dish looks.

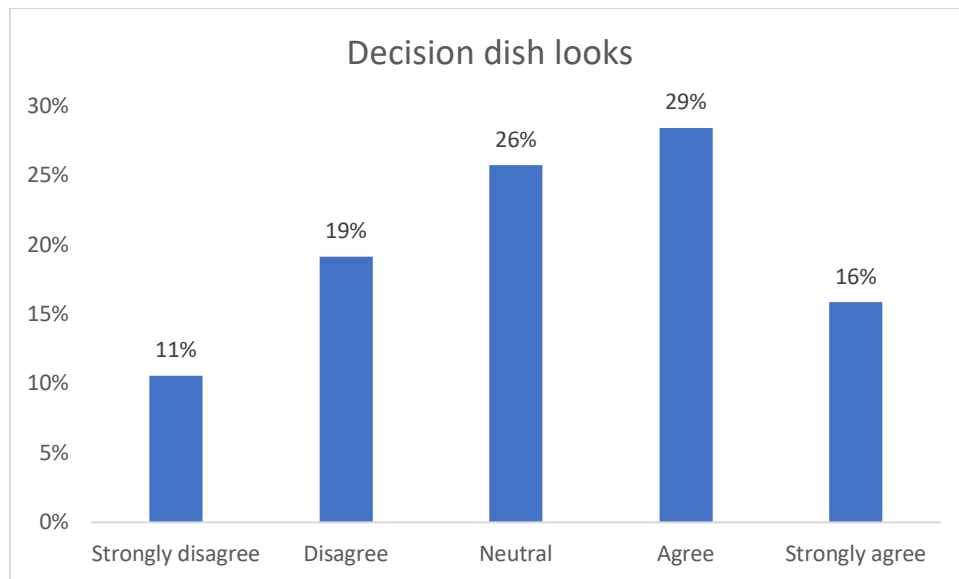


Figure 27: Bar chart dish

When I have to make a decision from the menu at a restaurant, it depends on how the dish looks.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	16	10.6	10.6	10.6
	Disagree	29	19.2	19.2	29.8
	Neutral	39	25.8	25.8	55.6
	Agree	43	28.5	28.5	84.1
	Strongly agree	24	15.9	15.9	100.0
	Total	151	100.0	100.0	

Figure 28: Frequency dish



Question 10: On a 1-5 scale (1 strongly disagree – 5 strongly agree) state how much you agree with the following statement; When I can choose for a dish that will be prepared at the table I would always choose that option.

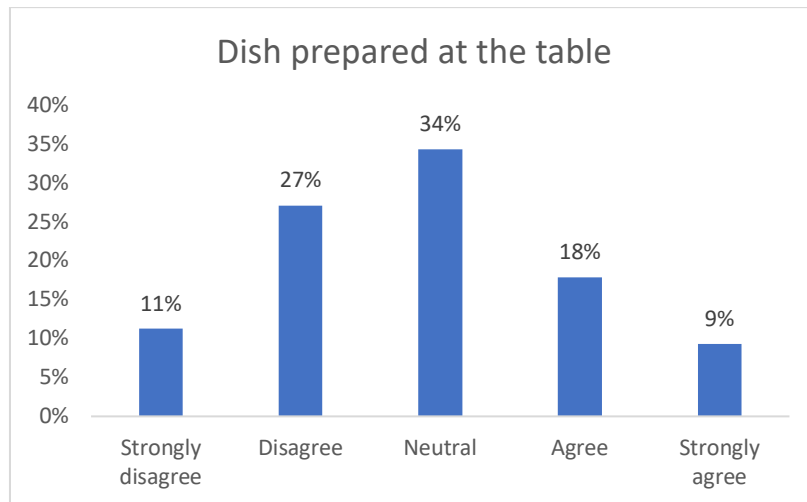


Figure 29: Bar chart prepared at table

When I can choose for a dish that will be prepared at the table I would always choose that option.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	17	11.3	11.3	11.3
	Disagree	41	27.2	27.2	38.4
	Neutral	52	34.4	34.4	72.8
	Agree	27	17.9	17.9	90.7
	Strongly agree	14	9.3	9.3	100.0
	Total	151	100.0	100.0	

Figure 30: Frequency prepared at table



Question 11: On a 1-5 scale (1 strongly disagree – 5 strongly agree) state how much you agree with the following statement; When I have to order a dish at a restaurant, I let my choice depend on the recommendation of the waitress/waiter.

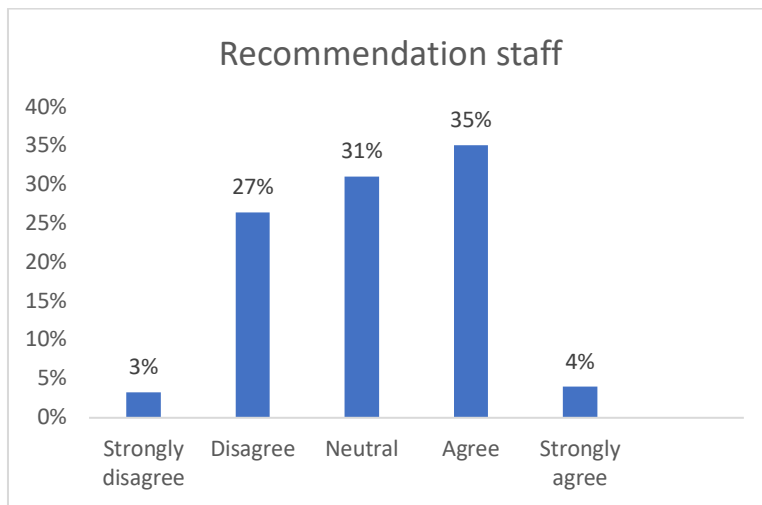


Figure 31: Bar chart recommendation staff

When I have to order a dish at a restaurant, I let my choice depend on the recommendation of the waitress/waiter.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	3.3	3.3	3.3
	Disagree	40	26.5	26.5	29.8
	Neutral	47	31.1	31.1	60.9
	Agree	53	35.1	35.1	96.0
	Strongly agree	6	4.0	4.0	100.0
	Total	151	100.0	100.0	

Figure 32: Frequency recommendation staff



Question 12: On a 1-5 scale (1 strongly disagree – 5 strongly agree) state how much you agree with the following statement; If my dining experience was up to my expectations, I would decide to revisit the restaurant in the future.

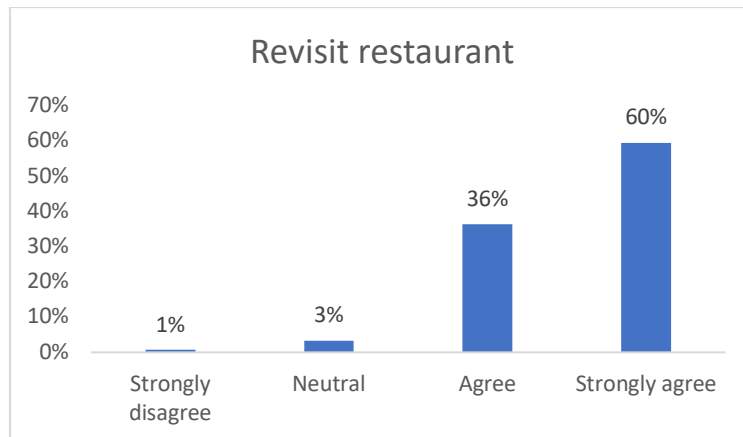


Figure 33: Bar chart revisit restaurant

If my dining experience was up to my expectations, I would decide to revisit the restaurant in the future.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.7	.7	.7
	Neutral	5	3.3	3.3	4.0
	Agree	55	36.4	36.4	40.4
	Strongly agree	90	59.6	59.6	100.0
	Total	151	100.0	100.0	

Figure 34: Frequency revisit restaurant

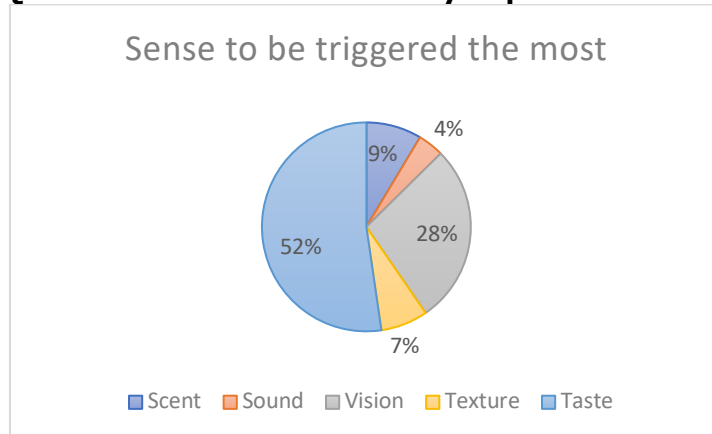
Question 13: which sense do you prefer to be triggered the most.

Figure 35: Pie chart senses to be triggered the most

Which sense you prefer to be triggered the most.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Scent	13	8.6	8.6	8.6
Sound	6	4.0	4.0	12.6
Vision	42	27.8	27.8	40.4
Texture	11	7.3	7.3	47.7
Taste	79	52.3	52.3	100.0
Total	151	100.0	100.0	

Figure 36: Frequency senses to be triggered the most

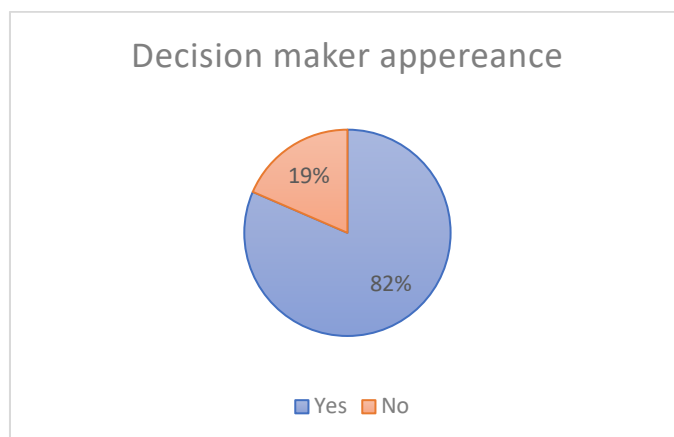
Question 14: Please specify if the outside (look/appearance) of a restaurant is a decisionmaker when in doubt of going to have dinner there.

Figure 37: Pie chart appearance

Please specify if the appearance of a restaurant is a decision maker

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	123	81.5	81.5	81.5
No	28	18.5	18.5	100.0
Total	151	100.0	100.0	

Figure 38: Frequency appearance



Question 15: Please specify how much you let your decision of making a reservation for a restaurant depend on the reviews of others.

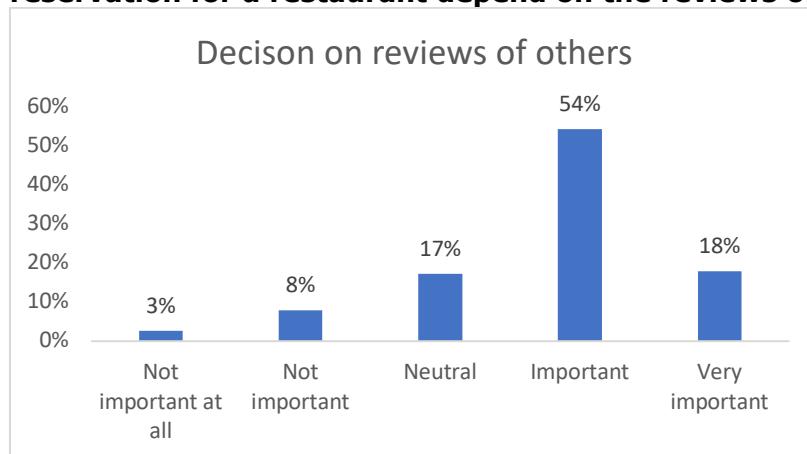


Figure 39: Bar chart reviews

Please specify how much you let your decision of making a reservation for a restaurant depend on the reviews of others

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	4	2.6	2.6	2.6
	Not important	12	7.9	7.9	10.6
	Neutral	26	17.2	17.2	27.8
	Important	82	54.3	54.3	82.1
	Very important	27	17.9	17.9	100.0
	Total	151	100.0	100.0	

Figure 40: Frequency reviews



Question 16: Please identify how important you find the scent of the food in a restaurant

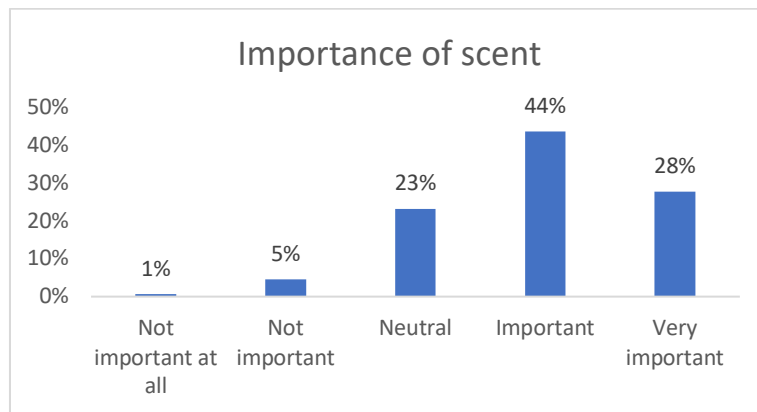


Figure 41: Bar chart scent

Please identify how important you find the scent of the food in a restaurant

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not important at all	1	.7	.7	.7
Not important	7	4.6	4.6	5.3
Neutral	35	23.2	23.2	28.5
Important	66	43.7	43.7	72.2
Very important	42	27.8	27.8	100.0
Total	151	100.0	100.0	

Figure 42: Frequency scent



Question 17: Please identify how important it is to you to touch a product before purchasing it (this can be outside a restaurant, tangible products in stores for instance).

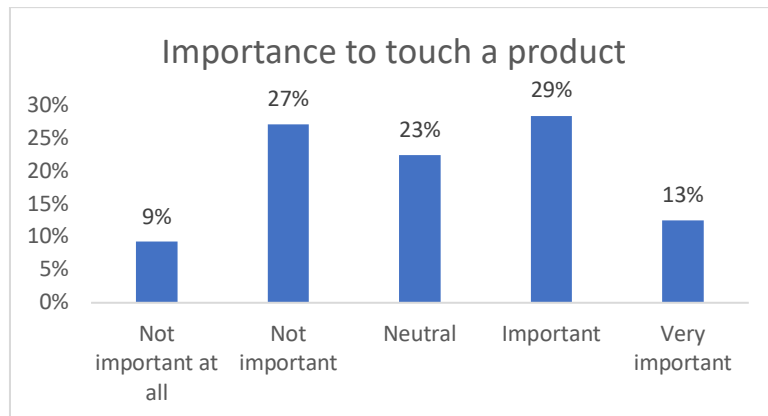


Figure 43: Bar chart touch

Please identify how important it is to you to touch a product before purchasing it (this can be outside a restaurant, tangible products in stores for instance).

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not important at all	14	9.3	9.3	9.3
Not important	41	27.2	27.2	36.4
Neutral	34	22.5	22.5	58.9
Important	43	28.5	28.5	87.4
Very important	19	12.6	12.6	100.0
Total	151	100.0	100.0	

Figure 44: Frequency touch

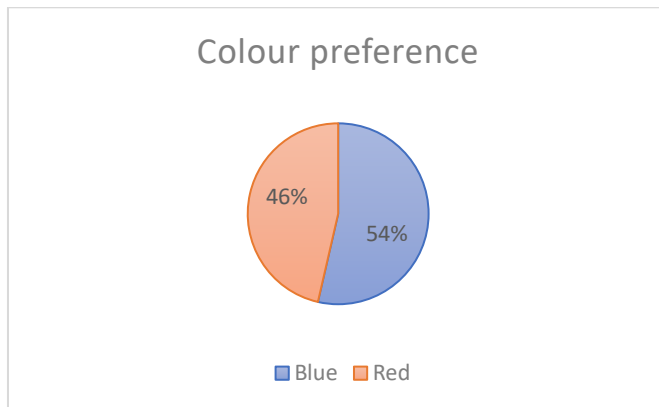
Question 18: Please choose the can with the colour that has your preference.

Figure 45: Pie chart colour

Please choose the can with the colour that has your preference.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Blue	81	53.6	53.6	53.6
	Red	70	46.4	46.4	100.0
	Total	151	100.0	100.0	

Figure 46: Frequency colour

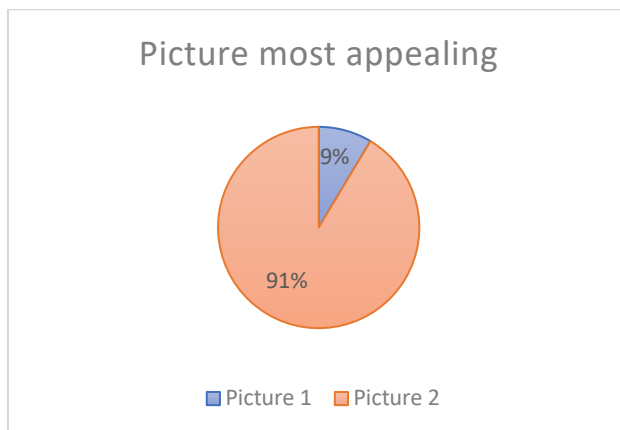
Question 19: Please choose one of the pictures below that is the most appealing to you.

Figure 47: Pie chart appealing picture

Please choose one of the pictures below that is the most appealing to you.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Picture 1	13	8.6	8.6	8.6
	Picture 2	138	91.4	91.4	100.0
	Total	151	100.0	100.0	

Figure 48: Frequency appealing picture



Appendix 3: SERVQUAL Example

Constructs	Items	Sources
Tangibles	Seating availability Parking availability Clean dining area Well-dressed employees Using disposable gloves and hair net	[3] [6] [7]
Recovery	Employees quickly apologize for mistakes Cares about customer's complaints Skills and ability to deal with complains Employees empowered to provide compensation	[9]
Reliability	Providing service as promised Sympathetic and reassuring Accurate charge On-schedule service Dependable	[3]
Assurance	Trust employees Feel safe for financial transactions Knowledgeable employees Friendly employees	[3]
Responsiveness	Telling exact service time Employees available to requests Prompt service Employees willing to help	[3]
Empathy	Convenient locations Convenient operating hours Completely packaged food Availability of sauces, etc.	[3] [6]

(Qin et al., 2007)

Appendix 4: Dissemination Mr. Bosman



Delight & WOW

A multidimensional approach

Benthe Harkema for Mr. Bosman



About Delight & WOW

When looking into the true meaning of Delight&WOW it highlights the importance of the surprise and joy that comes with an experience. It states that the delight experiences are more memorable than satisfying experiences, it results to be strongly etched in customers memories.



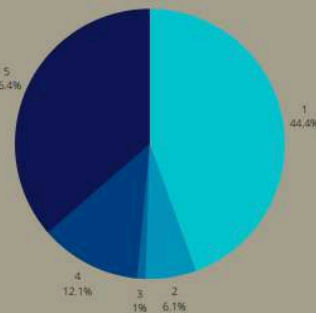
The Problem

Which elements in hospitality products, services and concepts will influence customers sensitivity and are triggering for creating DELIGHT & WOW?

Is there more than 'service, location, cleanliness, rooms/design and sleep quality'? Will these value drivers change in the future (or perhaps they have already changed)?

MRQ: "How will the multidimensional construct influence the customer return rate within the fine dining industry?"

Results Survey



A survey has been distributed to 151 participants who were regular fine dining guest (1), not familiar with the fine dining concept/meaning (2), people working in the fine dining environment (3), familiar with the fine dining concept but have never experienced it (4) and people that are familiar with the fine dining concept (5).



Solution

The study exposed that within the fine dining industry the effectiveness of the multidimensional construct focussed on taste, vision, atmosphere, professional attitude of staff, and visual appearance of their concept increase the customer return rate.



Implementation

The core value of assuring and/or creating the delight & wow experience rests on what eventually is the positive effect it has on the customers and their perception of the product of service. It means that everything that we put into the experience contribute to loyal behaviour and an increase in the customer retention.

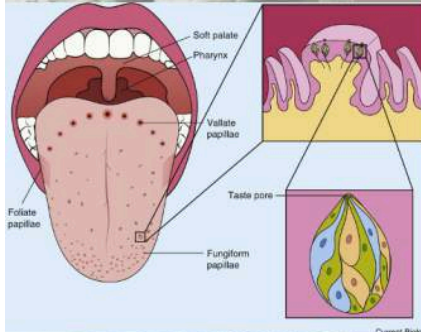
Asbeforementioned in the solution, several important issues came to the attention during the conducted research. The issues are built op into four different topics to deep dive into the value and contribution to the solution of the problem.



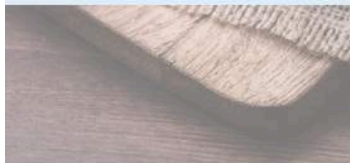


Taste

"Eating is the only thing we do that involves all the senses. I don't think that we realize just how much influence the sense actually have on the way that we process information from mouth to brain" – Heston Blumenthal



The sweet tastes are primarily accepted and boosts most flavours to an increase in acceptance whereas the bitter taste of food is mostly rejected. Consumers prefer a weak salty taste and the umami taste, where umami is only perceived in the context of food. Consumers associate sweet tastes with positive experiences whereas sour, bitter, and salty tastes are associated with negative experiences there should be integrated a well thought menu where dishes are based on the complexity of the sense of taste focused on the right amount of sweetness and bitterness.



Atmosphere & Visual Appearance

According to Philip Kotler, we could say that the atmosphere is seen as the primary product as a Marketing tool (Kotler, 1974). Referring to atmosphere as the term atmospherics, it is a marketing tool as the conscious designing of a space to trigger the buyers. To create certain emotional effects, you can stimulate the customers purchase probability. The term "the air surrounding a sphere" is as well used to explain the quality of the surroundings (Ibid).

- Lighting
- Sound
- Colour



Professional attitude

Within the hospitality industry, service quality is amongst the most important factors for gaining a competitive advantage and the customers' trust in the extremely competitive market.

To make sure that your employees are meeting the expectations of the customers perception of good quality service, there should be a solid hiring process and continuous training to ensure a high standard of service.

To ensure a better performance and service delivery, which will eventually lead to returning customers, companies should include Human Resource Development strategies that will improve the knowledge, required skills and attitude of their employees



Evaluation

The evaluation suited for the service quality implementation is to use the technique, popular in the service industry, of a mystery shopper, who is hired to experience your service as a "undercover customer". The mystery shopper will assess the provided service and overall experience based on the five SERVQUAL model. This method analysis the costumer expectations and the perceptions of the delivered service

Customer loyalty measured through

- Net Promotor score (NPS) & Customer Effort Score (CES)

Customer Satisfaction measured through

- Customer Satisfaction Score (CSAT)



Conclusion

To conclude, there is definitely more than 'service, location, cleanliness, rooms/design and sleep quality'. The effectiveness of the multidimensional construct are elements in hospitality that will influence customers sensitivity and are triggering for creating DELIGHT & WOW!

Appendix 4: Dissemination Restaurant NOMAD



How to Delight and WOW your guests?

A multidimensional approach



About Delight & WOW

When looking into the true meaning of Delight&WOW it highlights the importance of the surprise and joy that comes with an experience. It states that the delight experiences are more memorable than satisfying experiences, it results to be strongly etched in customers memories.



Preface

This presentation is representing the final steps towards graduating from Hotelschool the Hague. Within this presentation you will read up on the research about which elements in hospitality products, services and concepts will influence customers sensitivity and are triggering for creating DELIGHT & WOW.

And if there is more than 'service, location, cleanliness, rooms/design and sleep quality' Where I focused on the Main Research Question:

"How will the multidimensional construct influence the customer return rate within the fine dining industry?"



Literature Review

To create a memorable experience for customers, scent, sound, vision, texture and taste should be integrated to build an emotional connection. New technologies amongst sensory marketing are targeted on the five senses to enhance the experience. This marketing tool is evolving and slowly ruling out our traditional marketing/advertising (Krishna, 2011). Non-conscious stimuli become extremely powerful as researchers realise that triggering all de different senses will contribute to their purchase decision, emotions, memories, and preferences (Ibid).

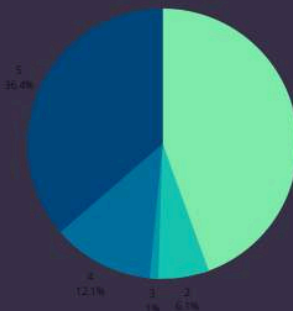
According to Hülten, the individual customer value creation is supported by a multi-sensory-brand-experience. By implementing this technique, it will contribute to the purchase journey, perception of the brand and consumption processes (2011).

Literature Review

In a study at upscale restaurants, it appeared that the atmosphere and the presentation of the staff had the most effect on the emotional state and the aftermath of the dining behavioural desire of the customer (Ryu and Jang, 2008 in Jeong and Jang, 2018). At the fine dining experience both products and service, will enhance the self-worth of customers which will affect their feelings to the restaurant on a positive note.

In this case, the ideal self-image congruity may create a better influence on the level of positivity towards the establishment. As it is expected to have the highest standards internal and external (Ha and Jang, 2013 in Jeong and Jang, 2018).

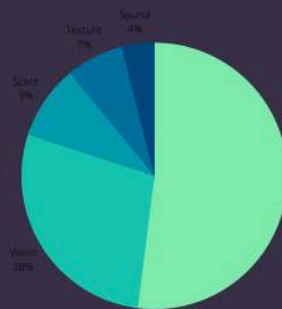
Methods



A survey has been distributed to 151 participants who were regular fine dining guest (1), not familiar with the fine dining concept/meaning (2), people working in the fine dining environment (3), familiar with the fine dining concept but have never experienced it (4) and people that are familiar with the fine dining concept (5).



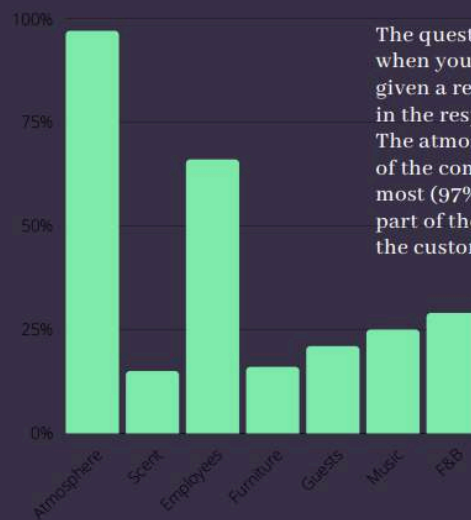
Important results



There has been asked from the respondents several questions regarding the different senses in different situations and the importance of the senses. The first question that has been answered to get an idea of the overall sense to be triggered the most is answered by more than half (52%) of the respondents 151 to be their taste. Whereas the second preferred is vision (28%).



Important results

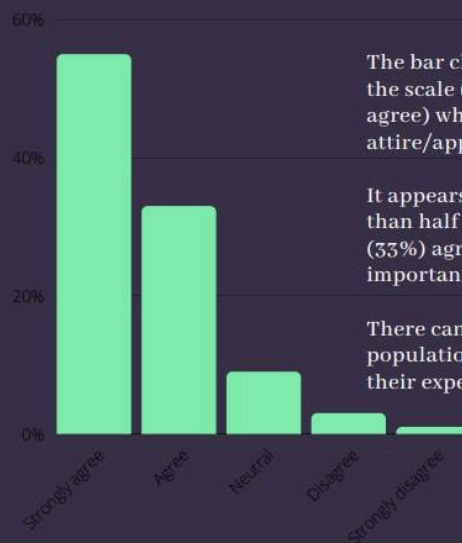


The question: What do you experience first when you sit down in a restaurant? Has given a remarkable and significant inside in the respondents' behaviour.

The atmosphere has been chosen to be one of the components to be experienced the most (97%). As well the employees (66%) is part of the first things that are noticed by the customers.



Important results



The bar chart presented below represents the scale (1-strongly disagree – 5 strongly agree) whether they find the professional attire/appearance of the staff important.

It appears to be strongly agreed by more than half of the respondents (55%) and (33%) agreed that this indeed is a very important component when having dinner.

There can be concluded that most of the population are focussed on this part of their experience.



Execution

The core value of assuring and/or creating the delight & wow experience rests on what eventually is the positive effect it has on the customers and their perception of the product of service. It means that everything that we put into the experience contribute to loyal behaviour and an increase in the customer retention.

Asbeforementioned in the solution, several important issues came to the attention during the conducted research. The issues are built up into four different topics to deep dive into the value and contribution to the solution of the problem.



Taste

"Eating is the only thing we do that involves all the senses. I don't think that we realize just how much influence the sense actually have on the way that we process information from mouth to brain" – Heston Blumenthal

The sweet tastes are primarily accepted and boosts most flavours to an increase in acceptance whereas the bitter taste of food is mostly rejected. Consumers prefer a weak salty taste and the umami taste, where umami is only perceived in the context of food. Consumers associate sweet tastes with positive experiences whereas sour, bitter, and salty tastes are associated with negative experiences there should be integrated a well thought menu where dishes are based on the complexity of the sense of taste focused on the right amount of sweetness and bitterness.



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- Lighting
- Sound
- Colour



Professional attitude

Within the hospitality industry, service quality is amongst the most important factors for gaining a competitive advantage and the customers' trust in the extremely competitive market.

To make sure that your employees are meeting the expectations of the customers perception of good quality service, there should be a solid hiring process and continuous training to ensure a high standard of service.

To ensure a better performance and service delivery, which will eventually lead to returning customers, companies should include Human Resource Development strategies that will improve the knowledge, required skills and attitude of their employees



Conclusion

The conclusion for the service quality implementation is to use the technique, popular in the service industry, of a mystery shopper, who is hired to experience your service as a "undercover customer". The mystery shopper will assess the provided service and overall experience based on the five SERVQUAL model. This method analysis the costumer expectations and the perceptions of the delivered service

Customer loyalty measured through

- Net Promotor score (NPS) & Customer Effort Score (CES)

Customer Satisfaction measured through

- Customer Satisfaction Score (CSAT)



Appendix 6: Approval of Dissemination Mr. Bosman

Re: Information regarding LYCar Execution



Bosman, JJT, Mr.

Vandaag om 18:08

Aan: Benthe Harkema

Thank you Benthe and really looking forward to reading your findings.

All the best with finalizing,

Warm regards
Jeroen

Van: Benthe Harkema <671508@hotelschool.nl>

Verzonden: maandag 13 december 2021 15:09

Aan: Bosman, JJT, Mr. <J.Bosman@hotelschool.nl>

Onderwerp: Information regarding LYCar Execution

Dear Mr. Bosman,

I hope you are having a great start of the week and are doing well.

The deadline of the final deliverables is coming close! I am very excited and cannot wait to share all the research that I have done on Delight & WOW. As we discussed in the Ms Teams meeting, I will invite you to the final event as soon as I have more information. I would be honoured to have you present so information will follow shortly!

The conducted research and the final outcomes of the project have given great potential in the field of Delight & WOW. Besides the final event invitation, I would like to provide you my outcomes/advice after I have received proper feedback on my report. This will be after the 18th of January, I hope you are excited to read up on it!

Kind regards,
Benthe Harkema



Appendix 7: Approval of Dissemination Restaurant NOMAD

Customer Experience research project



Benthe Harkema <bentheharkema@hotmail.com>

Vandaag om 19:41

Aan: info@nomadamsterdam.com



Alles downloaden

Voorbeeld van alles weergeven

Dear sir/madam,

I hope you are having a great start of the week and are doing well.

I am writing you as I am currently finalising my thesis for Hotelschool the Hague in order to successfully graduate in January. The past months I have been investigating the customer experience in the fine dining industry to see what there is more than products and/or services that will influence the customers' sensitivity and are triggering for creating a Delightful and WOW experience.

Through the use of a quantitative data method I have gathered information from 151 participants to examine the effect of several aspects (It is a summary of a bigger data collection).

Since you are a fine dining establishment, I thought this might be of great value to your business. I would be honoured to hear if any of the information that I share with you would be of any use.

If you could be able to provide me with any feedback or strategies that you have been implementing already, I am happy to hear from you to receive more information about the experience you aim to provide for your guests. If not I completely understand.

Have a great evening.

Best regards,
Benthe Harkema

Answer from Erik Meijer | NOMAD



Re: Customer Experience research project



Nomad aan het IJ <info@nomadamsterdam.com>

Vandaag om 09:59

Aan: Benthe Harkema

U hebt dit bericht beantwoord op 14-12-2021 10:00.

Beste Benthe,

Zou ik jou telefoon nummer kunnen ontvangen zodat we even contact kunnen hebben?

Met vriendelijke groet/ Warm regards,

The Nomad aan het IJ Team

IJdok 87, 1013 MM Amsterdam

T: +31 20-7766173

E: info@nomadaanhetij.nl

W: www.nomadaanhetij.nl



Re: Customer Experience research project



Benthe Harkema <bentheharkema@hotmail.com>

Vandaag om 10:00

Aan: Nomad aan het IJ

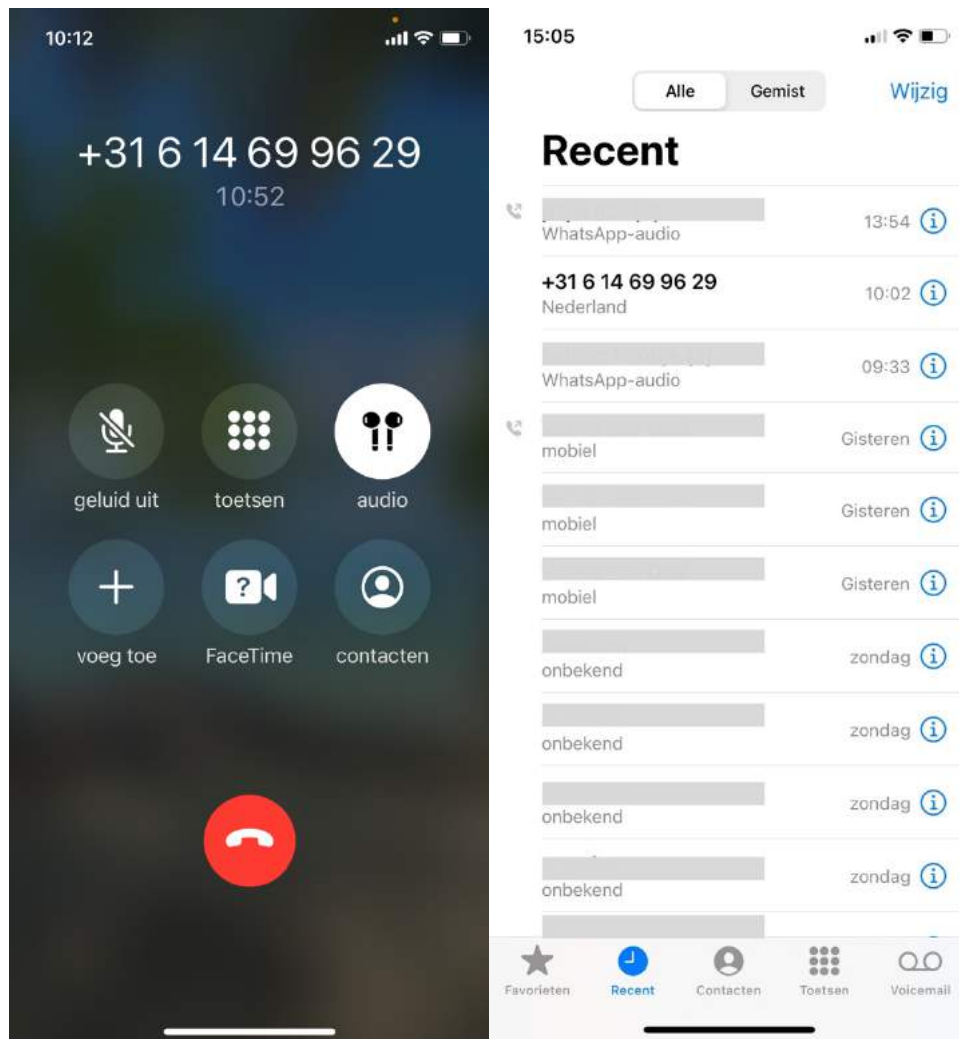
Goedemorgen,

Dank voor uw reactie! Dat mag zeker, het is een Spaans nummer gezien ik momenteel in Barcelona woon.

+34673248814

Vriendelijke groet,
Benthe Harkema

Proof of phone call with Eric Meijer Nomad Amsterdam Date: 14-12-2021





Appendix 8: Assessment & Feedback form approval Proposal

LYCar Proposal Grading Rubric

V.1.1 (Version LYCar 2020; 16 February, 2021)

Student Name:	Benthe	LYCar Coach:	Ms. van der Roer
Student Number:	671508	Primary PLO:	PLO 6
Date Submitted:	29/08/2021	Secondary PLO(s):	PLO 2 & 9

Note: All boxes with red border to be filled by student

Preconditions (required for assessment)	Yes	No	Comments
Checks content and completeness			
Executive Summary is present, concise, can be read independently, contains information about process and content, focuses on results and outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
LYCar Proposal meets formal reporting criteria (according to e.g., LYCar Reading & Writing Guide)			
LYCar Proposal is written in English and is professional, including common basic components such as Intro, ToC, Conclusion etc.- see Reading & Writing Guide	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
LYCar Proposal is max. 5.000 words (counting after Table of Content, incl. text in tables) - visual proof of wordcount is included in Appendices.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Harvard Referencing Style is used consistently, referencing to primary sources only, List of References is well presented	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Check (technical) formalities and submissions			
Ephorus upload	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
LYCar Proposal incl. Appendices are uploaded in Osiris	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Ethics and data management			
Ethical, integrity and data management requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Entitled to assessment? (All yes above required):	<input checked="" type="checkbox"/>		

DD1: The student has demonstrated knowledge and understanding in a field of study that builds upon their general secondary education, and is typically at a level that is supported by advanced textbooks

	Excellent	Pass	No Go
1.1 Use of literature and knowledge of the field	Student uses in-depth literature and knowledge of the field throughout the report. The report contains no mistakes and factual incorrectness.	Student uses in most cases literature and knowledge of the field in the report. The report contains some mistakes and factual incorrectness in a limited part of the report.	No sufficient or correct use of literature and knowledge of the field in the report. The report contains mistakes and factual incorrectness.
1.2 Intellectual depth and abstract thinking	Student takes all significant factors into account and looks from different perspectives, sees patterns, relates situations to concepts in order to solve larger problems. The reports show excellent thinking capacity of the student. New unique insights presented in the topic and depth of understanding displayed. Excellent linking between the elements and the underlying issues within the case situation.	Student takes different perspectives into account. The report shows intellectual depth (taking into account all significant factors and looking from different perspectives) in most parts of the report. Some patterns are clear. Some links have been made.	The report lacks intellectual depth (superficial and merely descriptive) in some parts of the report. Patterns are not sufficiently made clear.
Student Feedback:	Excellent <input checked="" type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	<p>Confident that the literature found suits the subject in-depth research very well. However, some sources might occur as "old" but are from a recent article (2020) that supports the information of the research.</p>	
Assessor Feedback:	Excellent <input type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	<p>Good and sound research in the topic. Good literature (sometimes a bit dated) As far as the context is concerned, make sure you distinguish that part in your Problem analysis. So Context - Problem analysis and a Problem Statement in which it becomes very clear why you chose your MRQ. Doing this, look at different perspectives and link the parts better with each other. Include a Conceptual framework.</p>	



DD2: The student can apply their knowledge and understanding in a manner that indicates a professional approach to their work or vocation, and has competences typically demonstrated through devising and sustaining feedback and solving problems within their field of study

	Excellent	Pass	No Go
2.1 Application of theories/models to situations at hand	Student uses a range of theories/models appropriate to the problems in the case skilfully and able to add their own unique perspective and insight. They own the model(s).	Student mentions a range of theories/models appropriate to the problems in the case and applying some of them in the correct way.	Mentioning models and theories but not using them in a correct way.
2.2 Possible impact and meaning of own work - dissemination of research	Student plans evaluation of impact and meaning of own work in relation to business and industry with sound underpinning. Identification of all stakeholders and acts of dissemination. Plan on how to effectively disseminate knowledge through different channels fitted for a variety of audiences is also presented.	Student formulates criteria for evaluation. Student describes possible impact and meaning of own work. Identification of stakeholders and planning of dissemination through at least one valuable channel with an audience is presented.	Student fails to describe criteria how to evaluate impact. No identification of stakeholders or realistic plan on dissemination of knowledge through at least one valuable channel with an audience.
Student Feedback:	Excellent <input type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Well researched the possible theories or models that fits the project, aware of the impact that the research can have on the stakeholders.	
Assessor Feedback:	Excellent <input type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	The topic is well researched and good models/frameworks have been applied.	

DD3: the student has the ability to devise data gathering events, gather and interpret relevant data (usually within their field of study) to inform judgements that include reflection on relevant social, scientific or ethical issues

	Excellent	Pass	No Go
3.1 The Design Based Research Process	Student sets the research process up in a systematic and well organised way. Student makes sense of a problem mess, analyses a (complex) problem and formulates feasible solutions by using a design-based research approach. Logical flow from Problem definition to Analysis to Solutions Design/methods are well chosen and motivated.	Student analyses the problem, and formulates possible solutions underpinned by literature using a design-based research approach. Methods motivated and mostly logically chosen	Insufficient problem analysis and methodology, research cycle not used.
3.2 Analysis and evaluation of data	Student plans analysis and evaluation of data/information well using appropriate (digital) tools and makes data-driven decisions. All statements are underpinned with facts and figures and/or referencing. The appropriate tools are used in all steps. Analysis is sufficiently complex with use of information from more than 2 different dimensions (practioners, scientific literature, the organization and stakeholders).	Student plans analysis and evaluation of solutions clearly, with some flaws or unclarities. Some statements are underpinned with facts and figures and/or referencing, some lacking underpinning. Analysis is sufficiently complex using data from at least one dimension and sufficiently backed up with literature.	Plan of analysis and evaluation of solutions is not clear. Statements are mostly not underpinned with facts and figures and/or referencing; some are contradicting. No tools are used. Lacking or no analysis and not backed up with literature.
Student Feedback:	Excellent <input type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Could have some lack in cleariness of the evaluation on the problem, however tried to get the message across with the right analysis.	
Assessor Feedback:	Excellent <input type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Make sure that your RQs really align with your MRQ, your first RQ is not really an RQ, but more a deskresearch question. Who is your population? What is the Ho. Make sure to indicate the what and not so much explaining the theory. Why are you doing certain tests, what do you want to investigate and how are you going to do it. Be more precise. Also make sure that your dissemination is a bit better explained. What will you send Mr. Bosman for example.	

DD4: the student can communicate information, ideas, problems and solutions to both specialist and non-specialist audiences

	Excellent	Pass	No Go
4.1 Communication to audience making use of professional (business) English	Student divides information effectively in paragraphs/chapters. No noticeable errors in English usage and mechanics. Use of language enhances the argument and avoids abbreviations. Sentence structures are well varied, and voice and tone are highly suitable for the specific audience/s. Style and content complement each other into an appealing, high quality story. Highly skilful organisational strategy. The logical sequence of ideas increases the effectiveness of the argument and transitions between paragraphs strengthen the relationship between ideas. Sub-headings are employed effectively and the links between different sections are reinforced through linking expressions. Shows attention to detail in all parts of the report.	Student divides information in paragraphs/chapters. Errors in English usage and mechanics are present, but they rarely impede understanding. Use of language supports the argument. Sentence structures are varied, and voice and tone are generally appropriate for the intended audience/s. Generally, a clear organisational strategy. The sequence of ideas in most cases supports the argument and transitions between paragraphs clarify the relationship between ideas. The report is mainly comprehensively written and lacks some attention to detail in some parts of the report.	Distracting errors in English usage are present and they impede understanding. Use of language is basic, only somewhat clear and does not support the argument. Word choice is general and imprecise. Voice and tone are not always appropriate for the intended audience/s. Basic organisational strategy, with most ideas logically grouped. Transitions between paragraphs sometimes clarify the relationship among ideas. The report is not comprehensively written and lacks attention to detail in most parts of the report.
Student Feedback:	Excellent <input type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Usage of the english language in the correct way, but could occur some minor errors in the mechanics.	
Assessor Feedback:	Excellent <input type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Good use of the English language. Good structure of the report.	



DD5: the student has developed those learning skills necessary to continue to undertake further study with a high degree of autonomy

	Excellent	Pass	No Go
5.1 Plan on IQ development in PLO: Reflection on product(s)	Student has clear plans on what will be delivered and uses different relevant theory to underpin own work and reflect on it.	Student has a plan on what will be delivered and uses theory to underpin planned own work and reflect on it.	No clear deliverables mentioned and almost no theory to underpin own work and reflection.
5.2 Plan on AQ & EQ Self development	Student devises excellent ability to critically reflect on own developmental goals and demonstrates real growth mindset for life-long learning. Student proposes a demonstration of being able to self-direct, taking initiative in unpredictable situations. Student shows different metrics that can demonstrate development in terms of their EQ/AQ.	Student shows developmental goals and demonstrates growth mindset. There is a plan on how to reflect on values, attitudes and behaviour. Starting levels and desired end levels are described and measurements are provided.	Developmental goals are not concrete, there is no demonstration of growth mindset. Plan on how to reflect is vague and does not give enough substantiation to show growth.
5.3 Plan on EQ Social development	Student provides a plan on how to construct a multitude of proof that shows development as an Intercultural Hospitality Leader. Excellent ability to contribute to the global society/local community as a responsible citizen. Excellent analysis of diversity of people the student will deal with. Possible effective collaboration with all stakeholders in different cultural settings. Hospitality is key to the project or work the student does.	Student provides a plan on how to prove development as an Intercultural Hospitality Leader. Plan on how to contribute to the global society/local community as a responsible citizen. Proposing ideas on how to collaborate with different stakeholders in different cultural settings. Hospitality is a differentiator in the students' project or work.	No clear plan on development as an Intercultural Hospitality Leader. Plan on how to contribute to global society/local community is missing. Ideas proposed on collaboration or hospitality are not sufficient.

Student Feedback:

Excellent ☒
Pass ☐
Not Yet ☐

Very well aware of the progress I will be making in this LYCar journey and the Intercultural leadership that comes along with it. Highly motivated to integrate in the new culture and industry.

Assessor Feedback:

Excellent ☐
Pass ☒
Not Yet ☐

Base your EQ/AQ on the results you got from your surveys in Mindtools. Align them with your own personal goals. Indicate which Professional Products you will create and what models you will apply. For your career portfolio, be very critical about what you delivered and reflect on what you would do in the future.

Overall Assessor Feedback

Overall I'm confident that the student will write a good Company Project and Career portfolio, based on her Proposal.

LYCar Proposal Outcome

- Excellent ☐ All qualitative criteria awarded a "Pass" and at least three qualitative criteria awarded a "Excellent"
- Pass ☒ All qualitative criteria awarded a "Pass". "P" registered in Osiris. Student can continue with LYCar execution.
- No Go ☐ One or more qualitative criteria graded as "Not Yet". "F" registered in Osiris. Student re-writes LYCar Proposal with incorporated feedback.
- Pre-Condition NY ☐ Pre-conditions not met. Student resubmits LYCar Proposal. No grade or feedback provided to the student.



Appendix 9: Data management submission

From: Benthe Harkema <671508@hotelschool.nl>
Sent: Thursday, December 16, 2021 1:51 PM
To: Snapkovskaya, LV, Ms. <l.snapkovskaya@hotelschool.nl>
Subject: Data research submission

Dear Ms. Snapkovskaya,

I am trying to submit my SPSS data (Worksheet.sav) in the Research Centre, however it does not take my file... It says it is 'failed' constantly.

Do you have a solution for this?

Best regards

Van: "Snapkovskaya, LV, Ms." <l.snapkovskaya@hotelschool.nl>
Datum: donderdag 16 december 2021 om 15:02
Aan: Benthe Harkema <671508@hotelschool.nl>
Onderwerp: RE: Data research submission

Dear Benthe,

If the file is too big, could you please split it and try to send it in a few uploads. If this doesn't work, please send files to me together with your research number, I will try upload them.

Best regards,
 Ludmila Snapkovskaya

From: Benthe Harkema <671508@hotelschool.nl>
Sent: Thursday, December 16, 2021 3:12 PM
To: Snapkovskaya, LV, Ms. <l.snapkovskaya@hotelschool.nl>
Subject: Re: Data research submission

Dear Ms. Snapkovskaya,

Thank you for explaining. I have tried to split them but SPSS does not show me a new list. If indeed you would not mind uploading it for me, attached is the .sav file!

Coach: Ms. Van der Roer
 Research number: 2021-318
 Student number: 671508

Thank you very much!

Kind regards,
 Benthe Harkema

Van: Snapkovskaya, LV, Ms. <l.snapkovskaya@hotelschool.nl>
Verzonden: Thursday, December 16, 2021 3:43:20 PM
Aan: Benthe Harkema <671508@hotelschool.nl>
Onderwerp: RE: Data research submission

Dear Benthe,

It's absolutely no problem, I've uploaded your file.

Wishing you a nice day!
 Best regards,
 Ludmila Snapkovskaya

From: Benthe Harkema <671508@hotelschool.nl>
Sent: Thursday, December 16, 2021 3:46 PM
To: Snapkovskaya, LV, Ms. <l.snapkovskaya@hotelschool.nl>
Subject: Re: Data research submission

Dear Ms. Snapkovskaya,

Amazing! Thanks a lot. I believe I should receive a confirmation email for this?

Have a wonderful day.

Regards,
 Benthe

 Snapkovskaya, LV, Ms.
 Aan: Benthe Harkema

Vandaag om 15:47

U hebt dit bericht beantwoord op 16-12-2021 15:48.

Dear Benthe,

I've uploaded files manually, so there was no confirmation generated. Please use this email as confirmation.

Kind regards,
 Ludmila Snapkovskaya



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Proof of wordcount

