

GRADUATION THESIS

2022



BACHELOR OF HOSPITALITY MANAGEMENT



FACTORS AFFECTING GUESTS' EXPERIENCE AT HOA HONG RESTAURANT (KY HOA HOTEL SAIGON) IN HO CHI MINH CITY

Lecturer: Mr. Nguyen Tuan Thanh

Group Member	Student ID
1. Tran Viet Trinh	SS140320
2. Bui Thi Diem Trinh	SS140100
3. Dinh Thuy Lan Chi	SS140276
4. Nguyen Thi Diem Quynh	SS140244

Ho Chi Minh, August 2022

Acknowledgment

To begin with, we would like to express our sincerest thanks to FPT HCM University for creating an ideal learning environment that provides the necessary knowledge to complete this research paper. It is also impossible to forget the great merits of the Faculty of Tourism and Hospitality Management and Mr. Ho Trung Chanh for providing the best possible opportunities and conditions for the team to develop our full potential.

Moreover, we are truly grateful to Mr. Nguyen Tuan Thanh for his valuable assistance together with constructive comments during the planning and the development of this research work. His willingness to wholeheartedly monitor as well as instruct has been deeply appreciated. We would also love to give great gratitude to all the lecturers and experts for giving us the delight of studying hospitality and for always being there when difficulties arise.

Special appreciation must go to Mr. Do Van Binh, Deputy Director of Ky Hoa Hotel Saigon, for helping the authors collect essential data and necessary information. Along with him were employees from Hoa Hong Restaurant who provided their knowledge in the most generous way. Following these guidelines, the research was developed more efficiently.

Most importantly, we wish to acknowledge the encouragement of our parents throughout the study process. Without their love, none of this could have happened.

Finally, during the procedure, there were also people who quietly contributed but did a huge favor to help us finish this thesis. Their support will always be appreciated.

During the process of implementing this project, although we have tried our best and been open to opinions, there are still non-purposive mistakes. Hence, we hope to receive valuable remarks as they are always a motivation for us to improve.

Ho Chi Minh City, August 2022,

Sincerely,

Authors of the thesis.

Abstract

Guests' experience has been an important field for many researchers and business managers. This term plays a huge role in determining service quality as well as creating positive feedback for consumers. As a result, it helps the brand create a stronger impression and is a solid stepping stone for the future development of the business.

The objective of this study is to identify the factors that affect guests' experience at Hoa Hong Restaurant (Ky Hoa Hotel Saigon) in Ho Chi Minh City. The chosen method is a combination of qualitative and quantitative research to increase the ability to collect data as well as statistical analysis. The paper is written based on the inheritance of secondary theoretical bases which are the research work of a number of domestic and foreign analysts, later contrasting them with experts in the same field. In addition, the data for the study was collected from 245 valid samples, which are diners at Hoa Hong Restaurant. Microsoft Excel is used to analyze the survey results, along with the SPSS (Cronbach's Alpha) to determine the reliability. Research results indicate three factors that affect guests' experience, including service product, service environment, and service delivery system. Following that, the authors propose practical solutions to help businesses improve the experience of their guests.

Keywords: *guests' experience, service product, service environment, service delivery system, Hoa Hong Restaurant.*

TABLE OF CONTENTS

Acknowledgment	ii
Abstract	iii
TABLE OF CONTENTS	iv
LIST OF ABBREVIATIONS	viii
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER 1: INTRODUCTION	1
1.1 Introduction	1
1.1.1 Overview FnB in Ho Chi Minh City from 2018 to 2022	1
1.1.2 Overview of demographic of District 10	2
1.1.3 Reason for choosing topic	3
1.2. Research Objective	3
1.2.1. General Objective	3
1.2.2. Specific objective	3
1.2.3. Research questions	4
1.3. Research subjective and research scope	4
1.3.1 Research subjective	4
1.3.2 Research Scope	4
1.4. Research Method	5
1.4.1. Qualitative research	5
1.4.2. Quantitative research	6
1.5. Research Meaning	6
1.5.1. Education Meaning	6
1.5.2. Practical Meaning	6
1.6. Research Outline	7
Chapter 1: Introduction	7
Chapter 2: Literature review	7
Chapter 3: Research Methodology	7
Chapter 4: Data analysis and research result	8
Chapter 5: Conclusion and implications	8

CHAPTER 1 SUMMARY	9
CHAPTER 2: LITERATURE REVIEW	10
2.1 Definition of customer experience	10
2.2 Components of customer experience	11
2.2.1 The service product	11
2.2.2 The service environment	12
2.2.3 The service delivery system	14
2.3 Related models and research	15
2.3.1 Related research models	15
2.3.1.1 Conceptual Model of Customer Experience Creation by P.C. Verhoef (2009)	15
2.3.1.2 Customer Experience Pyramid by Gartner (2018)	17
2.3.1.3 Customer Experience Quality Scale by Maklan and Klaus (2011)	19
2.3.1.4 Service Strategy Triad by Roth and Menor (2003)	20
2.3.2 Previous research	21
2.3.3 General comment	26
2.4 Proposed research model and hypotheses development	27
2.4.1 The proposed research model	27
2.4.2 Research hypotheses	29
2.4.2.1 Influence of service product on customer experience	29
2.4.2.2 Influence of service environment on customer experience	30
2.4.2.3 Influence of service delivery system on customer experience	30
CHAPTER 2 SUMMARY	31
CHAPTER 3: THE STATUS OF HOA HONG RESTAURANT AT KY HOA HOTEL SAIGON AND RESEARCH METHOD	32
3.1 Research Process	32
3.2 Overview of the Ky Hoa Hotel Saigon	33
3.2.1 Basic information about Ky Hoa Hotel Saigon (Figure 3.2.1)	34
3.2.2 Market segment of Ky Hoa Hotel Saigon	34
3.2.3 Ky Hoa Hotel Saigon and its policy during COVID-19	35
3.3 Overview of Hoa Hong Restaurant	35
3.3.1 Basic information about the Hoa Hong Restaurant	35
3.3.2 Market overview of Hoa Hong Restaurant	36
3.3.3 The scale of Hoa Hong Restaurant	37
3.3.4 COVID-19 pandemic and its impact on Hoa Hong Restaurant	39

3.3.4.1 Before COVID-19	39
3.3.4.2 During COVID-19	40
3.3.4.3 After COVID-19	40
3.3.5 Hoa Hong Restaurant revenue over five years (from May 2018 to May 2022)	41
3.3.6 Strategy evaluation of Hoa Hong Restaurant	42
3.3.7 SWOT analysis of Hoa Hong Restaurant	43
3.4 Research Method	44
3.4.1 Qualitative Method	44
3.4.2 Quantitative Method	45
3.4.2.1 Sampling Method	45
3.4.2.2 Data Process Method	46
3.4.3 Questionnaire Design	47
CHAPTER 3 SUMMARY	50
CHAPTER 4: ANALYTICAL DATA AND RESEARCH RESULTS	51
4.1 Cronbach’s Alpha	51
4.2 Research Results	54
4.3 Analytical Data	56
4.3.1 Usage level	56
4.3.2 The Service product	57
4.3.3 The Service environment	60
4.3.4 The Service delivery system	62
4.3.5 Overview of factors affecting customer experience	64
CHAPTER 4 SUMMARY	67
CHAPTER 5: CONCLUSION AND SUGGESTION	68
5.1 Conclusion	68
5.2 Implication	69
5.2.1 Implication for service product	69
5.2.2 Implication for service environment	70
5.2.3 Implication for service delivery system	71
5.2.4 Implication of customer care program	72
5.2.5 Implication for human factors	73
5.2.6 Implication for future research	74
REFERENCES	75

APPENDIX	80
Appendix 1: Preliminary scale	80
Appendix 2: Group discussion question	82
Appendix 3: Group discussion results	86
Appendix 4: Survey Questionnaire	88
Appendix 5: Official Result	93
Appendix 6: Images	97

LIST OF ABBREVIATIONS

FnB	Food and Beverage
SP	Service Product
SE	Service Environment
SDS	Service Delivery System
GX	Guests' Experience

LIST OF TABLES

Table 2.4.1	Factors affecting customer experience	27
Table 3.3.3.1	The scale of Hoa Hong Restaurant	38
Table 3.3.3.2	The framework of Employees at Hoa Hong Restaurant	39
Table 3.3.5	Hoa Hong Restaurant revenue over five years (from May 2018 to May 2022)	41
Table 3.3.7	SWOT analysis of Hoa Hong Restaurant	43
Table 3.4.1	Group discussion result	45
Table 3.4.2.1	Standard sample size	46
Table 3.4.3	Measurement Scale	47
Table 4.1.1	Service product	52
Table 4.1.2	Service Environment	53
Table 4.1.3	Service Delivery System	54
Table 4.2	Sample characteristics	55

LIST OF FIGURES

Figure 2.2	Three components of guests' experience	11
Figure 2.3.1.1	Abstract model of customer experience creation	16
Figure 2.3.1.2	Gartner's customer experience pyramid	17
Figure 2.3.1.3	Customer experience quality scale	19
Figure 2.3.1.4	The service strategy triad	20
Figure 2.3.2.3	Research Framework in The Role of Servicescape and Social Interaction Towards the Experience of Customers and Employees in the Café Setting	23
Figure 2.3.2.4	Conceptual Framework of the Customer Experience Management Model Through the Customer Journey	24
Figure 2.4.1	Proposed research model	29
Figure 3.1	Research process	32
Figure 4.3.1	Usage level	56
Figure 4.3.2	Survey result for service product	57
Figure 4.3.3	Survey result for service environment	60
Figure 4.3.4	Survey results for service delivery system	62
Figure 4.3.5.1	Overview of factors affecting customer experience	64
Figure 4.3.5.2	Percentage of customers keep returning to Hoa Hong restaurant	65
Figure 4.3.5.3	Overview of guest's experience at Hoa Hong Restaurant	66

CHAPTER 1: INTRODUCTION

1.1. Introduction

1.1.1. Overview FnB in Ho Chi Minh City from 2018 to 2022

Ho Chi Minh City could be viewed as the main economic center of Vietnam, which concentrates many national-international businesses. The population is diverse in culture, lifestyle, and spending habits. The vigorous development of its culinary business is quite surprising, which can be considered "the capital of Vietnamese cuisine." In addition, its variety of delicious dishes has helped Ho Chi Minh City attract a remarkably large number of domestic and foreign tourists. Hence, it can be seen that the FnB industry here is also thriving and has more stringent requirements for customer service experience.

Due to the serious outbreak of the Covid-19 epidemic, the regional economy has been severely affected, especially the food and drink businesses. At the climax, all restaurant or organization establishments had to close according to the government's directive. More specifically, there were many consecutive months without revenue but the owners still had to pay several operating costs. There have been many investors who had to accept bankruptcy because financial conditions did not allow them to continue. However, a few months after Covid-19 was brought under control, Ho Chi Minh City's economy gradually recovered while production facilities were gradually restored. Although it was still affected by the epidemic, the culinary business quickly regained its footing. The biggest differences compared to the time before the epidemic took place are the eating habits as well as the spending of customers. Customers tend to prefer a healthy eating style, level of cleanliness, food safety, and especially service experience, which also have higher requirements (Quyen, H., 2022). As a result, FnB investors must quickly change to better suit the times and needs of customers.

The authors decided to choose this research topic to learn more about the service industry in Ho Chi Minh City, especially the restaurant line. Specifically, the study focuses on the factors that affect guests' experience in the five years from 2018 to 2022. This is a period that most professionals consider volatile and changing from outside actors. The research team chose to implement the project at Hoa Hong Restaurant under Ky Hoa Hotel Saigon in Ho Chi Minh City.

Hoa Hong Restaurant serves a variety of parties, meetings, ala carte, and buffets. One of the strengths that Hoa Hong is always confident of is its prime location, which is right in the center of Ward 12, District 10.

1.1.2. Overview of demographic of District 10

As for the area of Hoa Hong Restaurant, it can be seen as one of the key districts of the city. District 10 is surrounded by other equally crowded neighborhoods, such as Districts 3, 5, 11, and Tan Binh. Besides, Ward 12 is identified as a center of mixed development, forming a service town that serves the service and tourism industries. With its favorable terrain, District 10 has attracted many businesses to invest, especially in the FnB industry. Some typical places, such as Ho Thi Ky flower market, To Hien Thanh, Ba Hat, Nguyen Tri Phuong, Thanh Thai street food, and Su Van Hanh Street, where Van Hanh Mall is located. Furthermore, close to Hoa Hong is Hoa Binh Theater along with hospitals, universities, colleges, restaurants, and busy entertainment areas that seem always at peak hours. Next, several high-end segments such as wedding and conference restaurants are all typically built on 3/2, Le Hong Phong or Thanh Thai streets, along with the strong investment businesses around. As a result, it has brought remarkable development to District 10 in terms of infrastructure, architecture as well as economy. With the goal of attracting tourists, the People's Committee and residents of District 10 have constantly built and upgraded themselves to become the most complete.

Lastly, the majority of citizens are migrants from other provinces a long time ago. When the country suffered catastrophic wars, they had to choose to take refuge in a safer place, and then consider living after their life was more stable. This might be the reason why the population of District 10 is diverse with 250,687 people, of which Vietnamese make up the majority of 80% (according to a survey from 2018). In particular, 18% are Chinese and some ethnic minorities. Based on a report by the General Statistics Office of Vietnam (GSO) in 2021, District 10 is conducted to contain the highest population density in Ho Chi Minh City with 65,113 people/km² but is unevenly distributed. Most of the people here are laborers, workers, civil servants, teachers, small business owners, traders, and rental services. From the above information, it can be concluded that the main source of customers for the FnB industry in District 10 is partly residents, neighboring areas, and tourists. Along with the diversity of ethnic groups, it is considered to be very varied segments and restaurant levels from low to high. In particular, the main customer

segments are office workers, colleges, and students. Since then, the income levels and spending habits of customers have also been quite diverse, but most of them will fall into the mid-range.

1.1.3. Reason for choosing topic

According to the specified FnB's development in District 10, as well as the potential strengths of Hoa Hong restaurant, the authors have chosen to research "Factors affect guests' experience at Hoa Hong restaurant (Ky Hoa hotel Saigon) in Ho Chi Minh City". Firstly, although guests' experience is a concept that has been studied a lot, it has not really analyzed deeply the issues that the authors would like to mention during the research. More importantly, the authors find this topic useful for Hoa Hong restaurant, in which the manager can observe the strengths to development, as well as improve the problems in the operation of the restaurant. In addition, the authors also have experience of a specific and real case study at Hoa Hong restaurant.

1.2. Research Objective

1.2.1. General Objective

The general purpose of this research is to determine the factors affecting guests' experience at Hoa Hong Restaurant (Ky Hoa Hotel Saigon). So as to achieve positive results, the authors combine qualitative methods and quantitative methods. Later, based on data analysis, the study will propose solutions and ideas that can help Hoa Hong Restaurant optimize quality and improve factors affecting customer experience.

1.2.2. Specific objective

There are three main goals, which include:

1. Factors affecting guest's experience through management mechanism, facilities, products of Hoa Hong Restaurant along with customer survey, their experience as well as practical experience.
2. Analyze data using Microsoft Excel software and SPSS, measure and collect data on three service components that affect the guests' experience when using services at Hoa Hong Restaurant.

3. Proposing measures, and improving factors in order to improve those affecting guest's experience.

1.2.3. Research questions

- What are the three components of service that affect guests' experience?
- Why do those three components affect guests' experience?
- How to enhance the factors that affect the guests' experience?

1.3. Research subjective and research scope

1.3.1. Research subjective

Factors affect guests' experience at Hoa Hong Restaurant (Ky Hoa Hotel Saigon) in Ho Chi Minh City.

1.3.2. Research Scope

- Research place: Hoa Hong Restaurant (Ky Hoa Hotel Saigon)
- Research time:
 - Time to conduct surveys with customers: 1 week.
 - Collect data and restaurant revenue for 5 years, from May 2018 to May 2022.
 - Duration of research: 15 weeks.
- Research target: 250 surveys (There are 5 invalid samples).
- Research segment: The authors proceed to select customers who are using the service at Hoa Hong Restaurant.
- Interview form:
 - Interview time: After the parties are over.
 - Taking samples method: Customers complete the survey themselves via personal mobile phone/ The authors read the questions out loud and select answers on their laptops or tablets for guests.
- Research data:
 - Primary data: Collected through questionnaires result from the customers of Hoa Hong Restaurant (Ky Hoa Hotel Saigon).

- Secondary data: Gather information from reviews, feedback, factual data, and research-related topics collected at Hoa Hong Restaurant; theoretical foundations by previous authors, books, newspapers, and official statistical data.

1.4. Research Method

This study implied two types of research methods: quantitative compared with qualitative research, to examine the data gathered in order to build and discover the factors impacting guests' experience at Hoa Hong Restaurant. In particular, the authors must clearly understand the nature of the qualitative research method to apply theory so as to learn more about the details mentioned in the article; it is not possible to rely entirely on secondary literature, but there must have practical evidence, so it is necessary to use quantitative methods to ensure the authenticity of the topic. These are the necessary conditions to use both methods in this study to get the full advantages of both. Above all, guests' experience is a very familiar concept, but there are many arguments related to this term. Therefore, a mixed method will be the optimal solution to collect as many theoretical bases as possible and get a most intuitive view of the research.

1.4.1. Qualitative research

The qualitative method is used to collect data and analyze factors affecting guest's experience at Hoa Hong Restaurant through:

- **In-depth interviews:** This is a sort of qualitative research that collects data from the study topic through direct exchange, discussion, and interview in order to elucidate and deepen numerous facets of the problem using open-ended or planned questions. Mr. Do Van Binh, Deputy Director of Ky Hoa Hotel Saigon, was the interviewee for the topic, with open-ended questions and more than 30 prepared questions to acquire a deeper knowledge of the variables that would affect the restaurant's customer experience.
- **Focus group discussion:** During the project implementation, the focus group discussion method will be used extensively, primarily with instructors and experts with the expertise to share relevant information on the topic "Factors affecting guests' experience at Hoa Hong Restaurant (Ky Hoa Hotel Saigon) in Ho Chi Minh City", thereby collecting useful information in addition to personal interviews to arrive at the most correct and objective conclusions.

1.4.2. Quantitative research

1. The quantitative research approach is used to acquire a vast amount of data and information from a group of more than a hundred study subjects using survey questionnaires. In this study, a Google Form was used to conduct a survey of 245 guests who had used the service at Hoa Hong Restaurant in order to determine what elements influenced the overall experience of most customers.

2. The data will be analyzed and computed in Microsoft Excel System before being utilized in the study's analysis. On the other hand, to ensure that the survey is suitable for the study, the authors use the data analysis software of SPSS 20.0 and analyze the reliability of scale using (Cronbach's Alpha).

3. The respondents were asked to choose the most acceptable number that corresponds to the amount to which they agree with the statement on a 5-point Likert scale. The survey questions use a 1 to 5 scale, with 1 indicating "strongly disagree" and 5 indicating "strongly agree." Rensis Likert created the first Likert-type scale using a 7-point scale instead of the 5-point scale used in our questionnaire. With the help of their instructor, the authors decided to lower the number of points from seven to five in order to make it easier for responders to respond.

1.5. Research Meaning

1.5.1. Education Meaning

The implementation of a research project on guests' experience is the basis for FPT University to consider graduation for final-year students. This research paper was carried out by regular undergraduate students of FPT University majoring in Hospitality Management. At the same time, conducting research in conjunction with business aims to provide students the opportunity to expose themselves to real-world, practice-based research to conduct research, and to help students do well in future projects.

1.5.2. Practical Meaning

Based on practice, research model, and hypothesis within the framework of this research, it will determine the factors affecting the guests' experience using FnB service at Hoa Hong Restaurant. Thereby, Hoa Hong Restaurant can apply recommendations tailored to its current conditions to improve its guest's experience. In summary, through this research, the business will be able to

improve and enhance the factors that increase guests' experience and have new campaigns to attract diners in the near future.

1.6. Research Outline

This report includes five chapters with the main content as follows:

- **Chapter 1: Introduction**

Chapter 1 shows the overview of the FnB industry in Ho Chi Minh City. Besides, the authors focus on some specific factors of District 10 to illustrate clearly one of the strengths of Hoa Hong Restaurant and the reason for choosing the topic. In addition, the research object, general object, specific object, survey questions, research topic and scope, research method, research significance, and research pole are all mentioned.

- **Chapter 2: Literature review**

In this chapter, the authors will build the foundation of the theoretical basis related to the research topic. Furthermore, they look for proposed research models that can increase the reliability of the topic. As a result, it can help the authors orient the pursued model.

- **Chapter 3: Research Methodology**

A discussion of the practical problems of Hoa Hong Restaurant (Ky Hoa Hotel Saigon) is identified in the chapter. To find a solution to increase the customer experience when choosing Hoa Hong Restaurant, first of all, it is necessary to understand the current situation of the restaurant. Hence, there are two main questions that need to be answered: how the restaurant operates? Do the restaurant's facilities really meet the needs of customers? From those questions, it is possible to analyze according to the SWOT model to find solutions.

- **Chapter 4: Data analysis and research result**

The results of the research and data analysis are presented in this chapter. The collected data was analyzed and discussed using Microsoft Excel. Lately, the authors figure out the percentage of factors affecting guest's experience.

- **Chapter 5: Conclusion and implications**

This is the final chapter of the paper as well as the concluding chapter, where it discusses the data collected and analyzed to answer the research questions. The focus is on providing solutions for enhancing the customer experience. On top of that, the limitations of this study and suggestions for improvement are also explained.

CHAPTER 1 SUMMARY

Chapter 1 focuses on introducing the survey topic, reasons for choosing the topic, and a brief overview of the general situation of the FnB industry in Ho Chi Minh City through a specific period from 2018 to 2022 because of the pandemic, specifically in District 10. In addition, this chapter will clarify the goals and methods used by the authors to do the research, state the meaning of the research, as well as introduce its layout. Above all, the ultimate goal is to find out the factors that affect the guests' experience of Hoa Hong Restaurant.

CHAPTER 2: LITERATURE REVIEW

2.1. Definition of guests' experience

Guests' experience is entirely the expertise of an individual throughout the method of utilizing the service at a particular FnB location. This is not a normal feeling like sadness or happiness, but what remains is the time customers act thereupon indirectly or directly.

In the 1980s, experiential theorists (Pine and Gilmore, 1998) advocated a bigger perspective of human behavior, along with the connection of emotional parts of decision and knowledge. Following that, the guests' experiences "spend time enjoying a sequence of unforgettable events that a firm arranges... to have interaction with him in an associate degree primarily personal approach".

Furthermore, Schmitt (1999) takes a direct vision and finishes five styles of experiences: sensory (sense), feelings, cognitive, physical activity, and social identity experiences; whereas Verhoef *et al.* (2009, p. 32) argue that the cardinal hypothesis involves psychological features, affective, emotional, social, and physical responses. Client satisfaction, client fidelity, prospects, brand support (Grace and O'Cass, 2004), and creating emotional bonds with guests are each important factors of the guest experience (Pullman and Gross, 2004).

Several researchers have suggested that customer experience may produce a new way of competitiveness. A pleasant dining experience will motivate 60% of visitors to return more frequently (Deloitte survey, 2017). Understanding the concept and use of guests' experience will help an FnB business succeed in enhancing its position, properly evaluating services, and promoting strengths. Thus, the authors of this research believe that customer experience must be one of the most significant concerns while maintaining operations.

2.2. Components of guests' experience

In this report, the authors use results from the study of Ph.D. Robert C. Ford to clarify their points. Based on the book *Managing Quality Service In Hospitality* (2011, p.11), there are three basic elements that service organizations need to consider in order to create the best possible guests' experience. Those components are listed as shown below:

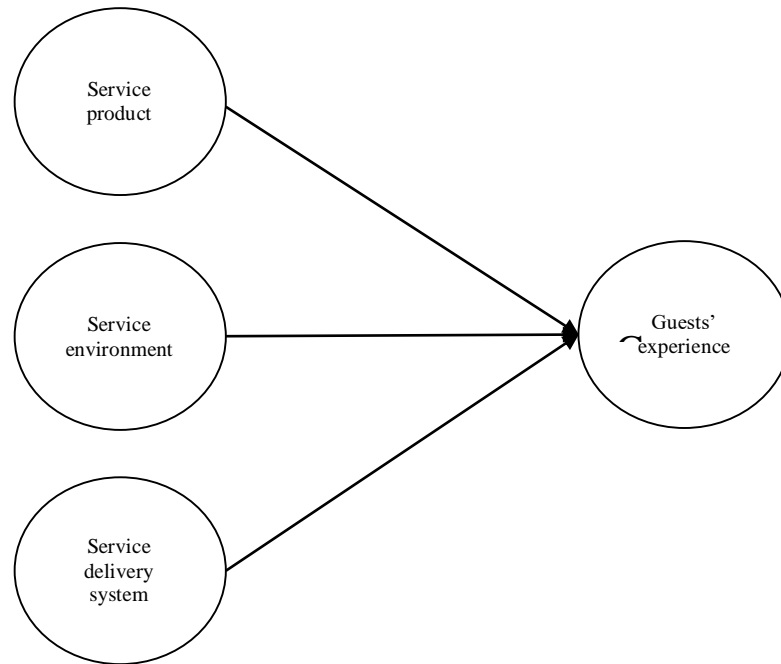


Figure 2.2 Three components of guests' experience

(Source: Robert C. Ford, 2004)

Consequently, the report closely follows the above model for research and conducting information. Later, the authors will then make customer survey questions about the restaurant, analyze research results, and offer solutions to improve the customer experience.

2.2.1. The service product

According to *Managing Quality Service In Hospitality* (2011, p.11), the service product, also known as the service package or service/product combination, is the reason guests visit the restaurant in the first place. Prateek (2016), states that the hospitality product is a composition since it consists of many components such as lodging, sightseeing, car rental, food, and beverages - also known as a package. These elements are both tangible and ethereal, and they work well together. They are

interrelated and interdependent since each contributes a portion of the entire aggregate. As noted by Koutoulas (2004), all components of a product create value, and if they are not integrated, consumers would receive little or no advantages. Following that, it is a comprehensive set of components that cater to consumer demands.

Based to Kotler and Keller (2007), four main characteristics are as follows:

- **Intangibility (Kotler and Keller, 2007):** Because services are intangible, they are more difficult to manufacture and supply than products. They are part of the experience and also assist in demonstrating the excellence of service.
- **Inseparability (Kotler and Keller, 2007):** Inseparability is a key feature that separates a service from a product when it comes to simultaneous creation and consumption. A product might be taken away from the manufacturer after production. A service, on the other hand, is created at or near the point of sale. All components, including the providers, are integral to the service and hence cannot be separated.
- **Variability (Kotler and Keller, 2007):** Due to the fact that the flexibility of a service provider makes it impossible to regulate its capability exceptionally depending on the source, in addition to when, where, and the way the service is delivered. Service variability is a barrier for a service organization whose purpose is to provide constant, high-quality services at all times.
- **Perishability (Kotler and Keller, 2007):** One of the most important aspects of service is that it cannot be saved or sold later (no inventory). Demand during rush hours must be met at that precise time; it cannot be met later or earlier.

2.2.2. The service environment

The location in which the encounter takes place is the second component of the guests' experience. The word "service environment" has been used to outline the style and appearance of the physical surroundings that make contributions to the entire experience levels of customers (Robert C. Ford, 2011). There are some other synonyms for service environment, such as service setting or

servicescape. Some in the hospitality sector have embraced the concept of “guestology”¹ and created service environments that meet or surpass the expectations of their consumers. This is a key aspect of the overall experience. Just like the service product, the service environment itself also contains some essential elements that are attributed to guests’ experience, including:

- **Theme (Ford and Heaton, 2004):** Many hospitality businesses have understood the benefits of establishing a distinctive and memorable setting that enriches and contributes to the whole guests’ experience by using the surroundings to create a feeling of imagination through theming.
- **Control and Focus (Ford and Heaton, 2004):** To sustain the sense of fantasy in a service environment, the experience must be controlled and concentrated. The restaurant should provide the audience to see what it wants them to see.
- **Architecture (Ford and Heaton, 2004):** The same concept of engaging guests' attention in specific activities that support the experience or a tale is carried forward in the architectural theming of the hospitality organization. The building is one component of the broader theme that situates the customers and builds the narrative plot as they go through it and become lost in the illusion.
- **Sights and Sounds (Ford and Heaton, 2004):** Sound is frequently used to set the tone for service. Music is a very powerful environmental component. Besides, most service settings rely heavily on lighting. Lighting may draw the attention away from distractions and toward visual clues that accentuate the topic of the encounter.

¹ Definition of Guestology: The fundamental objective of the term is to simply put the guests' welfare first since the goal is for staff to respect all customers and run the company from the perspective of the guests. (Guerrero, Jucel, V. (2020). Quality Service Management. *Guestology*. [Online]. Available at: <https://view.genial.ly/5ecb6eaaa4f39f0d866a8072/vertical-infographic-guestology>

2.2.3. The service delivery system

Service delivery system is understood as the way an FnB organization delivers services to its customers, while it depends a lot on the nature of communication between customers and service providers.

Services are experiences that are caused by a combination of human and delivery systems (Johnston and Clark, 2001–2005). Following that, the human element (people who engage with consumers) and the material manufacturing process are both elements of experience creation. Relatively, Ford and Heaton (2004) evolved those additives into 3 factors, which are the preliminary human factors, and bodily manufacturing processes then brought the organizational and data structures and techniques (which assist in offering the carrier to the guest).

According to Coye (2004), the restaurant's ability to manage wants and needs is critical if the customer is to return. "The right service to the right consumer at the right time" (Collier, 1990, p.239) can be used in service delivery system design. Meanwhile, Edvardsson (1996) stated that the purpose of service development is to prove the best and correct in order to achieve added value and quality in the eyes of the consumer.

Additionally, the interaction between customers and providers refers to the consumer's behavior when they have a relationship with the business, and a customer service process may be utilized to understand. Lemmink, Ruyter, and Wetzels (1998) argue that service delivery system is synthesized by the following process:

- **Reception (Lemmink, Ruyter, and Wetzels, 1998):** Diners will begin their experience as soon as they arrive at the restaurant. This is very important for businesses to create a perfect first impression in the eyes of customers. These are demonstrated through the pleasant welcome, the appropriate seating positions, and the professional process of running the organization.
- **Ordering (Lemmink, Ruyter, and Wetzels, 1998):** Customers can choose suitable dishes for themselves or not depends a lot on the staff. It can be seen that a restaurant with experienced and dedicated employees will make diners more comfortable in ordering food and willing to listen to food recommendations. Therefore, issues related to this such as servers or, in part, the menu, will complement customer reviews during the experience.

- **Meal (Lemmink, Ruyter, and Wetzels, 1998):** According to Lemmink *et al.* (1998), food is also considered an element of service delivery system. However, it is determined through appearance rather than the taste inside. More specifically, a dish when served needs to ensure the original temperature, attractiveness, and price is suitable with quality.
- **Check-out (Lemmink, Ruyter, and Wetzels, 1998):** This is the final stage of the customer experience when they have finished their meal. It includes elements to evaluate such as a sincere goodbye, a simple and convenient checkout process, and ultimately an invoice that is free from any errors.

2.3. Related models and research

2.3.1. Related research models

2.3.1.1. Conceptual Model of Customer Experience Creation by P.C. Verhoef (2009)

According to Verhoef (2009), providing a better customer experience appears to be one of the primary goals nowadays. The model contains a dynamic part that accounts for the fact that current guests' experiences at time t are impacted by previous client expertise at time $t - 1$. It proposes that the influence of the investigated factors on guests' experience is modulated by consumers' goals. Personality qualities, socio-demographics, geography, and situational situations all influence these ambitions. Finally, he recognizes the model's inclusion of various situational variables such as customer type, channel, location, culture, season, economic environment, and competitive intensity.

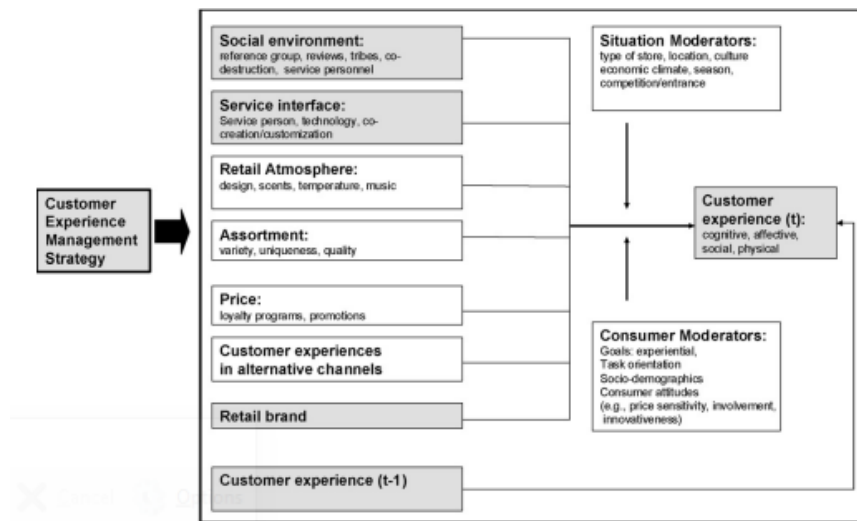


Figure 2.3.1.1 Abstract model of customer experience creation

(Source: P.C. Verhoef, 2009)

Based on figure 2.3.1.1 above, there are five main aspects of this model, including:

- **Social environment (Verhoef, 2009):** There are several guests in a store at a specific time, which can impact their experience and that of others. This situation can also affect a customer's own feelings and those of fellow customers.
- **Service interface (P.C. Verhoef, 2009):** Service interfaces are defined as "wherever a firm attempts to manage a connection with a client, whether through people, technology, or some mix of the two".
- **Brand (P.C. Verhoef, 2009):** A customer experience is a whole journey she has from the minute they walk into the business until they depart. This covers the brand, each touchpoint, and each comes across as an employee.
- **Customer experience dynamics (P.C. Verhoef, 2009):** The idea that present customer pleasure influences future expectations is a critical concept in understanding consumer dynamics. This appears to imply that satisfaction levels are quite constant over time and that there are significant carry-over effects.

- **Customer experience management strategies (P.C. Verhoef, 2009):** Customer experience management is a business strategy in such a manner that it adds value to both the customer and the company. It varies from customer relationship management in that it focuses on the customer's present experience rather than the customer's documented history.

Based on the above model, in addition to the three factors as stated by Ford and Heaton (2004), Verhoef introduces other factors that are also quite important. Furthermore, the service environment, or servicescape, is also fully analyzed in his study as a key factor for creating a better guests' experience.

2.3.1.2. Customer Experience Pyramid by Gartner (2018)



Figure 2.3.1.2 Gartner customer experience pyramid

(Source: Gartner, 2018)

The Gartner Customer Experience Pyramid (2018) is a framework for understanding what distinguishes the most effective customer experiences from the rest. Every level, from bottom to top, defines a stronger one based on building relationships between an FnB business and its customers. Guest experience leaders listen to, understand, act on, and solve customer needs. By concentrating on five important stages, the guests' experience pyramid goes beyond simply fixing today's challenges for today's consumers:

- **Stage 1: Communication Level (Gartner, 2018):** Provide clients with the information they can utilize through the appropriate channel at the appropriate time.
- **Stage 2: Responsive Level (Gartner, 2018):** Solve the customer's problem promptly and effectively; balancing both company and customer goals, metrics, as well as strategies.
- **Stage 3: Commitment Level (Gartner, 2018):** Listen to, comprehend, and resolve the precise demands of clients. Businesses will also need to change flexibly to both meet customer needs and add value to their services.
- **Stage 4: Proactive Level (Gartner, 2018):** Provide experiences that address client requirements before they inquire.
- **Stage 5: Evolution Level (Gartner, 2018):** Empower clients by making them feel better, safer, or more powerful. Following this, the organization must provide them with solutions that redefine their experience from very rational things to states of right or wrong.

The customer experience pyramid should be used as a filter to assess client interactions and experiences across the whole purchase, own, and advocate journey. Anticipating what information clients want, the challenges they confront, the new demands that emerge, the blind spots that may be addressed by providing new needs, and the sensations that make a difference.

2.3.1.3. Customer Experience Quality Scale by Maklan and Klaus (2011)

Maklan and Klaus (2011) developed a scale that identifies Customer Experience Quality (EXP). Following that, the quality of the guests' experience influences customer loyalty, contentment, and word-of-mouth behavior.

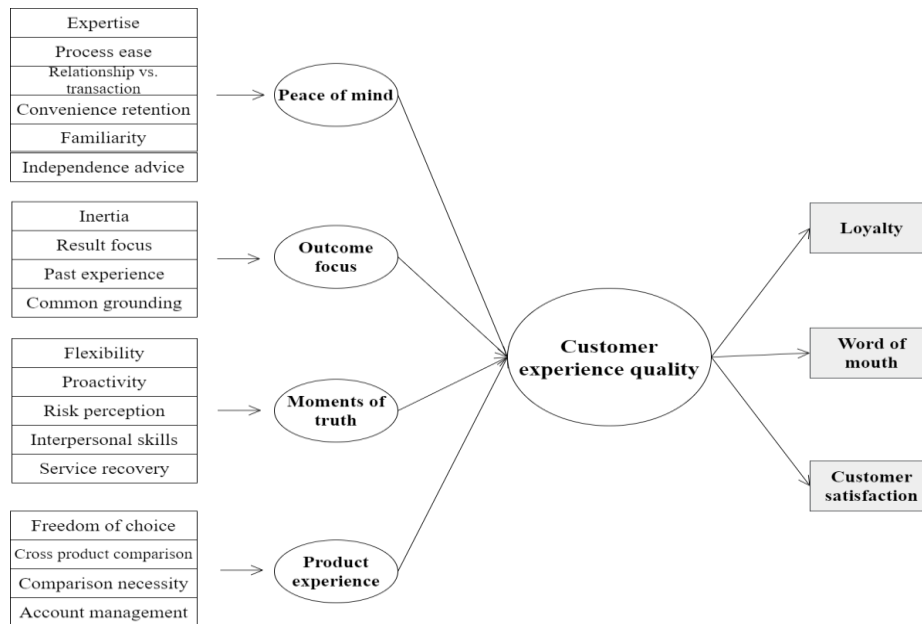


Figure 2.3.1.3 Customer experience quality scale

(Source: Maklan and Klaus, 2011)

The POMP acronym contains the following factors:

- **Product experience (Maklan and Klaus, 2011):** Customer perception of getting alternatives and being capable of examining offerings.
- **Outcome focus (Maklan and Klaus, 2011):** This time period is associated with decreasing patron transaction costs. Furthermore, once a connection is established, these goal-oriented prior experiences form a habit despite being aware of rivals' offers.
- **Moments-of-truth (Maklan and Klaus, 2011):** This dimension is distinguished by what is generally referred to as moments-of-truth, emphasizing the significance of service recovery and adaptability when confronted with unanticipated challenges.

- **Peace of mind (Maklan and Klaus, 2011):** It comprises comments that are strongly related to the emotional components of service and is based on the service provider's perceived skill and the assistance offered throughout the process. These characteristics put clients at ease and boost their trust in the supplier.

This scale is used to measure both the guests' experience and the business's major quality over time, making them a significant marketing metric. Moreover, managers should prioritize this factor as a strategic goal in order to maintain the best experience for their guests.

2.3.1.4. Service Strategy Triad by Roth and Menor (2003)

The triangle emphasizes that the service idea is created to meet the needs of a given market and that the service concept specifications impact the design of the service delivery system. It reconciles two diverse marketing and operational views and emphasizes the importance of an integrated approach to service design.

Heskett (1987) defines the relationship between strategy and service design as identifying the target market, developing a service concept for the targeted segment, determining an operations strategy to support the service concept, and designing a service delivery system to support the operating strategy in a seminal article.

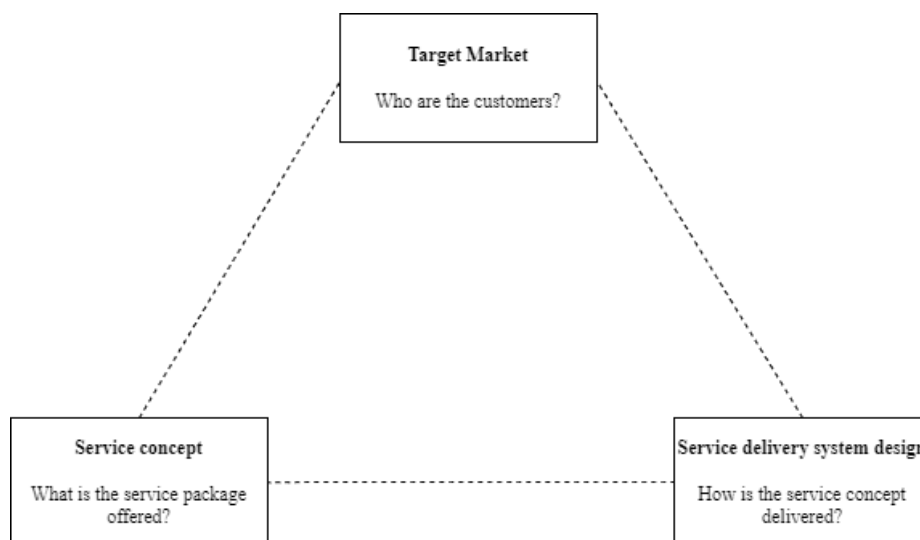


Figure 2.3.1.4 The service strategy triad (Source: Roth and Menor, 2003)

Based on the scale above, there are three characteristics of the triad, including:

- **Target market (Roth and Menor, 2003):** It is the wishes of potential customers that will be the driving force for businesses to promote the quality of services and dishes. This can simultaneously attract and satisfy a need to turn them into loyal customers and have a better experience.
- **Service concept (Roth and Menor, 2003):** This term is concerned with the features of the service provided to the target market. It may be viewed as a bundle made up of both tangible and intangible components.
- **Service delivery system design (Roth and Menor, 2003):** Roth and Menor (2003) provide a persuasive overview of service delivery system design options. They suggest that design considerations involve structural, infrastructure, and integrative factors. Coordination concerns, service supply chains, and adaptive processes are all addressed via integration options.

As a result of this study, they have established that the target market, service concept, and service delivery system all interact with one another. The above factors will have a direct impact on the customer experience. Last but not least, having good service delivery system means that the quality of the service and goods will be as good as possible.

2.3.2. Previous research

Do Van Binh (2021), Nguyen Tat Thanh University, carried out research on “Factors affecting Tourist Satisfaction at Hoa Hong Garden Coffee Restaurant”

With the desire to learn deeply about the satisfaction of customers when coming to rest, relax, and eat at Hoa Hong Garden Coffee Restaurant, he decided to choose this topic to focus on finding out the elements of the destination image impact on customer satisfaction and the influence of those factors.

350 valid survey samples were taken from tourists using services at Hoa Hong Garden Coffee Restaurant. Through discussion and evaluation of research results, the author proposes six factors affecting customer satisfaction. Those factors include natural characteristics, convenience, tourist amenities, infrastructure, government support, human factors, and emotional value. Finally, the author has proposed useful solutions to the above problems, as well as a specific analysis of

strengths and weaknesses that businesses need to pay attention to. Then, it helps the business improve the image quality of the destination, which attracts and increases tourist satisfaction.

Through the analysis of the outputs, the author shows that customers who feel their relationship with a restaurant is important and worth the effort to maintain tend to engage with the organization, use the service more and longer, and even affect other customers.

Tran Kim Yen (2016), carried out research on “Factors Influencing Dining Experience on Customer Satisfaction, Return Intention, and Word-Of-Mouth at a Fast Food Chain in Ho Chi Minh City - A case of Texas Chicken”

Realizing the fact that the FnB industry has been making a very important contribution to the Vietnamese economy, along with countless restaurants, especially fast food eateries, which are booming significantly. This is the reason for the study to look at the elements that influence customer satisfaction, return intention, and word-of-mouth endorsement at Texas Chicken, a fast food brand in the Vietnamese market.

Texas just entered this potential market at that time, so they need to consider the strengths and barriers to be able to create a seamless dining experience. This is the reason for conducting the research. In addition, it is also a springboard to help Texas score points and implement more marketing strategies. The study examines a questionnaire including 30 items on a 5-point Likert scale to a sample size of 350 observations, of which 327 were valid at three Texas Chicken locations in Ho Chi Minh City.

According to the findings, there are six important variables influencing guests' experience at Texas Chicken: quality of food, atmosphere, quality of service, convenience, price, and value. Furthermore, it shows that experience has an important role in return intention. As a result, this report can assess crucial aspects that can help Texas store managers build the greatest products by using a case study technique.

Tran Quynh Xuan (2020), carried out research on “The Role of Servicescape and Social Interaction towards the Experience of Customers and Employees in The Café Setting. A Study in Vietnam”

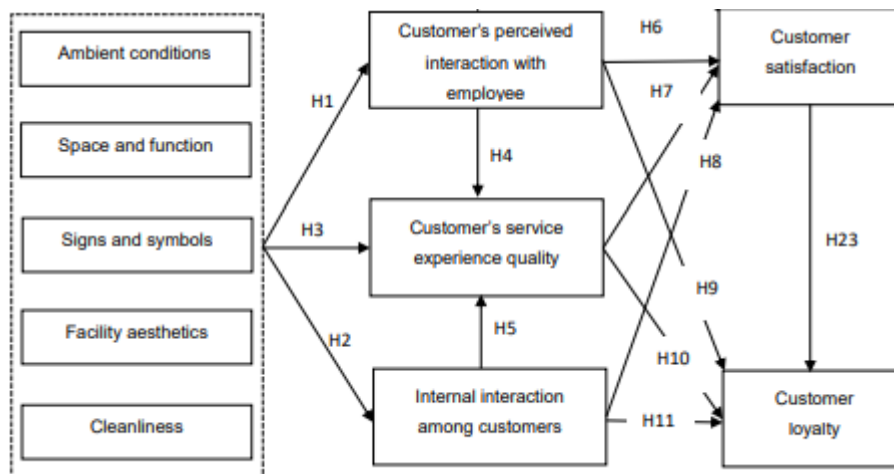


Figure 2.3.2.3 Research Framework in The Role of Servicescape and Social Interaction Towards the Experience of Customers and Employees in the Café Setting

(Source: Tran Xuan Quynh, 2020)

Mrs. Tran Quynh Xuan analyzes the research gap that focuses on understanding the implications of servicescape qualities on both customer and employee experiences in the café environment via the study. To address this need, a self-administered questionnaire survey was conducted in 185 coffee shops in Vietnam's three major cities, with 1779 consumers and 608 staff.

According to the findings, good customer evaluations of the café servicescape are likely to encourage the social interaction quality of customers with staff and other customers, as well as boost the experience quality. Moreover, the findings indicated that customers' perceived social interactions (with personnel and other customers) are a major driver of experience quality in café environments. Consequently, this study is applicable to most types of FnB businesses, such as coffee shops, restaurants, or even other service organizations like hotels.

Kritta-orn Chewwasung (2020), carried out research on the “Model Of Customer Experience Management In Thai Full-Service Restaurants”

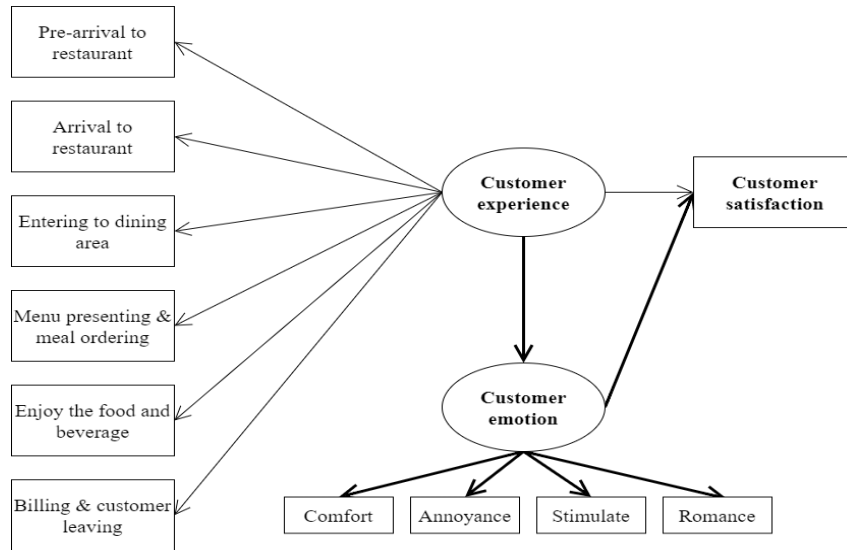


Figure 2.3.2.4 Conceptual Framework of the Customer Experience Management Model Through the Customer Journey

(Source: Kritta-orn C., 2020)

This research aims to apply the customer experience management model to Thai full-service restaurants since customer experience management is a critical aspect of the restaurant business nowadays. According to the findings of the study, visitor behavior in Thai full-service restaurants may be classified by the research, which received 400 responses in total, from different countries and job positions. The preceding diagram illustrated six independent variable elements, which included customer experience touchpoints at each stage of the journey at the Thai full-service restaurant.

According to the findings of the study, guest behavior in Thai full-service restaurants may be classified into four categories: demographic factors (people from numerous locations could have distinct preferences and approach the native cooking flavor in several ways), and guests may have done extensive research on the finest restaurants to visit or what to order (using the internet, websites, and social media since it is highly easy and up-to-date), food attractiveness, being able to socialize, and the taste of food and cleanliness of the restaurant. Additionally, he outlined that

customer experience is defined by seven touchpoints, including restaurant location, which is offered on an online navigation application, the area's cleanliness, service personnel's communication abilities, food and drinkable taste, freshness, cleanliness, and authenticity are offered.

Oh Mun Hyang (2019), Hong Kong Polytechnic University, carried out research on the “Dimensions of Restaurant Customer Experience and Emotions: An Application of Text Analytics to Fine-dining Restaurant Online Reviews”

The goals of this study are to (1) identify clusters in the semantic network of online reviews of fine dining restaurants in order to reshape the dimensions of the restaurant experience, (2) identify basic emotions in online reviews of fine dining restaurants and compare the performance of machine learning algorithms for text classification, and (3) examine the semantic network for each emotion in order to understand the experiences involved in each emotion.

Following that, the purpose of this research is to investigate the underlying dimensionality in online evaluations of Hong Kong fine-dining restaurant experiences. For data analysis in this study, 19,194 internet reviews were employed. Various and particular characteristics were investigated, including atmosphere, service, cuisine, beverages, desserts, view, location, occasions, reputation, and pricing.

It suggests that restaurant professionals should devise new adaptation tactics. Also, key characteristics of service quality are attention and politeness. As a result, practitioners might utilize this discovery to educate their employees. Furthermore, the data demonstrate that cuisine has gotten more specialized, and customers have reflected this shift. In terms of physical environment dimension, individuals mainly observed broad factors such as view, atmosphere, and decorating rather than specific details such as lighting, music, temperature, or interior design. Instead of focusing on a single stimulus, restaurant managers might design their interiors based on this finding to give a comprehensive experience.

2.3.3. General comment

Through the models and related studies mentioned above, the authors acknowledge that there have been quite a lot of previous researchers who take guests' experience as their potential topic. After all, it can be seen that although the factors affecting guests' experience are quite diverse based on the theory of each individual scientist, in those models there is always one of three factors: service product, service environment, or service delivery system. In Verhoef's work (2009), he defines the structure that shapes the guests' experience, and also analyzes a lot about the environmental aspect, seeing it as the first and essential element of its construction as a customer experience. Coming to the model of Maklan and Klaus (2011), they have proposed four fundamental elements, and they're all intently associated with the service providers. The pieces of literature mentioned in this model are focused on the input materials, the catalysts to create the first impression for the customer. Regarding the service strategy triad of Roth and Menor (2003), the service delivery system plays a decisive role in the success of a restaurant in providing the best experience for diners. They believe that finding the target market and service concept is a vital condition and that the service delivery system will be sufficient to make diners feel what the restaurant wants to offer. In contrast to other researchers, Gartner (2018) introduces the customer experience pyramid. Here, the guest's perspective throughout the experience will be expressed through five different levels. Each level will represent the minimum desire that the customer wants the restaurant to provide. By understanding the levels and demands involved, restaurants can deliver a more fulfilling experience and keep customers satisfied.

Next, the authors have explored more topics that have been done recently by domestic and foreign researchers, taking that as a solid argument for the theoretical basis that was initially raised and shaped the basic characteristics of the customer experience in each region of the world. Through the article written by Do Van Binh (2021), the authors were able to collect more information about the organization and the surrounding area of Hoa Hong Restaurant because his analysis was conducted carefully. Information collected by Tran Kim Yen (2016) provides a more specific view of the customer experience at a fast food chain. Thereby, the author can summarize more about features such as service environment or service product, and learn more about recommendations that can be applied to their report. Next, the research paper titled "The Role of Servicescape and Social Interaction towards the Experience of Customers and Employees in The Café Setting. A

study in Vietnam” has reflected in great detail on the impact on guests’ experience, more specifically the commerce between guests and the atmosphere at the eatery. This is a useful theoretical basis for the author to add accuracy to the "service environment" factor mentioned throughout this report. Krittorn's research paper (2020) has a different perspective on the factors that make up the customer experience. Therefore, he believes that the guests’ experience will start from the moment they learn about the restaurant, come into the restaurant, use the service, and enjoy the food. With each touchpoint, he carefully analyzes the information and nature of the accompanying service. Finally, when coming to the topic of Oh Mun Hyang (2019), the author can find common ground in the experience of restaurants in Vietnam and Hong Kong. Therefore, this researcher mentioned another factor affecting customer experience is their emotions. However, it also lists servicescape and especially service delivery system as the two main factors that make up this process. In conclusion, the above studies have helped evaluate important components of guests’ experience. At the same time, this is also a measure of whether the restaurant is providing service and products effectively.

2.4. Proposed research model and hypotheses development

2.4.1. The proposed research model

“Components of Customer Experience” by Ford *et al.* (2011) has been used in many different fields and industries, especially in areas where service is the top goal and customer relationship is a necessity. For the scope of a restaurant, this model helps businesses master the guests’ experience process and be more proactive in creating a perfect meal for diners. Therefore, the authors chose “Components of Customer Experience” as a prerequisite theoretical basis to build and develop a research model and investigate the factors affecting guests’ experience at Hoa Hong Restaurant. At the same time, the author has relied on previous research results on guests’ experience nationally and internationally (table 2.4.1) to propose a research model (figure 2.4.1) and suitable research theory.

Factors	Item	Authors
Service Product	SP	Ford, R. C., <i>et al.</i> (2011); Maklan and Klaus (2011); Do Van Binh (2021); Tran Kim Yen (2016).
Service Environment	SE	Ford, R. C., <i>et al.</i> (2011); P.C. Verhoef, (2009); Do Van Binh (2021); Tran Kim Yen (2016); Tran Xuan Quynh (2020).
Service Delivery System	SDS	Ford, R. C., <i>et al.</i> (2011); Roth and Menor (2003); Tran Xuan Quynh (2020); Krittorn Chewwasung (2020); Oh Mun Hyang (2019).
Guests' Experience	GX	Krittorn Chewwasung (2020), Gartner (2018); Oh Mun Hyang (2019).

Table 2.4.1 Factors affecting guests' experience

(Source: conducted by the authors, 2022)

This report contains three independent variables, including service environment, service product, and service delivery system. In addition, there is one dependent variable called “guests’ experience”. Based on the above variables, the authors’ hypothesis is as follows: guests’ experience at Hoa Hong Restaurant is affected by service product, service environment, and service delivery system. Following that, the authors propose a research model of factors affecting guests’ experience at Hoa Hong Restaurant.

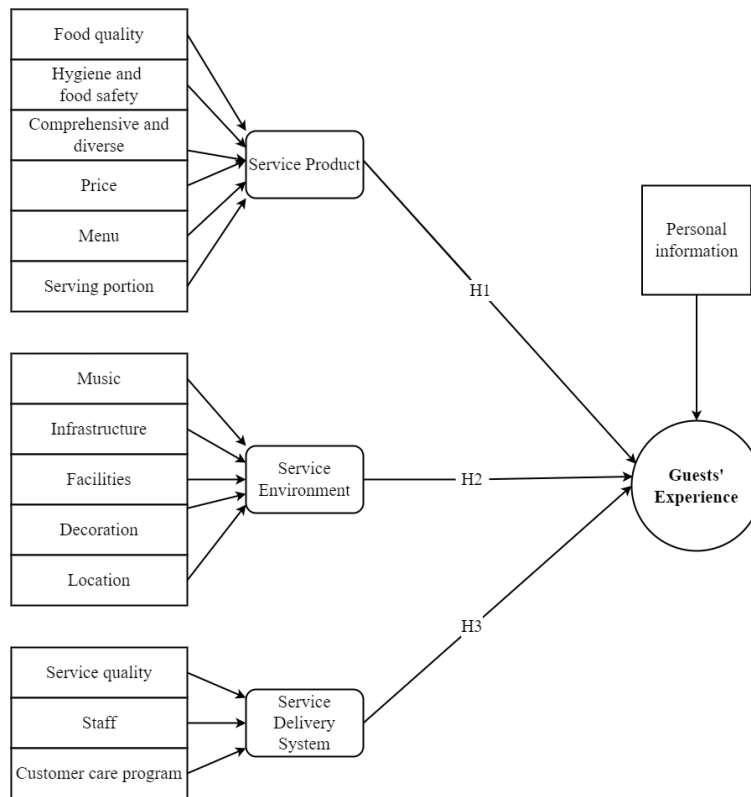


Figure 2.4.1 Proposed research model

(Source: proposed by the authors, 2022)

2.4.2. Research hypotheses

2.4.2.1. Influence of service product on guests' experience

Service products are useful human activities, which create products that do not exist in physical form and do not lead to the transfer of ownership rights in order to fully and conveniently satisfy the needs of a client. According to Kotler (2010), the products and services of a restaurant will have distinct properties and physical resources associated with that business. Therefore, customers spend money to buy these features and create the experience for themselves.

Consumers have both good and negative perceptions of the service product quality; when they have a favorable impression, they refer others, and when they have a poor opinion, they broadcast negative word of mouth. Heskett *et al.* (1997), state that there is a significant link between the service product and its quality, which results in consumer pleasure and loyalty, as a consequence

of which the consumer obtains value while being in a dining experience. In conclusion, the applied hypothesis will be:

Hypothesis H1: Service product has a direct and positive effect on guests' experience.

2.4.2.2. Influence of service environment on guests' experience

The complete atmosphere and physical environment in which the service is delivered and fulfilled is referred to as the "service environment." It is intricate and contains several design components. According to the literature on clients' use of the physical environment in any situation as a concrete indication for making decisions (Lin and Liang, 2011).

Previous research has demonstrated that the physical environment has an impact on consumers both intellectually and emotionally (Sharma *et al.*, 2009; Burns and Niesner, 2006). Clients have expectations about the physical surroundings of a service location, and after these expectations are met. Based on this literature, a hypothesis is provided:

Hypothesis H2: Service environment has a direct and positive effect on guests' experience.

2.4.2.3. Influence of service delivery system on guests' experience

Service delivery system is the way in which a restaurant delivers services to its customers and depends a lot on the nature of communication between customers and business. Customer experience is the sum of each customer touch point. Hence, the influence of service on guests' experience must be assessed across the whole service delivery system chain (Moore, 2018).

Service delivery system is an important element of guests' experience because it helps customers get the amenities they really need by linking a business with the resources to deliver that service. Restaurants can tailor service delivery system to complete satisfaction through functionality or price. Participating in a thoughtful service experience will set customers apart from the crowd and keep their loyalty. Based on the above theory, the authors put forward the following hypothesis:

Hypothesis H3: Service delivery system has a direct and positive effect on guests' experience.

CHAPTER 2 SUMMARY

For this chapter, the authors have analyzed and presented the theoretical basis closely related to the research topic. At the same time, guests' experience studies and models have been carefully researched to make the necessary premise. On that basis, the authors have proposed a research model and hypothesis on the factors affecting guests' experience at Hoa Hong Restaurant (Ky Hoa Hotel Saigon) in Ho Chi Minh City, including the following components: (1) Service Product; (2) Service Environment; (3) Service Delivery System. The following will be the current situation of Hoa Hong Restaurant, along with the impact before, during, and after the epidemic on the restaurant.

CHAPTER 3: THE STATUS OF HOA HONG RESTAURANT AT KY HOA HOTEL SAIGON AND RESEARCH METHOD

3.1. Research Process

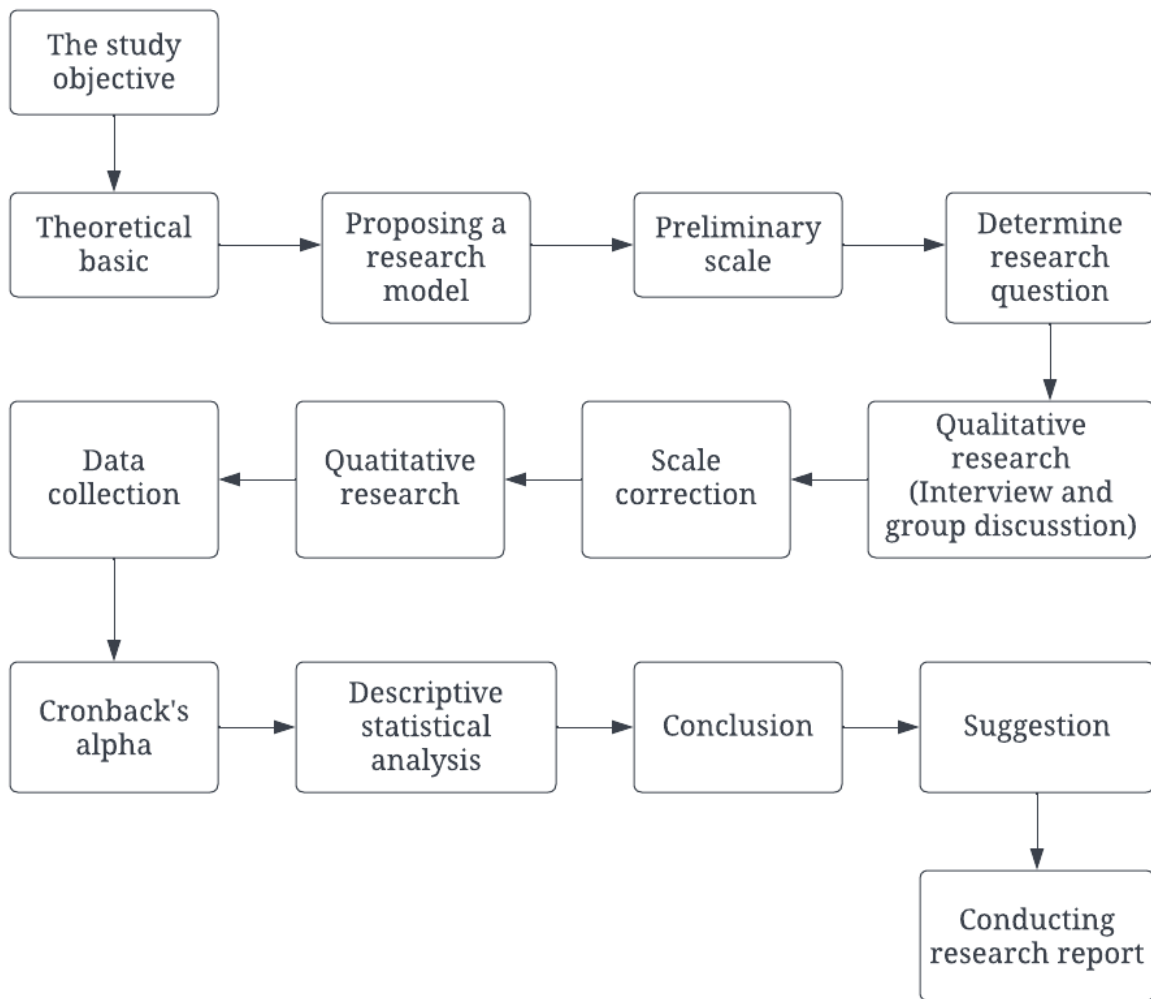


Figure 3.1 Research process

(Source: adapted by the authors, 2022)

The above research process diagram is applied by the authors throughout the project implementation. Specifically, it shows an overview of the steps in the study. In addition, domestic and foreign theoretical bases are applied to serve the research process of the authors.

Through definitions as well as conclusions from learning results, the authors propose research models suitable for the research process, combining them with preliminary scales to measure the relevance of concepts mentioned in the report.

Next, the process of face-to-face interviews with experts and internal discussions of the authors to propose basic research models and scales. After synthesizing the preliminary results, the authors have adjusted and supplemented them to give the official scale. Based on that, the survey questionnaire is given after adding customer characteristics. This process is called qualitative research.

Besides, the authors also use a quantitative research method with 250 survey samples of customers using services at Hoa Hong Restaurant. These feedback results were collected through two methods: direct interviews and online surveys. Next, the authors used SPSS software to analyze specifically the reliability of the survey according to the scale (Cronbach's Alpha) and applied spreadsheets in Microsoft Excel to conduct data analysis.

Finally, based on the results of the survey analysis, the authors make several recommendations based on each component of the guests' experience.

3.2. Overview of the Ky Hoa Hotel Saigon

3.2.1. Basic information about Ky Hoa Hotel Saigon (Figure 3.2.1)

- Registered Name: Ky Hoa Tourist Trading One-Member Limited Liability Company
- Address: No. 238, 3/2 Street, Ward 12, District 10, Ho Chi Minh City, Vietnam
- Phone number: (84.8) 38658151 – 38654063
- Email: kyhoahotel@vnn.vn
- Website: www.kyhoahotel.com.vn

Ky Hoa Hotel Saigon is a unit of Ky Hoa Tourist Trading One-Member Limited Liability Company. Established in 2004 and up to now, the hotel has nearly 20 years of experience in serving domestic-international customers. Over the past two decades, Ky Hoa Hotel Saigon has been proud to ensure the completion of the mission: "Towards the future, constantly improving." Specifically,

it means this term follows closely with the hotel operation, to prove that Ky Hoa always practices professionalism over time. Above all, Ky Hoa will always develop as a new breeze to give customers the most perfect and excellent service.

Ky Hoa Hotel Saigon was built in a crowded area, which is considered one of the major centers of the city. It is located at No. 238, 3/2 Street, District 10, which is a busy and convenient route to visit entertainment places in the city center, such as Ben Thanh Market, Independence Palace, and Saigon Notre-Dame Cathedral within 15 minutes, as well as Tan Son Nhat Airport in 30 minutes. However, despite the bustling image of the street, Ky Hoa has a fresh and peaceful atmosphere. Secluded from the noise is a magnificent Ky Hoa with prevailing architecture from the beginning of the 21st century, countless shady trees, and beautiful gardens, especially the natural lake with more than 10,000m². Besides, it maintains 75 rooms of 3-star standard, a restaurant, a wedding center, and a team of dedicated and attentive service staff. All have given Ky Hoa a truly unique feature that no one else can bring to their customers.

3.2.2. Market segment of Ky Hoa Hotel Saigon

Ky Hoa Hotel Saigon has a network of restaurants specializing in serving European and Asian cuisines. There is a 600-person conference center, 6 tennis courts, as well as a reputation in the FnB field with more than 20 years of professional experience, including Hoa Hong Garden Café, Dong Ho Wedding Restaurant, and Hoa Hong Restaurant. The customer network of these FnB units includes domestic and foreign customers traveling from countries such as Germany, France, Laos, and Cambodia. Guests in and out of hotels and restaurants usually spend between 5 million to 10 million per month to afford activities at the Ky Hoa Hotel Saigon. For the main customer segment, Ky Hoa Hotel has divided into three groups below:

- **Group A:** Members of the Standing Committee
- **Group B:** City bodies and associations
- **Group C:** City officials and civil servants

This division helps the organization clearly distinguish the benefits that each customer group will receive. Following that, it can be seen that the number of guests who will receive the most incentives as members of the Standing Committee (Group A). However, according to Mr. Do Van

Binh - deputy director of Ky Hoa Hotel Saigon (2022), its revenue mostly came from city officials and civil servants (Group C).

3.2.3. Ky Hoa Hotel Saigon and its policy during COVID-19

The impact of the COVID-19 pandemic on people's living and working activities is significant, especially in the hospitality industry. Consequently, most hotels and restaurants try to change their policies and goals to be more suitable to the current situation together with maintaining the revenue to help businesses operate in the future.

Therefore, Ky Hoa Hotel Saigon quickly grasped the situation to adjust the policy to be more suitable for the hotel and the entire employees. Meanwhile, it fulfilled the criteria to ensure safety and health for consumers in order to quickly restore the business. Moreover, the hotel maintains a basic salary for staff during the epidemic to ensure safety and create ideal working conditions for those who want to join hands to prevent the pandemic as well as earn extra money to support their families.

3.3. Overview of Hoa Hong Restaurant

3.3.1. Basic information about the Hoa Hong Restaurant

Ky Hoa Hotel Saigon not only provides a professional accommodation service but also a chain of restaurants with different service styles. Hoa Hong Restaurant stands out the most, with a huge investment in facilities. It is preferentially located inside the hotel, with an area stretching from 350m² to 650m² on three floors. The restaurant has a variety of banquet rooms that can accommodate up to nearly 600 servings and can meet a variety of different needs.

Hoa Hong Restaurant has a unique architecture that harmoniously combines the features of Europe and Asian design. Above all, after nearly two decades of establishment, Hoa Hong always ensures to provide diners with a sense of peaceful and harmonious space. Hence, organizing an outdoor party has become a great strength of the restaurant compared to other competitors. Moreover, Hoa Hong Restaurant specializes in organizing conferences and parties with a thoughtful and dedicated service style. Additionally, it maintains a standard sound and modern lighting system that will meet the expectations of diners when they join the Hoa Hong banquet service.

There have been many surveys conducted showing that parking also plays a very important part in the guests' experience process (Figure 3.2.1.1). That is a significant advantage of Ky Hoa Hotel Saigon since there is a quite spacious car parking area. The maximum capacity for the car park here is up to 60 pax. Furthermore, it also has a separate parking area for motorcycles. Taking advantage of such a large area will help them preserve the assets of customers in the safest way possible, avoiding that these two types of vehicles can cause scratches to each other. Additionally, in each parking area, there will be two guards in each shift and security cameras at multiple angles.

Hoa Hong Restaurant has made the majority of diners satisfied with the variety of meals (Figure 3.2.1.2). With a unique combination of Asian-European cuisine, Hoa Hong can serve a wide range of customers as well as meet their needs. It is committed to ensuring the quality of ingredients for its dishes when selecting suppliers with ingredients that are good for consumer health. On top of that, it also offers different types of catering for weddings, conferences, buffets, or meetings, which are always crowded at peak times.

Lastly, it is also highly evaluated for its prompt service because it can serve both domestic and foreign diners as well as maintain a professional standard to be able to handle the best situation. In the interview with Mr. Do Van Binh, in order to manage the qualification, he proposed eight requirements that need to be achieved, in which the human factor is first held as the most important element. Despite retaining the above strengths, Hoa Hong always has a stable price compared to the general level in the area. Those above have helped Hoa Hong Restaurant maintain its loyalty and continue to create the perfect experience for customers.

3.3.2. Market overview of Hoa Hong Restaurant

Hoa Hong Restaurant is located in an extremely favorable location with such a large road intersecting with many key economic areas of Ho Chi Minh City. However, it is also for this reason that Hoa Hong faces many other competitors in the area. These restaurants also organize wedding and conference services, ranging from the middle- to upper-class customer segments with a diverse business scale from small to large. Knowing the opponents is a necessary action to help Hoa Hong Restaurant create more strategies to attract customers.

First of all, it is necessary to identify the restaurants belonging to the middle-class segment that is similar to Hoa Hong. Accordingly, the nearest rival of Hoa Hong Restaurant is Queen Plaza Ky

Hoa. Located next to it and containing a large campus, Queen Plaza also serves many facilities at a reasonable price. Besides, within a radius of 5 kilometers is Lang Nuong Nam Bo. This place offers optimal use of the vast area and greenery, just like Hoa Hong Restaurant. Its cuisine has a traditional Vietnam Western style with rustic dishes. In addition, it is possible to mention the Metropole Wedding Convention Center, with its architecture in the classical European style. The business impresses with its eye-catching banquet room decoration; customers are also satisfied with the service level of the staff here.

In the more advanced segment, guests can be impressed by Capella and Adora Grand View. Capella has a very convenient location right at the crossroads and is popular because of its very modern and eye-catching layout. In addition, it focuses on European dishes instead of diversifying the menu. On the other hand, Adora Grand View is always in a crowded state because of being located in a crowded area. Furthermore, its layout also has many similarities with that of Hoa Hong Restaurant. Lastly, it is also worth mentioning the recently opened or under construction centers such as Western Palace (operated for 2 years) and the Adora branch at Cach Mang Thang 8 Street, which is still under construction.

In summary, there are many potential and salient competitors around Hoa Hong Restaurant. On the contrary, Hoa Hong has its own advantages that make the restaurant always in crowded state and preferred by the majority of diners. Following that, Hoa Hong brings a harmony of all elements, such as the garden, diverse menu, atmosphere, price, as well as the professional level of staff. These components help Hoa Hong elevate the guests' experience to a higher standard without making them feel bored.

3.3.3. The scale of Hoa Hong Restaurant

The scale of Hoa Hong Restaurant is specifically divided into three areas: lobby, first floor, and fifth floor, with different capacities for each organizational location. To take an example, guests with a large number of over 500 guests will be arranged and classified as the first floor because it provides enough significant area to meet that number of people. The reason for Hoa Hong's being separated into three floors is to diversify and meet different types of guest needs. At the same time, it is also easier for party package staff to define what area best suits the needs of service users there. In addition to the three halls mentioned, Hoa Hong Restaurant also contains 4 VIP banquet rooms numbered 1,2,3,4. Each room can accommodate from 20 to 40 guests.

Although there are a variety of banquet rooms, Hoa Hong Restaurant always ensures equipment is in good condition, and staff will have to regularly check the quality of the items in the banquet room. In each party room, there will be different types of chairs and tables to suit each purpose. To be more specific, below is a table detailing the size of each area and the three kinds of services that Hoa Hong Restaurant is offering to make it easier for people to visualize.

Hoa Hong Halls			
Position	Hoa Hong Hall (Ground Floor)	Hoa Dao Hall (First Floor)	Hoa Mai Hall (Fifth Floor)
Acreage	252 m ²	735 m ²	384 m ²
Party Form			
Wedding Party (Pax)	200	550	350
Buffet Party (Pax)	150	400	250
Set Menu (Pax)	200	550	350

Table 3.3.3.1 The scale of Hoa Hong Restaurant

Regarding the number of employees up to the present time, there are 44 full-time staff. More specifically, there are 18 waiters and 26 kitchen staff. In addition, there is also a team of auxiliary employees to support and assist when needed. The above figures are collected by Mr. Do Van Binh - Deputy Director of Ky Hoa Hotel Saigon.

The Number of Employees In Restaurant			
Department	Server	Kitchen Staff	Others
The number	18	26	≥ 20

Table 3.3.3.2 The framework of employees at Hoa Hong Restaurant

As mentioned above, Hoa Hong Restaurant is also preferred for outside catering services. The strength of Hoa Hong is the staff who specialize in this field and are always ready to serve. These employees are always well trained and have specific requirements. Because of the nature of this service, male employees will be favored to recruit and must have years of experience in the profession to easily adapt to the service style dedicated to this type of service. In this category, staff will fall to about 20 people, and the manager can be flexible in choosing more staff to work in the restaurant in case of a staff shortage.

3.3.4. COVID-19 pandemic and its impact on Hoa Hong Restaurant

Being afflicted by the COVID outbreak is unavoidable for the restaurant. However, as noted above, employees were fully supported by their organization against the disease. When the outbreak subsided, Hoa Hong Restaurant rapidly adjusted and resumed normal operations, according to Mr. Do Van Binh. This is why its revenue could still quickly recover after the pandemic.

3.3.4.1. Before COVID-19

The COVID-19 pandemic began to explode at the end of 2019. Before that, the service industry had achieved a lot of success and was on the verge of exploding customer demand. In Vietnam, FnB businesses operate without any obstacles, with a variety of different types of food. Above all, according to a statistic in 2018, the number of restaurants providing wedding and conference services increased sharply from the previous year and can afford from low to high service quality. It is also predicted that this number will continue to increase in the future.

Besides, it can be seen that the operation of the FnB industry has had very surprising results. Moreover, the government is quite preferential when continuously issuing policies to stimulate the service industry, especially for FnB development. This is considered a golden time for all FnB businesses as the growth opportunities are stronger than ever.

For Hoa Hong Restaurant, in particular, the time before the pandemic was always a good period, with monthly revenue reaching billions of VND. Specifically, the revenue in the low season months is 900 million while the peak is 1 billion. This is considered a positive number and can still be higher than that of mid-range restaurants. In addition, owning a special customer type for itself has helped Hoa Hong Restaurant keep a certain number of customers that other competitors rarely have the opportunity to win.

3.3.4.2. During COVID-19

As clearly mentioned, the past before the COVID-19 pandemic was a glorious time for this smoke-free industry. However, everything was ruined when the epidemic began to break out. The reality shows that accommodation and food service businesses were the first domains that faced difficulties because the pandemic happened too suddenly. Service businesses in Vietnam seem to be quite positive compared to other regions because the state has had a specific and clear disease prevention plan from the beginning. However, that is not enough for the stumbling block of the business. Some businesses even have to cut staff and downsize to reduce costs, leading to a high unemployment rate. Worse, there have been a lot of FnB businesses going bankrupt because they couldn't stand it during this challenging time.

Although Hoa Hong Restaurant is under the city committee, it also faced many difficulties when the pandemic hit. In particular, the outside category service of Hoa Hong Restaurant was frozen, causing a serious drop in revenue. Facing these thorny spears, it has taken measures to make the situation more positive. The restaurant has turned to online delivery and, together with Ky Hoa Hotel Saigon, has become an epidemic isolation facility. In particular, the restaurant has made changes such as stipulating the basic salary for employees while providing meals for patients and doctors participating in epidemic prevention in Ky Hoa. This trendy change has helped Hoa Hong Restaurant manage the stressful situation and added benefits to Ky Hoa's hotel-restaurant chain.

3.3.4.3. After COVID-19

Two years after the outbreak, the situation has remained relatively stable. Because the majority of people have been vaccinated, businesses were available to resume operations and go back to their normal lives. Furthermore, many people had to postpone weddings or events due to the epidemic, causing a significant increase in demand for party organizations. Since the government announced it would return to normal, the number of customers looking to host parties at restaurants has

skyrocketed. This is the reason that aids restaurants and hotel chains in recovering quickly and achieving higher revenues than in the previous period. According to Mr. Do Van Binh, the revenue after re-opening following the harsh epidemic season has reflected growth for Hoa Hong Restaurant, about 1.2 to 1.3 billion, an increase of about 20% in revenue compared to the period before the epidemic.

According to Mr. Do Van Binh, Hoa Hong Restaurant tried to proceed with new strategies to be able to serve customers in the best way possible, such as remodeling the restaurant's facilities, retraining staff during their stay at home, and so on. He recognized that customer behavior changed after the epidemic. For instance, people prefer lower spending because of a decrease in incomes or a desire for safer conditions, among other things. As a result, Hoa Hong Restaurant was constantly updated to fully comply with the government's measures to ensure the best experience for guests. Some of its efforts can be listed, such as checking the body temperature of staff and guests, regularly disinfecting, having staff take two injections, and ensuring cutlery is thoroughly cleaned and disinfected before being given to customers. All of the above have contributed to customers' comfort with Hoa Hong Restaurant.

3.3.5. Hoa Hong Restaurant revenue over five years (from May 2018 to May 2022)

Year	2018	2019	2020	2021	Revenue Forecast in 2022
Revenue (VND)	12.845.000.000	10.120.000.000	5.550.412.000	8.200.000.000	14.685.500.000

Table 3.3.5 Hoa Hong Restaurant revenue over five years (from May 2018 to May 2022)

The revenue of Hoa Hong Restaurant has such a huge difference because the outbreak of the COVID-19 epidemic in 2020 caused the revenue to drop suddenly. However, it has changed quickly to adapt to the epidemic situation. In order to generate more revenue for the business, Hoa Hong Restaurant has cooperated with Ky Hoa Hotel Saigon to provide food for the isolation process and medical staff. After these translations, the revenue is larger than before the epidemic occurred because there were many events or weddings that needed to be held after such a long time of waiting. Thus, after the situation has stabilized, demand for organizing parties continues to increase, which helps restaurants to recover quickly.

3.3.6. Strategy evaluation of Hoa Hong Restaurant

In order for the restaurant business to run smoothly, each restaurant always needs to prepare strategies carefully to identify and shape each goal, each step in the operating process of an organization. As for Hoa Hong Restaurant, it has developed a strategy to maintain three campaigns for easy control and implementation:

- **Short-term:** This type of plan is laid out for a month or a few days. In addition, Hoa Hong Restaurant also focuses on organizing activities and promotions such as International Children's Day or International Women's Day. There are also several promotions, like free beverages during the holidays or gratitude discounts for customers (Figure 3.3.6). At the restaurant, the customers with the most discounts are those from the municipality, in addition to many other types of discounts. The short-term strategy helps to quickly promote the image of the restaurant or attract new customers. Moreover, it is expected to support the next two plans.
- **Mid-term:** The medium-term campaign is planned and implemented for a month to a half year. Typical maintenance is furnishing the third floor of the building, according to Mr. Do Van Binh. Next, he also mentioned that due to the epidemic situation, Hoa Hong Restaurant also takes advantage of the time when there were no customers to remodel large areas to avoid affecting the dining experience of customers later. The repair is still an ongoing process currently, even for the smaller details.
- **Long-term:** When hearing about the long-term strategy of a business or organization, with projects lasting at least a year to many years, this strategy helps to present a clear picture of Hoa Hong Restaurant and what it wants to become. This even helps the restaurant design short and medium-term plans to support it, even if it does not feel like much at first. In an interview with the Deputy Director of Ky Hoa Hotel Saigon, he revealed that the long-term project of the hotel as a whole is to turn the organization into the largest commercial center in Ho Chi Minh City, and this part is also the plan of the city committee to cooperate with the hotel to implement it.

3.3.7. SWOT analysis of Hoa Hong Restaurant

To have a solid premise for the analysis process, the author has given the SWOT table of Hoa Hong restaurant as shown below. These factors are based on the actual situation of Hoa Hong

Restaurant and through the interview with Mr. By Van Binh - Deputy Director of Ky Hoa Hotel Saigon.

Strength	Weakness
<p>S1: Hoa Hong Restaurant is located in the city center, bordering many districts, so it is convenient to arrive at.</p> <p>S2: Offers a variety of different services. In Particular, it maintains a professional outside category service team. Example: at home, company, school.</p> <p>S3: Comfortable space, spacious area, and airy garden.</p> <p>S4: The number of guests is sustainable because most of them come from the city party committee.</p> <p>S5: Belonging to the city party committee, Hoa Hong Restaurant will easily meet new policies.</p> <p>S6: Meal prices are reasonable compared to other competitors, commensurate with the value.</p>	<p>W1: The furniture is no longer modern; facilities need to be renewed and repaired regularly.</p> <p>W2: The restrooms are not totally unobtrusive and private.</p> <p>W3: Unreasonable arrangement in the motorcycle.</p> <p>W4: The distribution inside Hoa Hong Restaurant is not reasonable (for example, the restroom is next to the dispensing counter, etc.).</p> <p>W5: The low staff quality, but there are also some cases of unprofessionalism of the staff.</p> <p>W6: Lack of communication on social network</p>
Opportunity	Threat
<p>O1: Belonging to the city party committee, Hoa Hong Restaurant will be assured of many policies and administrative aspects.</p> <p>O2: After the Covid pandemic is less tense, Hoa Hong Restaurant can bring new things and expand opportunities.</p> <p>O3: Demand recovered thanks to the reopening</p>	<p>T1: The level of competition is quite high, and many new and unique culinary business models have been opened in the area.</p> <p>T2: Facing higher customer expectations.</p> <p>T3: Epidemic changes, such as new policies issued by the state because of the epidemic.</p> <p>T4: Interference from e-commerce activities.</p>

<p>of the economy.</p> <p>O4:The government has begun to open up the tourism industry, so there will be a source of foreign tourists.</p> <p>O5:Consumers have increasingly high tastes for high-end products (according to ISO, 2022).</p> <p>O6:Support policies from the government have been implemented or are about to be implemented.</p>	<p>T5:Costs of input ingredients are remaining at a high level.</p> <p>T6:The appearance of new COVID-19 variations.</p> <p>T7:Labor shortage.</p>
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Table 3.3.7 SWOT analysis of Hoa Hong Restaurant

3.4. Research Method

3.4.1. Qualitative Method

In this study, the authors decided to use two methods: in-depth interviews and focus group discussion (Appendix 2). The object used in the in-depth interviews is Mr. Do Van Binh, deputy director of Ky Hoa Hotel Saigon, who has an accurate assessment of the situation of the organization from which to explore more deeply aspects of the service experience at Hoa Hong Restaurant, along with the authors' experience at the business, to get the most objective assessment. In the form of a focus group discussion, 10 experts with experience in the field of FnB participated in interviews and surveys about the research article to get realistic comments, so as to show what factors they agree to affect the service experience at Hoa Hong Restaurant. The method of conducting results for in-depth interviews is face-to-face meetings with questions that will not be disclosed in advance to get more information, while for focus group methods, interviews are conducted online and offline to be more convenient for the surveyors.

The survey for experts in the FnB field was created based on the outline of Appendix 1. Following the included question, three important components of guests' experience are known: service product, service environment, and service delivery system. The process of conducting the interview is first to spend a few minutes introducing the research model, presenting the purpose of the interview, and then asking participants' opinions according to the scale level to summarize the

factors that affect guests' experience.

No.	Factors affecting guests' experiences in Hoa Hong restaurant	Factors affecting guests' experiences in Hoa Hong restaurant adjusted	Agree frequency
1	Service Product	Preserved	8
2	Service Environment	Preserved	9
3	Service Delivery System	Preserved	8

Table 3.4.1. Group discussion result

The results collected from the interview show that eight out of ten experts believe that the author's research model is suitable for the actual operation of Hoa Hong Restaurant, and the scales of the factors in the model were agreed upon by the interview participants. Therefore, the proposed research model remains the same and the scales are included for formal research.

3.4.2. Quantitative Method

The survey research method using Google Form is used to collect quantitative data by using the question/ answer process of 250 guests experiencing Hoa Hong Restaurant, following the survey, and responding to the questions on a scale of 1 to 5 to indicate the level of agreement. The collected data is processed by SPSS to analyze Cronbach's Alpha and Microsoft Excel to calculate the percent of the number of people answering the survey.

3.4.2.1. Sampling Method

This study included 28 observed variables. Hoang Trong and Chu Nguyen Mong Ngoc (2008) state that, in general, the number of observations (sample size) should be at least 3 or 5 times the number of variables in the EFA factor analysis. Hair *et al.*, (2010) suggest that the sample size should be equal to or greater than 100 and the smallest sample should have the desired ratio of 5 observations for each variable. $N > 100$ samples and $n = 5k$ (k is the number of variables).

The questionnaire for this topic has 28 variables. Therefore, the minimum sample size is: $N = 5 \times 28 = 140$. To ensure a sample size of 140, the author will generate an increase of 40% of the minimum sample size because during data collection will have to remove unsatisfactory

questionnaires. So the minimum number of questionnaires sent to the survey is $140 \times (100 + 40) \% = 196$ observations. So 196 surveys meet the requirements for exploratory factor analysis (140 surveys) and are eligible for regression analysis (74 observations).

In addition, Comrey and Lee (1992), Tabacknick and Fidell (1996) declared that the number of respondents would replicate the responsibility of the corresponding results, as shown in **Table 3.4.2.1**.

50	100	200	300	1000+
Very bad	Bad	Good	Pretty Good	Outstanding

Table 3.4.2.1 Standard sample size

(Source: Comfrey and Lee, 1992)

As a result, the authors decided the sample size would be 250 in this research because it is the average of good and pretty good.

3.4.2.2. Data Process Method

Primary and secondary research will be used to receive the answers to the questionnaire. Primary data is remaining in the form of a survey, which is one of the most cost-effective ways. The authors collect data through two approaches: online and face-to-face surveys at Hoa Hong Restaurant. As a result, the total collected data is 250 surveys from 250 guests who are used to enjoying the restaurant. Besides, secondary research will provide a better understanding of the service quality construct and how the model can be used to measure the data.

After collecting the data, the research data will be processed and encrypted with the necessary data in the questionnaire using SPSS software. The encrypted data is used to analyze the reliability of the scale using (Cronbach's Alpha).

3.4.3. Questionnaire Design

A questionnaire is a tool including many associated questions to achieve the final goal of collecting data from the respondents (Malholtra and Birks, 1999). Screening questions, survey questions, and personal information make up the three sections of the questionnaire framework. Part 1 employs the Nominal Scale to develop Screening Questions, Part 2 employs the Nominal Scale to collect

personal information of the respondents, while Part 3 applies the 5-point Likert scale to determine the factors affecting guests' experience at Hoa Hong Restaurants in 3 components of service.

The nominal scale requires respondents to answer questions in order to gather raw responses (Hair, Wolfinbarger, and Money, 2011).

The Likert Scale asks respondents to rate their agreement level with statements based on their behaviors (Likert, 1931). Accordingly, the Likert scale had five scale descriptors, which included 'Totally Disagree', 'Disagree', 'Neutral', 'Agree', and 'Totally Agree'.

The purpose of the topic is to find a solution to increase the guests' experience, so the author team has prepared 34 questions for the survey, and the questionnaire is created in the form of Google Form including 33 multiple-choice questions according to the 5-points of the Likert scale and 1 essay question.

To accomplish the above research objectives, survey research questions are posed to follow three components of service:

- The service product
- The service environment
- The service delivery system

The measurement scale is the combination of selectively earlier studies in the field, such as the research of Forsythe et al. (2006). Stone and Gronhaug (1993), Kim, Ferrin, and Rao (2008), Hartono et al. (2014), and Woodruff (1997).

In detail, the measurement scales for product, environment, and delivery are shown as follows:

Table 3.4.3 Measurement Scale

1 – Totally Disagree

2 – Disagree

3 – Neutral

4 – Agree

5 – Totally Agree

Variable	Item	Statement	1	2	3	4	5
Service product	1	You are satisfied with the appearance and taste of the product.					

	2	You are satisfied with the level of food safety and hygiene from Hoa Hong Restaurant.					
	3	Hoa Hong Restaurant provides all the services you need (conference organization, Ala Carte restaurant, Bar, etc.)					
	4	Hoa Hong Restaurant maintains a diverse menu.					
	5	Hoa Hong Restaurant provides reasonable and unchangeable prices.					
	6	Eating utensils are clean and intact.					
	7	Food portion sizes are as expected.					
	8	The menu of Hoa Hong Restaurant provides complete information about the meal ingredients.					
Service environment	1	Hoa Hong Restaurant keeps its space spacious and clean.					
	2	The music playlist of Hoa Hong Restaurant brings comfort to customers.					
	3	The infrastructure of Hoa Hong Restaurant is reasonably distributed and easily identifiable.					
	4	The location of Hoa Hong Restaurant is convenient and near the center.					
	5	The soundproofing system of Hoa Hong Restaurant is guaranteed.					
	6	Hoa Hong Restaurant maintains modern equipment.					
	7	Hoa Hong Restaurant decorates its space harmoniously and impressively.					
Service delivery system	1	Hoa Hong Restaurant meets your needs.					
	2	Hoa Hong Restaurant provides a proper serving time.					
	3	You are satisfied with the service style of Hoa Hong staff.					
	4	Hoa Hong staff provide prompt and quick service.					

	5	You are satisfied with the customer relationship programs from Hoa Hong Restaurant.						
	6	The parking area of Hoa Hong Restaurant has enough capacity for customers.						
	7	The parking area of Hoa Hong Restaurant ensures the safety of customers' assets.						
	8	Modern, safe and fast elevators.						
	9	Hoa Hong Restaurant keeps its restrooms clean and private.						
Short answer	1	Do you have any suggestions for Hoa Hong restaurant to improve service?						

CHAPTER 3 SUMMARY

Chapter 3 mainly deals with all the information about Ky Hoa Hotel Saigon in general and Hoa Hong Restaurant in particular, to more easily grasp the documentary of the studied business. In addition, this chapter gives the point that Hoa Hong Restaurant has changed and how that change has made it better. It also mentions the research procedures. It further analyzes the quantitative and qualitative research methods, which the authors previously decided to show why this is the case and decided to use in this study. Moreover, the authors have mentioned a SWOT model to provide the most objective view of the research team after having experienced the service at the restaurant to determine which factors affect the guests' experience and, at the same time, combine these with the factors given in the survey research from the group of participants that will be specified in the next chapter to show which one has the most influence on guests' experience.

CHAPTER 4: ANALYTICAL DATA AND RESEARCH RESULTS

In this chapter, the authors will analyze the data with the information gathered through the research survey. More specifically, based on the results mentioned, the factors affecting guests' experience will be clearly demonstrated in practice. Additionally, to increase the reliability of the information, the authors will analyze the data using SPSS (Cronbachs' Alpha).

4.1. Cronbach's Alpha

Cronbach's alpha, α (or coefficient alpha), is a rate used to measure reliability, developed by Lee Cronbach in 1951. It is considered to be a degree of scale unwavering quality. In this research about three factors that influence the guest experience at Hoa Hong Restaurant (Ky Hoa Hotel Saigon) in Ho Chi Minh City, the authors are going to discuss these three-factor Cronbach alpha numbers.

Cronbach's Alpha coefficient value level according to Hoang Trong & Chu Nguyen Mong Ngoc (2008):

- 0.6 and up: the dimensions are qualified to use
- 0.7 to shut to 0.8: good usable scale
- 0.8 to shut to 1: the size is incredibly good

Cronbach's Alpha coefficient has a changeable value in the interval [0,1]. In principle, the larger this coefficient, the better (the more dependable the scale is) (the more reliable the scale is). However, this is not entirely correct. If Cronbach's Alpha coefficient is too large (about 0.95 or more), it shows that there are many variables in the scale that do not have any difference, this phenomenon is called overlap in the scale (Nguyen Đình Tho, 2011).

If a measurement variable has a correlation coefficient of total Corrected Item - Total Correlation ≥ 0.3 , then that variable meets the requirements (Nunnally, J. (1978), Psychometric Theory, New York, McGraw-Hill).

- Service Product

Reliability Statistics	
Cronbach's Alpha	N of Items
.913	9

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SP1	30.1230	40.100	.352	.929
SP2	29.1107	36.337	.770	.899
SP3	29.0574	36.713	.768	.899
SP4	28.9303	36.189	.767	.899
SP5	29.0123	35.897	.770	.898
SP6	29.0041	36.012	.781	.898
SP7	29.0779	36.838	.706	.903
SP8	29.1516	36.730	.748	.900
SP9	29.1885	36.557	.687	.904

Table 4.1.1 Service product

The first is that Cronbach's Alpha of the SP (Service product) variable is 0.913. Cronbach's Alpha is greater than 0.8, which is a good measurement scale. The correlation coefficients of the variables observed on the scale are greater than 0.3, so that variable meets the requirements. Subsequently, all observed factors are acknowledged and will be utilized in the consequent calculated investigation. However, SP1 has a Cronbach's Alpha of 0.929, greater than 0.913 but the scale is 0.016, indicating that its magnitude compared to the total variable is very small, so it is still acceptable and there is no case of eliminating any observed variable. This also means there is a reliable connection between service products and guest experiences.

- Service Environment

Reliability Statistics	
Cronbach's Alpha	N of Items
.880	7

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SE1	21.9344	19.173	.723	.855
SE2	22.0820	19.755	.677	.861
SE3	22.1598	19.139	.715	.856
SE4	21.7869	19.823	.561	.876
SE5	22.2336	18.822	.715	.856
SE7	22.3566	19.457	.676	.861
SE6	22.4631	19.608	.599	.871

Table 4.1.2 Service Environment

Cronbach's Alpha of the Service Environment (SE) variable is 0.88. Cronbach's Alpha is greater than 0.8 which is a good measurement scale, the correlation coefficients of variables observed on the scale are all greater than 0.3 so that variable meets the requirements. There is no case of elimination of any observed variable that can make Cronbach's Alpha on this scale greater than 0.88. Subsequently, all observed factors are acknowledged and will be utilized in the consequent calculated investigation. This also means there is a reliable connection between service environment and guest experience.

- Service Delivery System

Reliability Statistics	
Cronbach's Alpha	N of Items
.849	9

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SD1	28.2828	32.607	.746	.819
SD2	28.3156	33.312	.662	.826
SD3	28.3197	32.688	.686	.823
SD4	28.3361	32.463	.704	.821
SD5	28.4877	32.062	.727	.818

SD6	28.2951	32.324	.563	.834
SD7	28.2336	32.303	.622	.828
SD8	29.4918	35.115	.304	.865
SD9	29.4180	34.401	.323	.865

Table 4.1.3 Service delivery system

Cronbach's Alpha of the service delivery system (SDS) variable is 0.849. Cronbach's Alpha is greater than 0.8, which is a good scale, the correlation coefficients of the total variables of observed variables in the scale are greater than 0.3 and the scale of the observed variables SD8 and SD9 is 0.865 greater than 0.849 is 0.016 indicating that its magnitude compared to the total variable is very small, so it is still acceptable and there is no case of eliminating any observed variable. Subsequently, all observed factors are acknowledged and will be utilized in the consequent calculated investigation.

4.2. Research Results

The authors used an online survey of Google Form, which contains 30 statements and questions related to three factors affecting guests' experience. In particular, there are 250 collected responses, of which 245 forms are valid. In contrast, 5 of them are invalid because of age and occupancy being inappropriate. Finally, from those 245 valid samples, the authors obtained the following results.

Criteria		Frequency	Sample
Age	Under 18 years old	13	5.3%
	From 18 to 25 years old	87	35.5%
	From 26 to 30 years old	49	20.0%
	Over 30 years old	96	39.2%

Gender	Male	128	52.2%
	Female	117	47.8%
Occupancy	Student/alumnus	74	30.2%
	Employees/officer	123	50.2%
	Other	48	19.6%
Total		245	100%

Table 4.2 Sample characteristics

In the “age” section, it can be seen that the index of people over 30 years old accounts for the largest index with 97 surveys (39.2%). Close to this number is the survey group from 18 to 25 years old, with 87 surveys (accounting for 35.5%). Next, people from 26 to 30 years old completed about 49 surveys (with 20.0%). Finally, the smallest proportion was in the group under 18, with only 13 survey samples (approximately 5.3%).

In the section on gender, the percentage shows that male customers, with 128 surveys (52.2%), account for a higher percentage than female customers, with 117 surveys (47.8%).

In terms of occupation, the “other” selection accounted for only 19.6% (accounting for 48 surveys). While there are 74 surveys (which is 30,2%) in the survey group of students/alumni; Nevertheless, the “employees/officers” group is included at the highest rate, with 50,2% for 123 surveys. Therefore, the authors found that the survey group all had diverse working positions.

4.3. Analytical Data

4.3.1. Usage level

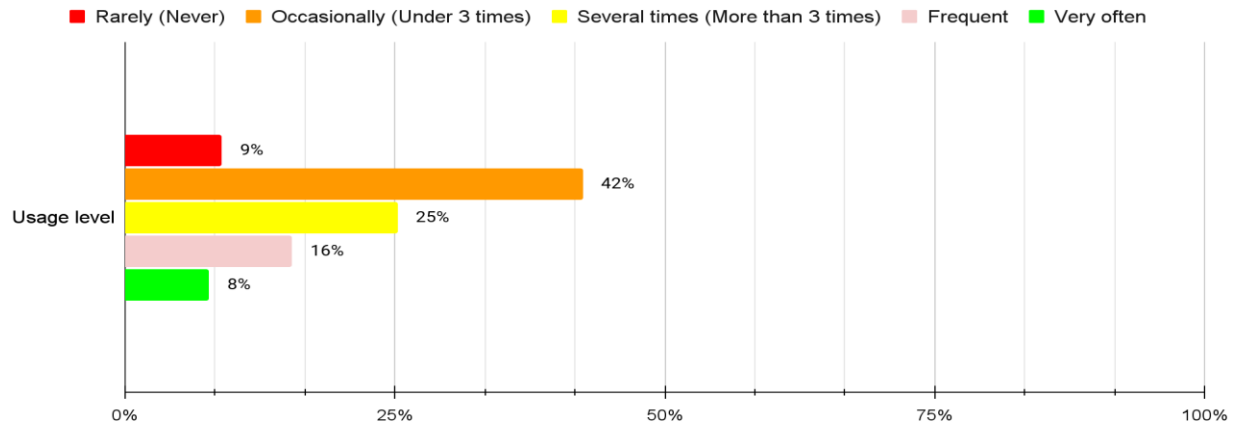


Figure 4.3.1 Usage level

(Source: collected through research survey, 2022)

The chart above illustrates service usage at Hoa Hong Restaurant. Included questions are answered by five levels on the Likert scale. In which, the index of "rarely" dining at the restaurant accounted for 9%. Next, the "occasionally" level with 42% of the votes, becoming the highest rate compared to the remaining components. 25% is the proportion of diners who have experienced Hoa Hong Restaurant more than three times. "Frequent" which accounts for 16% of the total response samples. Finally, "very often" occupies 8% of the votes. This is also the factor with the lowest rate in the five levels of service usage at Hoa Hong Restaurant.

4.3.2. The Service product

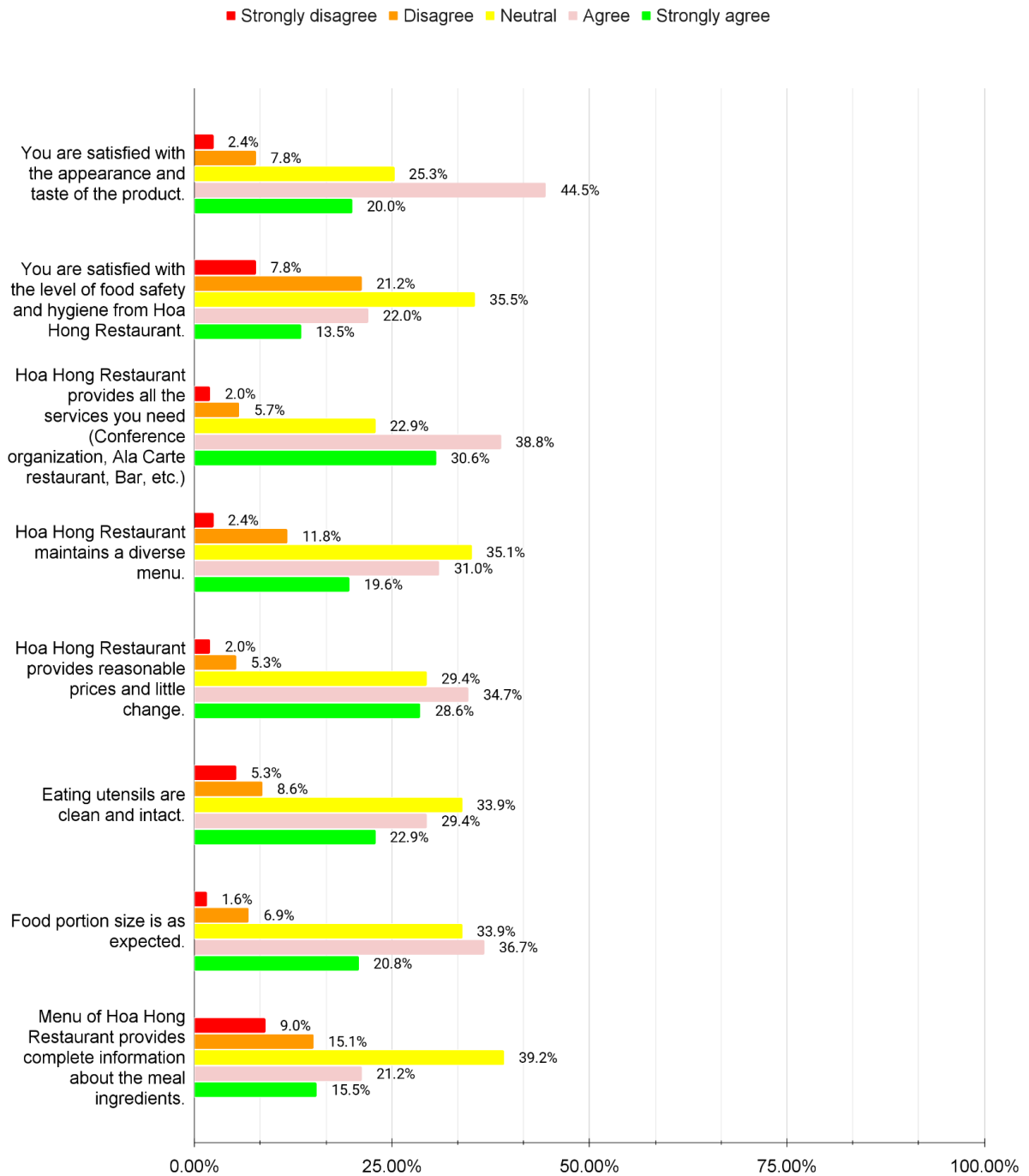


Figure 4.3.2 Survey result for Service Product

(Source: collected through research survey, 2022)

The chart above includes eight elements that make up the service product at Hoa Hong Restaurant. Listed statements are based on core issues such as food quality, hygiene, food safety, comprehensiveness and diversity, price, menu, and finally the serving ratio. The analysis is based on each Likert scale point to compare all these factors.

Overall, "strongly disagree" accounts for the lowest percentage of all eight sections. Most of the responses to this answer fall around 2%, and there is only a significant difference between the maximum and minimum values. More specifically, when being asked whether the food is as expected, only 1.6% of respondents selected this level (equivalent to 4 out of 245 people surveyed). This is also the item with the lowest percentage in the class. Meanwhile, the "menu of Hoa Hong Restaurant provides complete information about the meal ingredients" has a five times higher rate than the item listed above, 9% compared to 1.6%.

The "disagree" responses have a clear divergence. The section "Hoa Hong Restaurant provides reasonable prices and little change" has the lowest rate of the eight factors given (5.3%). In contrast, customers who disagree with the quality of food safety and hygiene at this eatery have the highest rate compared to other categories, remaining at 21.2%.

The next level is "neutral". All proportions of these responses were quite uniform, ranging around 30%. Specifically, 22.9% is the lowest index in this category, belonging to the statement "Hoa Hong Restaurant provides all the services a customer needs". Despite the uniformity between the eight factors, it is easy to see the menu problem being featured at the top of the list, with the "neutral" answers accounting for 39.2%.

It is worth mentioning that among these eight factors are the proportions of the "agree" level. This is considered the most significant difference of all and includes a much higher percentage than others. Here, menu information is once again highlighted, but at the lowest rate of the eight "agree" responses, which is only 21.2%. However, the most dramatic metric is 44.5% of the "you are satisfied with the appearance and taste of the product" statement, twice compared with the lowest figure for this level.

Finally, consider the proportions of "strongly agree". The only thing in common with this answer is that it also accounts for a higher percentage than the unsatisfied side. Specifically, the number of people who chose "strongly agree" accounts for 13.5% in the section "You are satisfied with the level of food safety and hygiene from Hoa Hong Restaurant", which became the smallest value.

On top of that, up to 28.6% of the survey respondents chose to "strongly agree" as Hoa Hong Restaurant kept the price stable and rarely changed.

In summary, the above figures show that Hoa Hong Restaurant is ensuring and harmonizing the service product. Most of the percentages are gratifying and significantly separate from negative feedback. However, the survey result presents the two statements "you are satisfied with the level of food safety and hygiene from Hoa Hong Restaurant" and "menu of Hoa Hong Restaurant provides complete information about the meal ingredients" receive the highest number of objections compared to the remaining issues. Thus, for the service product component during the experience at Hoa Hong, the food safety and hygiene and the information on the menu should be prioritized for improvement.

4.3.3. The Service environment

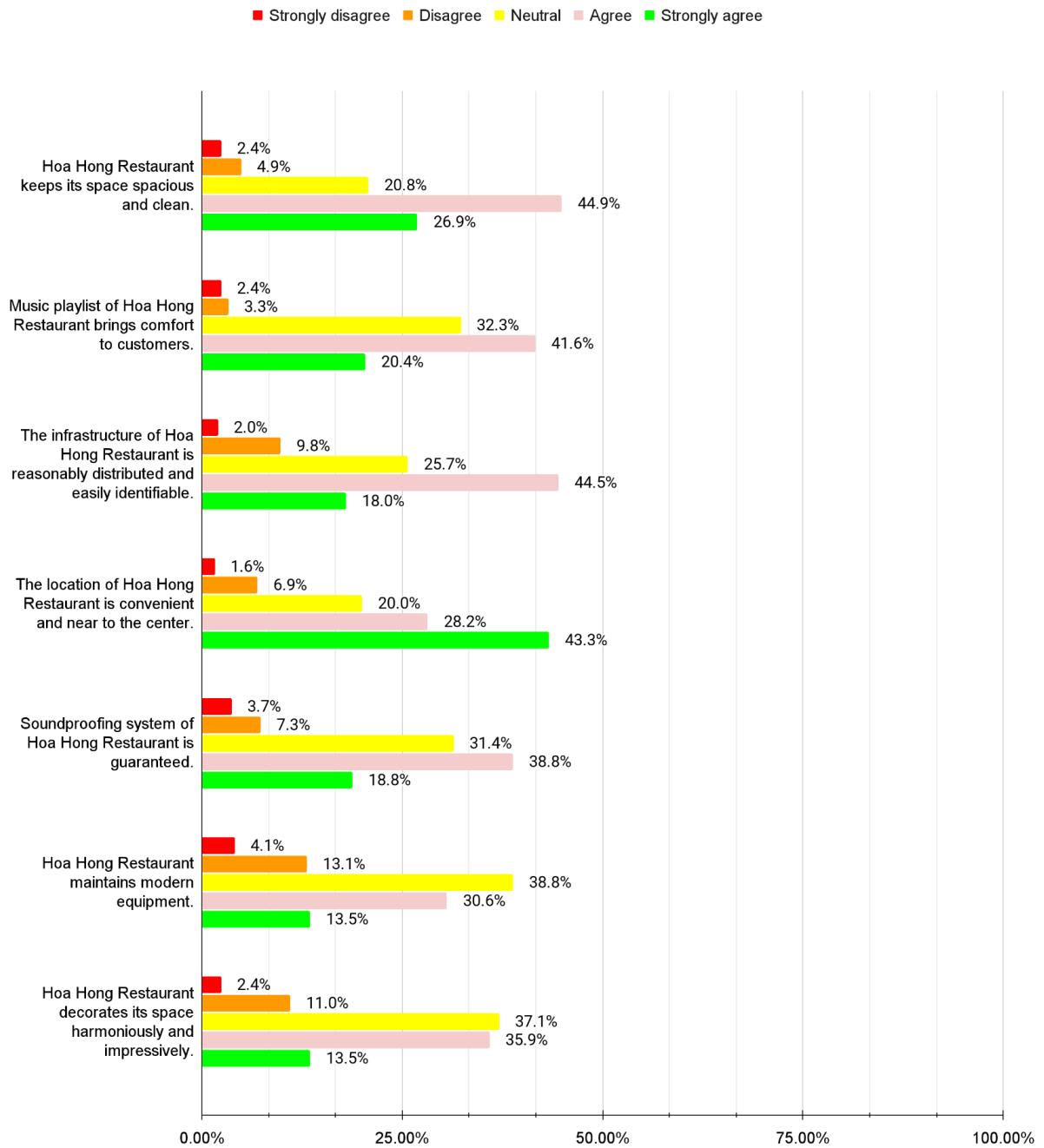


Figure 4.3.3 Survey result for Service Environment

(Source: collected through research survey, 2022)

The second component of guests' experience is the service environment. Following that, a total of seven sectors are set up to clarify this aspect. The key elements for this term include music, infrastructure, facilities, decoration, and location.

The first choice for these seven statements is "strongly disagree". Among them, 1.6% occupied the lowest position, as diners were very disappointed with the location of Hoa Hong Restaurant. In contrast, 4.1% is the largest number of customers completely dissatisfied with this level. This is the percentage of customers who really disagree with the equipment at Hoa Hong Restaurant.

Next are the "disagree" responses. The music at Hoa Hong Restaurant received 3.3% of the votes for "disagree", becoming the smallest percentage. Opposite it is 4.9%, shown in the first statement "Hoa Hong Restaurant keeps its space spacious and clean", which is also the largest number of the seven "disagree" items mentioned.

As for the "neutral" proportions, the average number of respondents choosing it is around 20% to 30%. Meanwhile, 20% is the lowest ratio, with the number of customers feeling normal considering the location of Hoa Hong Restaurant. On the other hand, the number of diners when being asked about the restaurant's equipment is highest, as shown by 38.8%.

The overview of "agree" shows that most of this level always occupies a fairly high position in the chart. Specifically, the use of modern equipment by Hoa Hong Restaurant was agreed-upon by 30.6% of customers, becoming the smallest number at this level. However, the largest percentage is not much different, which is 44.9%, as identified by the category "Hoa Hong Restaurant keeps its space spacious and clean".

At last, the level of "strongly agree" must be specified. In particular, "the infrastructure of Hoa Hong Restaurant is reasonably distributed and easily identifiable" received the lowest response (18%) for this level only. A significant spike was in the fact that customers overwhelmingly approved of the convenience of the restaurant's location, with over 43% of the vote, a far cry from the 18% listed above.

All in all, it can be said that the service environment is the most invested factor at Hoa Hong Restaurant. The analysis shows that most of the customers have a positive experience with this component. In contrast, there are two issues that receive the most mixed opinions, which are current equipment and space decoration. Although the level of negativity is not too much, the consensus results on these problems are the lowest portions. Hence, the restaurant should also consider developing them to improve the quality of the guests' experience.

4.3.4. The Service delivery system

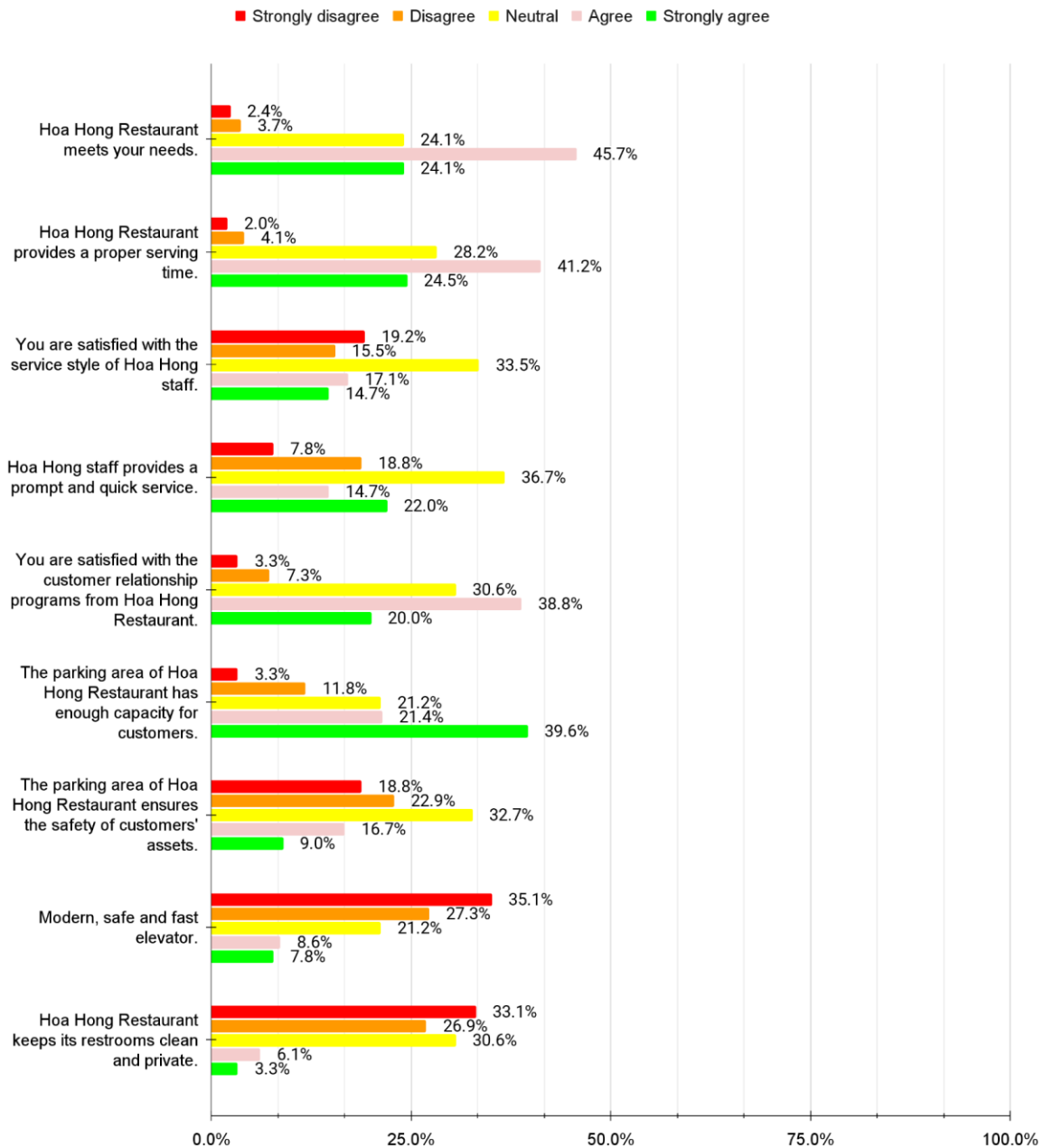


Figure 4.3.4 Survey results for service delivery system

(Source: collected through research survey, 2022)

The final element that constitutes customer experience is the service delivery system. The authors conducted nine affirmations around three issues, including service quality, employees, and customer care programs.

Unlike the two charts above, the level of "strongly disagree" in this chart has a clear fluctuation. Specifically, the lowest index in this range is "Hoa Hong Restaurant provides a reasonable serving time" with a 2.0%. In contrast, up to 35.1% of survey respondents expressed their dissatisfaction with the elevator at the restaurant, and this is also the largest number in the "strongly disagree" level. This number is 33.1% leaning towards the section "Hoa Hong Restaurant keeps its restroom clean and private".

The level of "disagree" also varies a bit among those statements. It can be seen that "Hoa Hong Restaurant meets your needs" receives the lowest response at this level when it contains only 3.7% of votes. The elevator issue ranked first because 27.3% of survey respondents disagreed with this statement. In addition, the restroom is also mentioned when there is 26.9% of the "disagree", which puts us close to the first place.

The third level is "neutral", with a fairly high distribution of all questions. Most responses to this level will be in the 20% or 30% range. Both "the parking area of Hoa Hong Restaurant has enough capacity for customers" and "modern, safe and fast elevator" consist of the lowest number of votes for "neutral" with 21.2%. Nevertheless, 36.7% is the largest ratio at this level. This is the index for "Hoa Hong staff provides prompt and quick service".

Next, the fourth row shows the "agree" level. Accordingly, this level has a rather heterogeneous distribution between the questions, and there are spikes in the growth columns. The restroom issue was maintained at the lowest level, with only 6.1% of people agreeing with this answer. Moreover, the number has increased many times higher in other questions, such as 38.8% in customer care programs or 41.2% of responses about the fast service times of Hoa Hong Restaurants. However, the largest percentage belongs to the phrase "Hoa Hong Restaurant meets your needs", with more than 45% of people agreeing with this idea.

Lastly, there is the "strongly agree" column. The smallest compared to the remaining answers was 3.3% for a statement about the cleanliness and privacy of the restroom. The largest percentage at this level belongs to "the parking area of Hoa Hong Restaurant has enough capacity for customers" with nearly 40% of the votes for "strongly agree".

The numbers analyzed above show that the service delivery system needs to be improved the most among the components of guests' experience. It is easy to see that guests are very dissatisfied with the elevator and toilet experience. This needs to be fixed quickly because, in the long run, it will cause inconvenience to customers and the remodeling process. In addition, the authors found that

employee-related issues also received a lot of negative feedback, while this is a factor that directly affects the guests' experience. Also, the authors recognize the potential to exploit customer care programs that could help enhance their experience. In conclusion, Hoa Hong should consider improving and innovating the above-mentioned factors to create a more perfect service delivery system.

4.3.5. Overview of factors affecting guests' experience

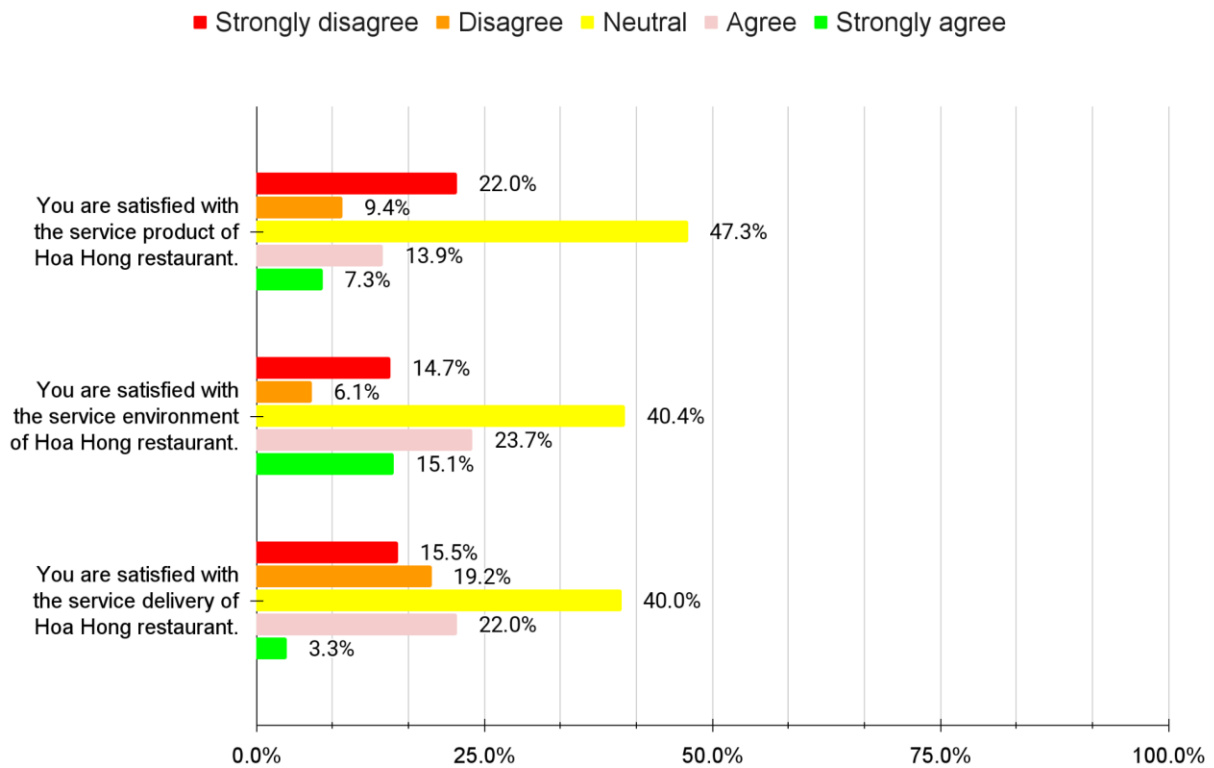


Figure 4.3.5.1 Overview of factors affecting guests' experience

(Source: collected through research survey, 2022)

The chart above shows an overview of three factors that influence guests' experience, including service product, service environment, and service delivery system.

In general, an even divergence can be seen among all five levels in the three questions. "Neutral" was voted the most with 47.3% for overall service product satisfaction, 40.4% for service environment satisfaction, and 40.0% for service delivery system. In contrast, most of the numbers in the "strongly agree" and "agree" levels are quite low when all cannot exceed 30%. Even the

lowest number in this whole chart is 3.3% of votes for "strongly agree" with the service delivery system at Hoa Hong Restaurant. In addition, it is necessary to pay attention to the level of "strongly disagree" with quite high indicators compared to the opposite side, such as in the service product issue with 22%.

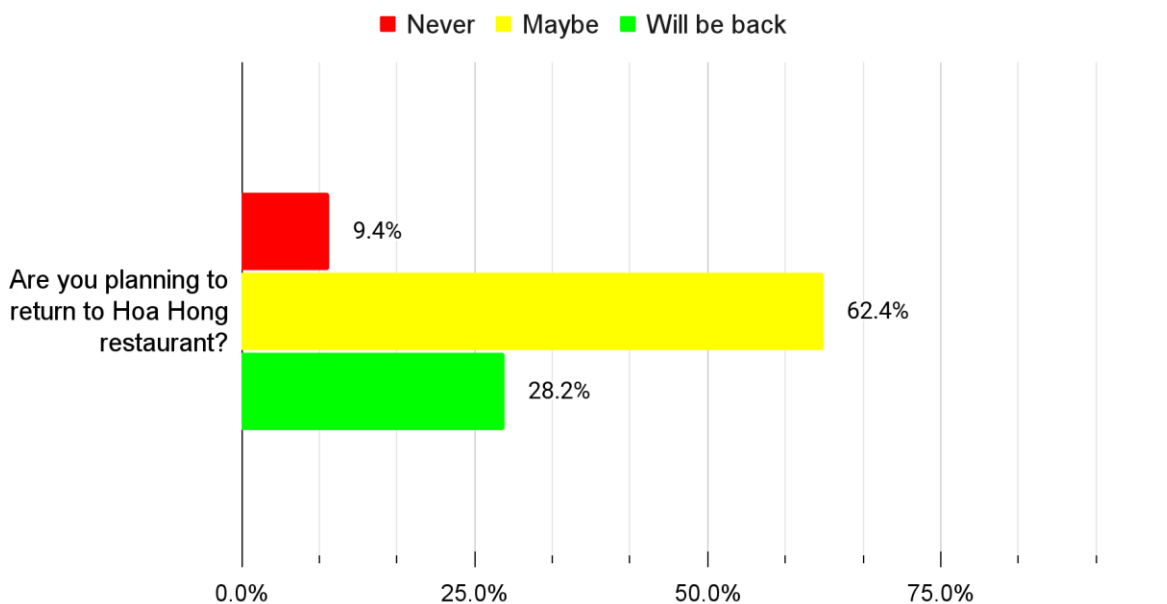


Figure 4.3.5.2 Percentage of customers who keep returning to Hoa Hong Restaurant

(Source: collected through research survey, 2022)

The chart above illustrates the possibility of customers who will continue to use the service at Hoa Hong Restaurant. Instead of using a Likert scale with five levels like the questions above, this chart focuses on three levels: "never", "maybe", and "will be back". "Never" has the smallest proportion with only 9.4% of votes. Next, an index of 62.4% belonged to the "maybe" answer. This is also the largest and most sudden value compared to the other two dollar levels. Finally, "will be back" with more than 28% of survey respondents agreeing with this idea.

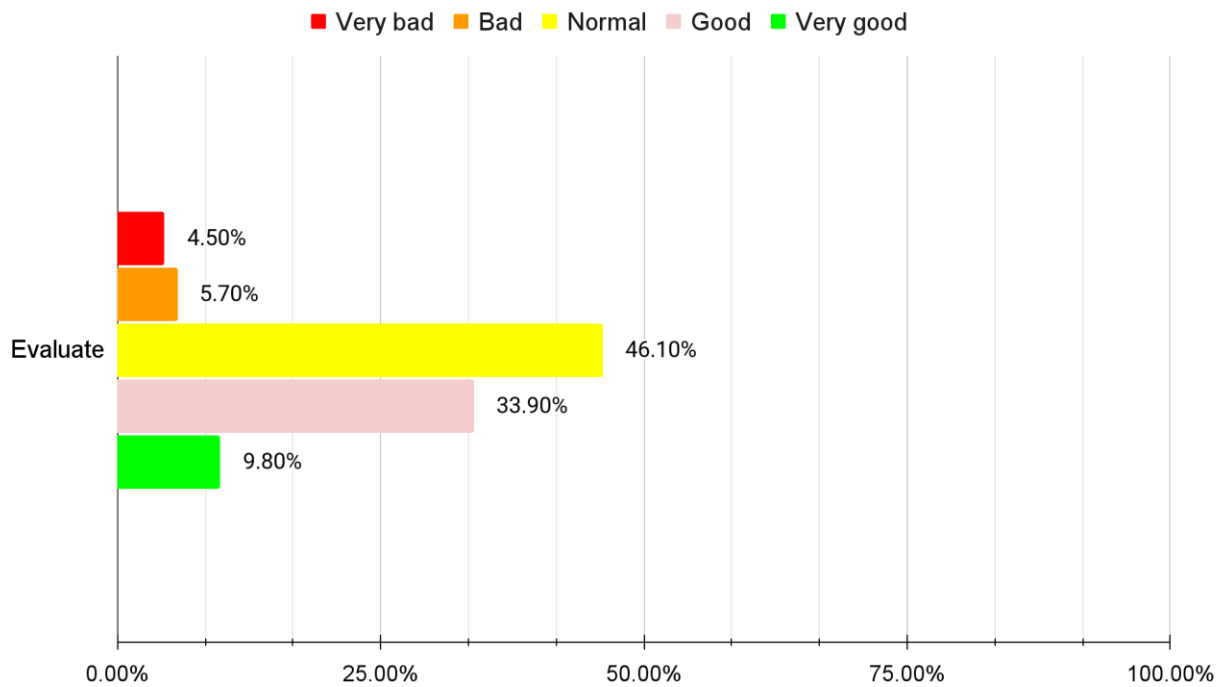


Figure 4.3.5.3 Overview of guests' experience at Hoa Hong Restaurant

(Source: collected through research survey, 2022)

The chart represents an overview of customer satisfaction with the experience at Hoa Hong Restaurant. "Very bad" has 4.5% of the votes and is also the lowest of the levels. Next, slightly higher is the index of "bad" with only 5.7%. Above all, the sudden change is most obvious in the "normal" position, with more than 46% of diners agreeing with this idea. This is also the highest percentage in this chart. In addition, nearly 40% of customers viewed the experience at Hoa Hong Restaurant as "good" while "very good" accounted for a much smaller proportion, only 9.8%. Therefore, it can be seen that the experience of 245 guests participating in the survey is not too bad, but it remains average-good, not as completely perfect as possible.

CHAPTER 4 SUMMARY

The entire chapter is used to provide statistics and describe the factors affecting guests' experience at Hoa Hong Restaurant. More specifically, the authors analyze the research sample reflected by Microsoft Excel in combination with Cronbach's Alpha to increase the reliability of the responses. Following that, it is concluded that the three factors are (1) Service Product, (2) Service Environment, and (3) Service Delivery System that the authors proposed are valid. Above all, based on the results, recommendations are given for the restaurant in the next chapter.

CHAPTER 5: CONCLUSION AND SUGGESTION

5.1. Conclusion

The main purpose of this research is to determine the factors affecting guests' experience at Hoa Hong Restaurant (Ky Hoa Hotel Saigon) in Ho Chi Minh City. Based on the results obtained, the authors propose solutions to help Hoa Hong optimize its strengths and find major flaws that need to be overcome.

From the original dissected theoretical bases combined with the research process of the authors themselves, the factors affecting guests' experience have been concretized. More specifically, the authors also delved deeper through the application of national as well as international research work to adapt more secondary data. As a result, these components are service product, service environment, and service delivery system.

There is a direct interview with the Deputy Director of Ky Hoa Hotel Saigon to understand the information related to the restaurant thoroughly. Through the group discussion in which most of the participating experts agreed, the three factors included in the research are demonstrated to be necessary and appropriate to clarify the relationship between them and guests' experience.

In order to check the correlation of the survey with customers, the authors used SPSS (Cronbach's Alpha) together with statistically analyzing the survey results using Microsoft Excel. Thereby, the independent and dependent variables both have good reliability. Next, there are face-to-face and online interviews to collect 250 survey samples to create the basis for building the official questionnaire. Eventually, it becomes the official database of the project.

From analyzing the survey results of customers at Hoa Hong Restaurant, the authors identify the restaurant's positive points. In particular, the service product and service environment received a lot of positive feedback. Besides the points that are highly appreciated by guests, there are still a few factors that are not really well-performed. Therefore, the restaurant should maintain and develop the above aspects based on the recommendations for change suggested by the authors. In contrast, the service delivery system has not received positive reviews. In addition to the factors that get the most mixed results, there are still some potential problems that need to be overcome. The authors point out these aspects, and at the same time give specific suggestions to help improve those shortcomings and finally bring an overall perfect experience for customers.

5.2. Implication

5.2.1. Implication for service product

As can be seen, it is important to enhance the service product for Hoa Hong to create a better guests' experience. This is a resource that will benefit customers and promote the growth of the business. However, there are still some shortcomings that make customers unsatisfied, although the majority of them perceive a positive experience in this component.

The first problem is related to its menu. In fact, Hoa Hong's menu only lists the name of the dish but does not give much specific information, making ordering more difficult. Therefore, the authors suggest that Hoa Hong should add the main ingredients of each meal to its menu, as customers are more health-conscious and fully annotating information will help them avoid foods that cause allergies. For special parties, in addition to the characteristics of the dish, the menu also needs to list basic information such as the party's name and holding time. Furthermore, Hoa Hong is using pure names for its dishes currently, so they look quite simple. The restaurant should consider changing those names to be more impressive to attract customers. Especially for wedding parties, this change will make diners curious and look forward to what they will enjoy, which will increase the greatness of their experience in total. On the other hand, it is necessary to consider the type of party as well as the customer preference to avoid receiving mixed reactions when using this strategy. One type of menu that can be considered to add to serve customers is a seasonal menu or seasonal dishes because these can create new accents, create more choices for customers, and at the same time satisfy the needs of customers. Especially, this could satisfy the desires of certain segments with a preference for that dish. Furthermore, restaurants can think about leveraging these menus for marketing that can be used to entice customers to try new foods, and it can even help survey customer needs for different types of food only served in that season, to learn how to adjust for the next season.

Next, most of the survey respondents show great concern for food quality and safety. As mentioned before, Hoa Hong Restaurant regularly disinfects eating utensils and ensures compliance with the food safety and hygiene rules. However, there are many articles about the poor quality of food in other restaurants, which makes customers' minds somewhat shaken. To clearly demonstrate to diners, Hoa Hong could adapt the following methods. First, it should publicize on its website the suppliers of ingredients, certificates of food hygiene, and related papers so that diners can have

truthful views. Besides, employees should wear specialized gloves and masks to ensure hygiene and comply with current epidemic prevention rules. Above all, taking advantage of the professional training sessions of the staff, they could also be trained more on food safety and hygiene by theory and practice.

5.2.2. Implication for service environment

Through analyzing the results in the previous chapter, it can be seen that the elements regarding the service environment received a lot of positive responses. However, the authors propose some recommendations to improve the current equipment and space decoration in order to further improve the second component of the guests' experience.

First of all, Hoa Hong invests carefully in equipment, but it is important for administrators to find ways to maintain and refurbish these items in order to enhance the capacity as well as the longest possible longevity. Hoa Hong has strict regulations for staff to use kitchen utensils and operational equipment. In contrast, for front-of-the-house gears, the authors found two points that can be overcome as follows. Primarily, Hoa Hong has not properly preserved electronic devices. Speakers or microphones still are left in the party room but not moved into the warehouse after being used. Hence, the authors propose that after each event, it is necessary to assign staff in charge of moving tools into the storage room. In addition, devices need to be carefully covered with cloth to prevent dirt from accumulating for a long time. Power cords also need to be tidily shrunk and tied with plastic drawstrings to avoid entanglement. Next, Hoa Hong Restaurant uses wooden items such as tables, chairs, cabinets, or display shelves. Therefore, they must be regularly re-painted to avoid mold and cracks, leading to degraded furniture.

Secondly, the extensive ground of Hoa Hong provides a scene of a garden restaurant style. This architectural type brings familiarity to Vietnamese with elements such as lakes, rockeries, and miniatures. Thus, Hoa Hong Restaurant needs to pay attention to making use of its large area and open atmosphere. It will be ideal if Hoa Hong invests more in outdoor activities with creative and entertaining themes to expand choices for customers. For example, a weekend-only outdoor dining area, in-the-day picnics targeted at families; expanding the children's playground to become a larger area than the current one with more games, and creating folk games area or activities for festive seasons would be interesting ways to maintain a better atmosphere. Hoa Hong Restaurant could flexibly build many miniatures such as peaceful countryside, traditional European villages,

or colorful flower gardens. In particular, it is necessary to decorate splendidly based on holidays to create a uniform atmosphere for customers. As a result, investing in unique and impressive photography areas will help attract diners and contribute to developing the restaurant's image.

Last but not least, because Hoa Hong is located in a vast garden, the interior of the building needs to have a connection with the outside space. Although its outside is covered with many trees, there is only a separate glass area for smokers arranged with trees inside the building. Therefore, in each banquet room, potted plants should be reasonably positioned, such as windows or doors. Next, a garden restaurant must make full use of natural light, and Hoa Hong has done this very well when all the banquet rooms have glass walls. However, sometimes the sun may become intense but the restaurant has not taken a solution to overcome it. Thus, the authors suggest that instead of using curtains that will obscure the outside landscape, Hoa Hong should apply window insulation films. These types of films not only meet the function of heat prevention but also have the ability to reflect UV and also retain good light transmission, thereby bringing extremely high aesthetics to the banquet room space. Hence, the above changes will help the restaurant show its dedication and professionalism in service style to customers.

5.2.3. Implication for service delivery system

As a restaurant with strengths in organizing weddings and conferences, in addition to providing enough space, Hoa Hong needs to pay attention to the quality control stage, constantly improving its services and facilities. Thus, it can fully and promptly meet the essential demands of customers. However, according to the results that the author collected through the survey, its facilities at the present time have not improved much. Most importantly, this type of pure Asian design can be easily seen in long-standing restaurants, contributing to increasing the "afraid" mentality when choosing to use the service of a number of young customers.

To expand its reach of customers, Hoa Hong Restaurant should improve the quality of its facilities by repairing outdated or poorly functioning existing equipment and adding replacements to improve the customer experience. More specifically, there are two issues that need to be fixed first: the elevator and toilet.

To begin with, the elevator is one of the major problems at Hoa Hong because it is used to transport diners to the banquet rooms and halls. Through the survey and practical experience, the authors found that the elevator here is quite small and obsolete. If customers are excited to enjoy delicious

dishes but have to stand in an old and unsafe elevator, will those experiences still be perfect? Therefore, the authors would like to propose rebuilding the elevator to create a feeling of luxury and maintain a great first impression for customers. Following that, it should have more space inside, together with installing a ventilation fan to avoid stuffiness when there are too many people. Besides, customers can look at the restroom to assess the level of cleanliness that the eatery ensures. According to observations, the authors quite agree with the survey results because, although Hoa Hong maintains the cleanliness of those areas, the design is a bit outdated, and the layout is also somewhat inadequate. In addition, the division of privacy between men and women also makes customers uncomfortable when using it. Therefore, the restaurant should make the changes suggested below.

Following that, there must be re-designed, completely separated men's and women's lavatories, creating a closed space and providing a sense of security for customers when using the restroom. It is also necessary for a large mirror that can see the whole body so customers can adjust their clothes before coming to an important party. Give customers a feeling of being cared for by equipping them with non-slip foot mats (in case of drunken guests, elderly people, children, etc.), and accessible entrances for disabled people. Last but not least, it should add essential oils with wood, grass, or natural scents to avoid customers being affected by the scent in the lavatories that reduces their appetite.

5.2.4. Implication of customer care program

From the survey results, it can be seen that customers are quite satisfied with the customer care program of Hoa Hong Restaurant. However, realizing that this factor can be further developed, the authors would like to make a proposal to help Hoa Hong add more emotional value to the customer experience, which is to give them gifts of gratitude. In addition to the usual strategies such as giving vouchers, coupons, or after-sales service, now the authors suggest using scented candles as a gift exclusively for customers. More specifically, this candle has a characteristic scent and is molded into a rose shape to recall the logo of Hoa Hong restaurant (Appendix 6).

First of all, there are two reasons to recommend scented candles as a customer appreciation gift. In fact, humans perceive scents with their brains instead of their senses of smell. The smell is the strongest sense in the body and has cells closely related to the area of the brain that helps stimulate

emotions and memory. Furthermore, the scent is the correct key to opening the "drawer" of memories, evoking memories between the giver and the recipient of this delicate gift. More specifically, information from other senses such as hearing - sight - touch does not affect this brain area. Therefore, the scent is considered a magical connection to human emotions. In addition, scented candles with natural ingredients will bring a lot of benefits to users, such as reducing stress, improving mood, and providing better sleep.

Second, scented candles will be carefully wrapped in an eye-catching gift box, accompanied by a thank you card from Hoa Hong Restaurant. This gift will be used on special occasions such as Valentine's Day, International Women's Day, Vietnamese Women's Day, or at the end of the year to help customers get more excited while using the service at the restaurant. Nevertheless, it can also be used to give to guests who pre-booked a party as a way to thank them for choosing to use the service at the restaurant. Next, scented candles can be accompanied by a wedding gift set for the bride and groom who held a party at Hoa Hong restaurant. This will help the couple keep memories of the most important day in their lives.

5.2.5. Implication for human factors

People are the main factor that creates benefits for businesses. Moreover, they are a strategic element in the long-term development of the organization. Through analyzing the survey results, the authors found that besides the content that received the most negative feedback, the human factor is essential and needs to be considered because employees are the ones who directly affect a guest's experience. Following that, below are some recommendations to help businesses create more positive changes in their human factors.

Income is the most important criterion for employees to work better. Hoa Hong Restaurant should build a clear promotion process with a reasonable salary-increase policy. In addition, in-kind rewards such as immediate bonuses or gifts are also a good measure to help improve employee performance. More specifically, the "employee of the month" program can significantly boost their morale. Above all, the restaurant should also create more opportunities to increase income through working overtime, especially in its extended services such as outdoor or outside categories. Thus, employees will have more conditions to work enthusiastically and better; at the same time, Hoa Hong can also provide a healthy competitive environment and develop positively.

Next, the manager needs to closely monitor and evaluate the working process. This can be done by creating a checklist that clearly outlines the customer service procedure so that employees can follow and serve identically. This checklist can also ensure that everything is clean and orderly, or if the equipment and staff behavior have been carefully prepared.

It is impossible to forget professional training courses for employees. Of course, Hoa Hong Restaurant has held regular training sessions, but maybe those service regulations are outdated at the present time. Therefore, the authors suggest changing the content of these training courses to enhance employees' attitudes and control of situations. In addition, there should be strict regulations on the process of handling complaints or providing customer support in a timely and satisfactory manner. Hoa Hong Restaurant may apply the policy to deduct wages or increase an employee's working hours if there is any mistake. However, it is important to ensure that this disposition is fair and based on written rules.

Finally, Hoa Hong Restaurant should invest in an allowance for employees, such as daily lunch meals and transportation to and from the workplace; and create more personal benefits for them like birthday gifts, new year presents, company travel, team building, and travel activities. These incentives may not be too great in terms of material things, but in return, they have a lot of spiritual value for employees. Therefore, this is also a way to increase employee satisfaction and help productivity be developed to increase a wonderful experience for customers.

5.2.6. Implication for future research

This study was conducted to find out the factors affecting guests' experience at Hoa Hong restaurant. The authors flexibly used statistical analysis software such as SPSS and Microsoft Excel to analyze the data. Thereby, the authors have found the components of the guests' experience and proposed measures to help the restaurant improve this concept.

Although the study has achieved the aim of determining the factors affecting guests' experience, the research still contains certain limitations, specifically as follows:

Firstly, the study was conducted for 15 weeks, of which the survey was conducted within 1 week. Therefore, unexpected limitations and omissions are inevitable. The authors hope to bypass these limitations and receive valuable comments to gain more knowledge about this research field.

Next, guests' experience is an issue that has not yet been studied at Hoa Hong Restaurant. The authors were missing much secondary information about the restaurant during the research. This leads to difficulties in collecting all the data and related documents.

In addition, through the process of survey, interview, or group discussion, it can be seen that some customers are very serious about answering the questionnaire. However, there are also some diners who are not really interested in the survey and do not pay attention to filling out the questionnaire. As a result, the survey sample collection process is significantly affected.

Third, the majority of survey subjects are wedding guests, birthday parties, and small conferences. This inadvertently causes inadequacies because the customer segment of Hoa Hong Restaurant is civil servants, so it is also difficult to take their responses. Most importantly, due to the epidemic situation, the authors can only interview domestic diners but could not approach foreigners.

The direction of future research is to fill in the gaps and limitations that still exist in this study.

Finally, all of the above results of the authors are just a premise in the research process. Some issues can be studied more thoroughly in both theory and practice. Considering the actual context at Hoa Hong Restaurant, the factors affecting guests' experience and the authors' recommendations will be different.

In the future, the authors are particularly interested in improving the proposed solutions and developing more components that affect the guest's experience. In terms of practice, the authors hope to be able to apply the theoretical model studied in this report to restaurants and a variety of other FnB businesses.

REFERENCES

1. Baotintuc. (2022). *Culinary tourism highlights in Ho Chi Minh City*. [online] Available at: <https://baotintuc.vn/doi-song-van-hoa/diem-nhan-du-lich-am-thuc-o-thanh-pho-ho-chi-minh-20170606092128575.htm>. [Accessed 25 July 2022].
2. Quyen, H. (2022). *How have eating trends changed after the pandemic?* [online] Báo Pháp Luật TP. Hồ Chí Minh. Available at: <https://plo.vn/xu-huong-an-uong-thay-doi-ra-sao-sau-dai-dich-post664276.html>. [Accessed 3 August 2022].
3. Party Committee of District 10. (2022). *About District 10*. [online] Available at: <https://hcmcpv.org.vn/cap-uy-chi-tiet/quan-10/gioi-thieu-quan-10-1491378717>. [Accessed 25 July 2022].
4. Peter Hoang. (2022). *Population, Area of districts in Ho Chi Minh City Update 2021*. [online] Available at: <https://rentapartment.vn/dan-so-dien-tich-quan-tphcm/>. [Accessed 25 July 2022].
5. Bach Khoa Land. (2022). *#1 All about District 10 Ho Chi Minh City*. [online] Available at: <https://bachkhoaland.com/tat-tan-tat-ve-quan-10-thanh-pho-ho-chi-minh>. [Accessed 25 July 2022].
6. MCG Management Consulting. (2021). *Qualitative and Quantitative Research in Research and Surveys - Definitions and Common Tools - MCG Management Consulting*. [online] Available at: <https://mcg.com.vn/nghien-cuu-dinh-tinh-va-nghien-cuu-dinh-luong-trong-nghien-cuu-va-khao-sat-dieu-tra-ky-1-dinh-nghia-va-cac-cong-cu-pho-bien/>. [Accessed 10 June 2022].
7. Pine, B., Joseph, II. and James, H.G. (1998). *The Experience Economy: Work Is Theater and Every Business a Stage*. *Journal of Marketing Research*, Cambridge: MA: Harvard Business School Press.
8. Schmitt and Bernd, H. (1999). *Experiential Marketing*. *Journal of Marketing Research*, New York: The Free Press.
9. Verhoef, P.C., Lemon, K.N., Parasuraman, A., Roggeveen, A., Tsiros, M. and Schlesinger, L.A. (2009). Customer experience creation: Determinants, dynamics and management strategies. *Journal of retailing*, 85, pp. 31-41.
10. Grace, D. and O’Cass, A. (2004). Examining service experiences and post-consumption evaluations. *Journal of Services Marketing*, 18, pp. 450-461.
11. Ford, R.C., Sturman, M.C. and Heaton, C.P. (2011). *Managing quality service in hospitality*. International ed. *Business horizons*, Delmar: Cengage Learning.
12. Prateek, D. (2016). Characteristics of service product. *Service Product*. [online] Available at: <https://www.linkedin.com/pulse/characteristics-service-product-prateek-dubey/>. [Accessed 24 May 2022].
13. Koutoulas, D. (2004). *Understanding the Tourism Product*. [online] *Service Product*. Available at: www.academia.edu/1861406/Understanding_the_Tourism_Product. [Accessed 24 May 2022].

14. Kotler, P. and Keller (2007). *A Framework for Marketing Management*. 3rd ed. New Jersey: Prentice Hall.
15. Johnston R., and Clark G. (2001:2005). *Service Operations Management: Improving Service Delivery*.
16. Coye, R.W. (2004). Managing customer expectations in the Service Encounter. *International Journal of Service Industry Management*, pp. 54-71.
17. Collier, D.A. (1995). Measuring and managing service quality. *Service Management Effectiveness: Balancing Strategy, Organization, and Human Resources, Operations, and Marketing*, pp. 239.
18. Edvardsson, B. (1996). Making service-quality improvement work. *Managing Service Quality*, pp. 49-52.
19. Lemmink, J., de Ruyter, K., & Wetzels, M. (1998). *The role of value in the delivery process of hospitality services*. *Journal of Economic Psychology*, 19(2), 159-177.
20. Gartner (2018). *Gartner says customer experience pyramid drives loyalty, satisfaction and advocacy*. [online]. Available at: <https://www.gartner.com/en/newsroom/press-releases/2018-07-30-gartner-says-customer-experience-pyramid-drives-loyalty-satisfaction-and-advocacy>. [Accessed 27 May 2022].
21. Klaus, P. and Maklan, S. (2011). Customer Experience: Are We Measuring the Right Things? *International Journal of Market Research*, 53, pp. 115-122.
22. Roth, A.V. and Menor, L.J. (2003). Insights into service operations management: a research agenda. *Production & Operations Management*, Vol. 12 No. 2, pp. 145-164.
23. Do, V.B. (2021). *Factors affecting Tourist Satisfaction at Hoa Hong Garden Coffee Restaurant*. Thesis of Master in Tourism, Nguyen Tat Thanh University.
24. Tran, Y.K. (2016). *Factors influencing dining experience on customer satisfaction, return intention and word-of-mouth at a fast food chain in Ho Chi Minh City-A case of Texas chicken*. Doctoral dissertation, International University-HCMC.
25. Xuan, Q.T. (2020). *The role of servicescape and social interaction towards the experience of customers and employees in the café setting. A study in Vietnam*. Doctoral dissertation, Université Côte d'Azur.
26. Chewwasung, K.O. and Monpanthong, P. (2022). *Model Of Customer Experience Management In Thai Full-Service Restaurant*. *International Journal of Market Research*, Doctoral dissertation: National Institute of Development Administration.
27. Oh, M.H. (2019). *Dimensions of restaurant customer experience and emotions: an application of text analytics to fine-dining restaurant online reviews*. Doctor of Philosophy: Hong Kong Polytechnic University.
28. Heskett, J.L., Sasser, W.E. and Schlesinger, L.A. (1997), *The Service Profit Chain: How Leading Companies Link Profit and Growth to Loyalty, Satisfaction, and Value*. New York: The Free Press.

29. Lin, J. S. C., and Liang, H. Y. (2011). The influence of service environments on customer emotion and service outcomes. *Managing Service Quality: An International Journal*, 21(4), 350-372.
30. Sharma, P., Tam, J. L., & Kim, N. (2009). Demystifying intercultural service encounters: Toward a comprehensive conceptual framework. *Journal of Service Research*, 12(2), 227-242.
31. Lee, B.H., Kim, H.N., Jung, J.G. and Jo, G.S. (2006). Location-based service with context data for a restaurant recommendation. In: *International Conference on Database and Expert Systems Applications*. Berlin, Heidelberg: Springer, pp. 430–438.
32. Ivan., M. (2018). *The Impact Of Service Delivery On Customer Experience*. [online] Retail Insights. Available at: <https://www.retailinsights.com/doc/the-impact-of-service-delivery-on-customer-experience-0001>. [Accessed 13 June 2022].
33. Trống, H., and Ngọc, C. N. M. (2008). *Document analysis of research data with SPSS 2008 volume 1*.
34. Nguyen Dinh Tho, (2011). *Scientific Research Methods in Business, Social Labor Publisher*.
35. Hair, J. F., Black, W. C., Babin, B. J., and Anderson, R. E. (2010). *Multivariate data analysis (7th ed.)*. Upper Saddle River, NJ: Pearson Prentice Hall.
36. Tabachnick, B. G., & Fidell, L. S. (2013). *Using Multivariate Statistics (6th ed.)*. Boston, MA: Pearson.
37. Comrey, A., & Lee, H. (1992). *A first course in factor analysis*. Hillsdale, NJ: Erlbaum.
38. Nunnally, J. (1978). *Psychometric Theory (2nd Ed.)*. New York: McGraw-Hill.
39. Busicchia, B. (2013). *The question of a reasonable price for food: Policy alternatives to control food price inflation in developed economies*. In *Food Security in Australia*. MA. *Journal of the American Society for Information Science and Technology*, pp.79–96.
40. Versluis, I. and Papias, E.K. (2016). The role of social norms in the portion size effect: Reducing normative relevance reduces the effect of portion size on consumption decisions. *Frontiers in Psychology*, 7(756), pp.79–96.
41. Beer, A. and Greitemeyer, T. (2019). The effects of background music on tipping behavior in a restaurant: A field study. *Psychology of Music*, 47(3), pp. 444-450.
42. Creel, C.C. (2019). *Architecture as connection: a restaurant and public market*. Doctoral dissertation.
43. Hernandez, P. (2014). *For restaurant owners, striking the right noise level is key*. *International Conference on Database and Expert Systems Applications*, Bosen Globe.
44. Nadeem, M. (2012). Social customer relationship management (SCRM): How connecting social analytics to business analytics enhances customer care and loyalty?. *International journal of business and social science*, 3(21), pp. 94.
45. Kuzmin, O., Chemakina, O., and Kuzmin, A. (2018). *The quality management system of the reception service—as one of the elements of the innovative development of the hotel-restaurant industry*.

46. Kim, H., and Bachman, J. R. (2019). Examining customer perceptions of restaurant restroom cleanliness and their impact on satisfaction and intent to return. *Journal of foodservice business research*, 22(2), pp. 11.

APPENDIX

Appendix 1: Preliminary scale

Factors	Statement	Source
Service Product	Satisfied with the appearance and taste of the product.	Maklan and Klaus (2011); Busicchia, B. (2013); Tran Kim Yen (2016); Versluis, I., & Papies, E. K. (2016); Kritta-orn C. (2020).
	High level of food safety and hygiene.	
	Services can meet customer needs.	
	The menu is diverse and easy to understand.	
	Reasonable and unchangeable price.	
	Eating utensils are clean and intact.	
	Food portion size is as expected.	
	The menu provides complete information about the meal ingredients.	
Service Environment	The space is spacious and clean.	Tran Quynh Xuan (2020); Beer, A., & Greitemeyer, T. (2019); Creel, C. C. (1996); Hernandez, P. (2014); Verhoef <i>et al.</i> (2009); Ford and Heaton (2004); Do Van Binh (2021); Oh, M. H.
	Comfortable music playlist.	
	The infrastructure is reasonably distributed and easily identifiable.	
	The location is convenient near	

	the center.	(2019).
	The soundproofing system is guaranteed.	
	The equipment is modern (Projector, air conditioner, etc.).	
	The space is decorated harmoniously and impressively.	
Service Delivery System	The restaurant meets customer needs.	Lemmink, Ruyter, and Wetzels (1998); Nadeem, M. (2012); Kuzmin, O., Chemakina, O., and Kuzmin, A. (2018); Kim, H., and Bachman, J. R. (2019); Roth and Menor (2003).
	Proper service time.	
	Staff maintain prompt and quick service.	
	Staff ready to help customers.	
	Dedicated and thoughtful customer care program.	
	The parking areas ensure enough capacity for customers.	
	The parking areas ensure the safety of customers' assets.	
	Modern, safe and fast elevators.	
	The restroom is clean and discreet.	

Appendix 2: Group discussion question

GROUP DISCUSSION QUESTION

FACTORS AFFECT GUESTS EXPERIENCE AT HOA HONG RESTAURANT (KY HOA HOTEL SAIGON) IN HO CHI MINH CITY

First of all, the authors would love to thank you for taking the time to answer the questions for the survey below. The opinions of experts are invaluable and important to the success of the study. Lastly, the authors would like to ensure that your comments are only used for learning and research purposes and are kept completely confidential.

Sincere thanks.

1. Could you please tell us the "Factors affecting guests' experience" at your business?

.....
.....

2. What do you think about the "Factors affecting guests' experience" analyzed in this research paper?

FACTORS	AGREEMENT	
	Disagree	Agree
Service product		
Service environment		
Service delivery system		

Please give reasons why you disagree with the "Factors affecting guests' experience" listed above?

.....
.....

3. Please give your opinion on the impacts of "Factors affecting customer experience at Hoa Hong restaurant (HCMC) by ticking the boxes below.

Factor	Statement	Agreement		
		Disagree	Agree	Other
Service product	You are satisfied with the appearance and taste of the product.			
	You are satisfied with the level of food safety and hygiene from Hoa Hong Restaurant.			
	Hoa Hong Restaurant provides all the services you need (conference organization, ala carte restaurant, bar, etc.).			
	Hoa Hong Restaurant maintains a diverse menu.			
	Hoa Hong Restaurant provides reasonable prices and little change.			
	Eating categories are clean and intact.			
	Food portion sizes are as expected.			
	The menu of Hoa Hong Restaurant provides complete information about the meal ingredients.			
Service Environment	Hoa Hong Restaurant keeps its space spacious and clean.			
	The music playlist of Hoa Hong Restaurant brings comfort to customers.			

	The infrastructure of Hoa Hong Restaurant is reasonably distributed and easily identifiable.			
	The location of Hoa Hong Restaurant is convenient and near to the center.			
	The soundproofing system of Hoa Hong Restaurant is guaranteed.			
	Hoa Hong Restaurant maintains modern equipment.			
	Hoa Hong Restaurant decorates its space harmoniously and impressively.			
Service Delivery System	Hoa Hong Restaurant meets your needs.			
	Hoa Hong Restaurant provides a reasonable serving time.			
	You are satisfied with the service style of Hoa Hong staff.			
	Hoa Hong staff provide prompt and quick service.			
	You are satisfied with the customer relationship programs from Hoa Hong Restaurant.			
	The parking area of Hoa Hong Restaurant has enough capacity for customers.			
	The parking area of Hoa Hong Restaurant ensures the safety of customers' assets.			

	Modern, safe, and fast elevators.			
	Hoa Hong Restaurant keeps its restrooms clean and private.			

4. Could you explain why you disagreed with the "Factors affecting guests' experience at Hoa Hong Restaurant" mentioned above?

.....

5. Could you list down other factors that affect guests' experience?

.....

Appendix 3: Group discussion results

To obtain reliable data, additionally to using the size of Cronbach's alpha, the authors also use the tactic of interviewing people that are intimate with the sector associated with the topic:

- Group discussions to know the factors affecting customer satisfaction when using services at Hoa Hong Restaurant.
- Collecting, synthesizing, and selecting the comments of group members to search out solutions to the subject.
- Interview group structure: Discussions with experts are conducted using the Google Meet application program with a complete of 10 experts within the field of F&B.

Interview group structure: Discussions with experts are conducted using the Google Meet web browser with a total of 10 experts in the field of F&B.

Table 1. List of discussion participant

No.	Name	Organization	Position
1	Do Van Binh	The Deputy of Ky Hoa Hotel Saigon	Ky Hoa Hotel Saigon
2	Nguyen Bao Khiem	Assistant Bar Manager	Nikko Hotel
3	Le Nguyen Thien Phuc	Manager	Barxiu Coffee and Bar
4	Lam Buu Buu	Outlet Manager	JW Marriott Phu Quoc Emerald Bay Resort & Spa
5	Pham Van Huong	FNB Manager	Mermaid Seaside Hotel
6	Le Van Thang	General Manager	Muong Hoa Dao
7	Kevin Taylor	International Product Marketing Manager	Hotelogix
8	Tran Thanh Son	General Manager	Saigon-Phutho Hotel

9	Tim Nguyen	Director of Sales	Merperle Crystal Palace
10	Nguyen Tan Thanh	Former General Manager	Continental Hotel Saigon

Discussion results: the subsequent issues were identified:

- ❖ The author's team uses focus discussion technique (Appendix 2), the topic of the intensive conference consists of 10 people and is conducted in June 2022.
- ❖ Group discussion is completed through the utilization of Google Meet, members are unengaged to express their views and counter others.
- ❖ The results of the conference are the idea for the authors to verify the correctness of the model and build appropriate scales to serve the survey.
- ❖ The results collected from 10 interviews and group discussions showed that the participants believed that the research model proposed by the authors was suitable for the business practice of Rose Restaurant and also the scales of the factors within the research model have received consensus from experts. Since then, the proposed research model is kept unchanged, and also the scales are included in the official research.

Appendix 4: Survey Questionnaire

FACTORS AFFECT GUESTS EXPERIENCE AT HOA HONG RESTAURANT (KY HOA HOTEL SAIGON) IN HO CHI MINH CITY

(Những nhân tố ảnh hưởng đến trải nghiệm của khách hàng tại Nhà hàng Hoa Hồng (Khách sạn Kỳ Hoà Sài Gòn))

First of all, the authors would like to thank you and your friends for your interest in the group's topic. Below is a survey of the graduation thesis SU 2022 - FPTU HCM: Factors affecting guests' experience at Hoa Hong Restaurant (Ky Hoa Hotel Saigon) in Ho Chi Minh City. We truly appreciate and are looking forward to everyone's support.

Lời nói đầu tiên, nhóm tác giả xin chân thành cảm ơn anh/chị và các bạn đã quan tâm đến đề tài của nhóm. Dưới đây là bài khảo sát thuộc khóa luận tốt nghiệp SU 2022 - FPTU HCM: Các yếu tố ảnh hưởng đến trải nghiệm khách hàng tại Nhà Hàng Hoa Hồng (Khách sạn Kỳ Hoà Sài Gòn) TP.HCM. Chúng tôi chân thành cảm ơn và rất mong nhận được sự ủng hộ của mọi người.

1. Survey Content

Please mark an 'X' in the number corresponding to the level of agreement from low to high for each statement according to the following convention:

Vui lòng đánh dấu X vào số tương ứng với mức độ đồng ý từ thấp đến cao cho mỗi câu theo quy ước như sau:

1	2	3	4	5
Strongly disagree (Rất không hài lòng)	Disagree (Không hài lòng)	Neutral (Bình thường)	Agree (Đồng ý)	Strongly Agree (Rất đồng ý)

Factors <i>(Yếu tố)</i>	Item <i>(Mục)</i>	Statement <i>(Phát biểu)</i>	1	2	3	4	5
Service product <i>(Sản phẩm dịch vụ)</i>	1	You are satisfied with the appearance and taste of the product. <i>(Bạn hài lòng về hình thức và hương vị của sản phẩm)</i>					
	2	You are satisfied with the level of food safety and hygiene from Hoa Hong Restaurant. <i>(Bạn hài lòng về mức độ an toàn vệ sinh thực phẩm)</i>					
	3	Hoa Hong Restaurant provides all the services you need (conference organization, Ala Carte restaurant, Bar, etc.) <i>(Nhà hàng cung cấp đầy đủ dịch vụ mà bạn cần (Tổ chức hội nghị, nhà hàng Alacarte, Bar..v.v))</i>					
	4	Hoa Hong Restaurant maintains a diverse menu. <i>(Thực đơn nhà hàng Hoa Hồng đa dạng.)</i>					
	5	Hoa Hong Restaurant provides reasonable and unchangeable prices. <i>(Giá cả hợp lý và ít thay đổi.)</i>					
	6	Eating utensils are clean and intact. <i>(Dụng cụ ăn uống đảm bảo sạch sẽ, nguyên vẹn.)</i>					
	7	Food portion sizes are as expected. <i>(Khẩu phần ăn như mong đợi.)</i>					
	8	The menu of Hoa Hong Restaurant provides a complete					

		information about the meal's ingredients. <i>(Thực đơn cung cấp đầy đủ thông tin về thành phần món ăn.)</i>					
Service environment <i>(Môi trường dịch vụ)</i>	1	Hoa Hong Restaurant keeps its space spacious and clean. <i>(Không gian nhà hàng rộng rãi, sạch sẽ.)</i>					
	2	The music playlist of Hoa Hong Restaurant brings comfort to customers. <i>(Âm nhạc có mang lại sự thoải mái cho bạn khi sử dụng dịch vụ.)</i>					
	3	The infrastructure of Hoa Hong Restaurant is reasonably distributed and easily identifiable. <i>(Cơ sở hạ tầng được phân bố hợp lý, dễ nhận biết.)</i>					
	4	The location of Hoa Hong Restaurant is convenient and near the center. <i>(Vị trí tọa lạc của nhà hàng thuận tiện gần trung tâm.)</i>					
	5	The soundproofing system of Hoa Hong Restaurant is guaranteed. <i>(Hệ thống cách âm của nhà hàng được đảm bảo.)</i>					
	6	Hoa Hong Restaurant maintains modern equipment. <i>(Trang thiết bị hiện đại (Máy chiếu, điều hoà, v.v))</i>					
	7	Hoa Hong Restaurant decorates its space harmoniously and impressively. <i>(Không gian nhà hàng trang trí hài hoà và ấn tượng.)</i>					
Service delivery	1	Hoa Hong Restaurant meets your needs. <i>(Nhà hàng đáp ứng nhu cầu của bạn.)</i>					

system (Phương thức phân phối dịch vụ)	2	Hoa Hong Restaurant provides a proper serving time. (Thời gian phục vụ món ăn và thức uống hợp lý.)					
	3	You are satisfied with the service style of Hoa Hong staff. (Bạn hài lòng với tác phong phục vụ của nhân viên.)					
	4	Hoa Hong staff provide prompt and quick service. (Nhân viên nhà hàng phục vụ và đáp ứng nhu cầu khách hàng một cách nhanh chóng.)					
	5	You are satisfied with the customer relationship programs from Hoa Hong Restaurant. (Bạn hài lòng với chương trình chăm sóc khách hàng.)					
	6	The parking area of Hoa Hong Restaurant has enough capacity for customers. (Bãi xe có sức chứa đủ cho khách hàng.)					
	7	The parking area of Hoa Hong Restaurant ensures the safety of customers' assets. (Bãi giữ xe đảm bảo an toàn cho tài sản của khách hàng.)					
	8	Modern, safe, and fast elevators. (Thang máy hiện đại, an toàn và nhanh chóng.)					
	9	Hoa Hong Restaurant keeps its restrooms clean and private. (Nhà vệ sinh sạch sẽ và kín đáo.)					

2. Open Question

Do you have any suggestions for Hoa Hong Restaurant to improve service?

(Bạn có đề xuất gì cho Nhà hàng Hoa Hồng để cải thiện dịch vụ?)

.....
.....

3. Personal Factor

Yếu tố cá nhân

Age (<i>Tuổi</i>)	Under 18 year old (<i>Dưới 18 tuổi</i>)	From 18 to 25 year old (<i>Từ 18 tới 25</i>)	From 26 to 30 year old (<i>Từ 26 tới 30</i>)	Above 30 year old (<i>Trên 30 tuổi</i>)
Gender (<i>Giới tính</i>)	Male (<i>Nam</i>)	Female (<i>Nữ</i>)		
Occupancy (<i>Nghề nghiệp</i>)	Student (<i>Học sinh/Sinh vi ên</i>)	Civil servant (<i>Nh �n vi ên/C �ng chức</i>)	Other (<i>Kh �c</i>)	

Appendix 5: Official Result

1. Reliability Analysis (Cronbach's Alpha)

- Service Product

Reliability Statistics	
Cronbach's Alpha	N of Items
.913	9

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SP1	30.1230	40.100	.352	.929
SP2	29.1107	36.337	.770	.899
SP3	29.0574	36.713	.768	.899
SP4	28.9303	36.189	.767	.899
SP5	29.0123	35.897	.770	.898
SP6	29.0041	36.012	.781	.898
SP7	29.0779	36.838	.706	.903
SP8	29.1516	36.730	.748	.900
SP9	29.1885	36.557	.687	.904

- Service Environment

Reliability Statistics	
Cronbach's Alpha	N of Items
.880	7

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SE1	21.9344	19.173	.723	.855
SE2	22.0820	19.755	.677	.861
SE3	22.1598	19.139	.715	.856
SE4	21.7869	19.823	.561	.876
SE5	22.2336	18.822	.715	.856
SE7	22.3566	19.457	.676	.861
SE6	22.4631	19.608	.599	.871

- Service Delivery System

Reliability Statistics	
Cronbach's Alpha	N of Items
.849	9

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SD1	28.2828	32.607	.746	.819
SD2	28.3156	33.312	.662	.826
SD3	28.3197	32.688	.686	.823
SD4	28.3361	32.463	.704	.821
SD5	28.4877	32.062	.727	.818
SD6	28.2951	32.324	.563	.834
SD7	28.2336	32.303	.622	.828
SD8	29.4918	35.115	.304	.865

SD9	29.4180	34.401	.323	.865
-----	---------	--------	------	------

2. Microsoft Excel

- Demographic

STT	CÂU HỎI	TRẢ LỜI				MẪU THU THẬP
Nhân khẩu học						
1	Tuổi tác?	Dưới 18 tuổi	Từ 18 tới 25	Từ 26 tới 30	Trên 30 tuổi	
		13	87	49	96	245
	%	5.3%	35.5%	20.0%	39.2%	
2	Giới tính?	Nam	Nữ			
		128	117			245
	%	52.2%	47.8%			
3	Nghề nghiệp?	Học sinh/sinh viên	Nhân viên/công chức	Khác		
		74	123	48		245
	%	30.2%	50.2%	19.6%		

- Service Product

STT	CÂU HỎI	TRẢ LỜI					MẪU THU THẬP
Sản phẩm dịch vụ ảnh hưởng đến trải nghiệm của khách hàng							
Mức độ							
1	Mức độ sử dụng	1. Hiếm khi (Chưa bao giờ)	2. Thỉnh thoảng (Dưới 3 lần)	3. Vài lần (Trên 3 lần)	4. Thường xuyên	5. Rất thường xuyên	
	%	9.0%	42.4%	25.3%	15.5%	7.8%	245
Sản phẩm dịch vụ							
1	Bạn hài lòng về hình thức và hương vị của sản phẩm.	1. Rất không hài lòng	2. Không hài lòng	3. Bình thường	4. Hài lòng	5. Rất hài lòng	
	%	6	19	62	109	49	245
	%	2.4%	7.8%	25.3%	44.5%	20.0%	
2	Bạn hài lòng về mức độ an toàn vệ sinh thực phẩm.						
	%	19	52	87	54	33	245
	%	7.8%	21.2%	35.5%	22.0%	13.5%	
3	Nhà hàng cung cấp đầy đủ dịch vụ mà bạn cần (Tổ chức hội nghị, nhà hàng Ala Carte, Bar, v.v)						
	%	5	14	56	95	75	245
	%	2.0%	5.7%	22.9%	38.8%	30.6%	
4	Thực đơn nhà hàng Hoa Hồng đa dạng.						
	%	6	29	86	76	48	245
	%	2.4%	11.8%	35.1%	31.0%	19.6%	
5	Giá cả hợp lý và ít thay đổi.						
	%	5	13	72	85	70	245
	%	2.0%	5.3%	29.4%	34.7%	28.6%	
6	Dụng cụ ăn uống đảm bảo sạch sẽ, nguyên vẹn.						
	%	13	21	83	72	56	245
	%	5.3%	8.6%	33.9%	29.4%	22.9%	
7	Khẩu phần ăn như mong đợi.						
	%	4	17	83	90	51	245
	%	1.6%	6.9%	33.9%	36.7%	20.8%	
8	Thực đơn cung cấp đầy đủ thông tin về thành phần món ăn.						
	%	22	37	96	52	38	245
	%	9.0%	15.1%	39.2%	21.2%	15.5%	

- Service Environment

STT	CÂU HỎI	TRẢ LỜI					MẪU THU THẬP
Không gian dịch vụ ảnh hưởng đến trải nghiệm của khách hàng							
Thiết lập dịch vụ							
1	Không gian nhà hàng rộng rãi, sạch sẽ.	1. Rất không hài lòng	2. Không hài lòng	3. Bình thường	4. Hài lòng	5. Rất hài lòng	
	%	6	12	51	110	66	245
	%	2.4%	4.9%	20.8%	44.9%	26.9%	
2	Âm nhạc có mang lại sự thoải mái cho bạn khi sử dụng dịch vụ.						
	%	6	8	79	102	50	245
	%	2.4%	3.3%	32.2%	41.6%	20.4%	
3	Cơ sở hạ tầng được phân bố hợp lý, dễ nhận biết.						
	%	5	24	63	109	44	245
	%	2.0%	9.8%	25.7%	44.5%	18.0%	
4	Vị trí tọa lạc của nhà hàng thuận tiện gần trung tâm.						
	%	4	17	49	69	106	245
	%	1.6%	6.9%	20.0%	28.2%	43.3%	
5	Hệ thống cách âm của nhà hàng được đảm bảo.						
	%	9	18	77	95	46	245
	%	3.7%	7.3%	31.4%	38.8%	18.8%	
6	Trang thiết bị hiện đại (Máy chiếu, điều hoà, v.v)						
	%	10	32	95	75	33	245
	%	4.1%	13.1%	38.8%	30.6%	13.5%	
7	Không gian nhà hàng trang trí hài hoà và ấn tượng.						
	%	6	27	91	88	33	245
	%	2.4%	11.0%	37.1%	35.9%	13.5%	

- Service Delivery system

STT	CÂU HỎI	TRẢ LỜI					MẪU THU THẬP
Phương pháp phân phối dịch vụ ảnh hưởng đến trải nghiệm của khách hàng							
Phương pháp phân phối dịch vụ							
1	Không gian nhà hàng trang trí hài hoà và ấn tượng.	1. Rất không hài lòng	2. Không hài lòng	3. Bình thường	4. Hài lòng	5. Rất hài lòng	
	%	6	9	59	112	59	245
	%	2.4%	3.7%	24.1%	45.7%	24.1%	
2	Thời gian phục vụ món ăn và thức uống hợp lý.						
	%	5	10	69	101	60	245
	%	2.0%	4.1%	28.2%	41.2%	24.5%	
3	Bạn hài lòng với tác phong phục vụ của nhân viên.						
	%	47	38	82	42	36	245
	%	19.2%	15.5%	33.5%	17.1%	14.7%	
4	Nhân viên nhà hàng phục vụ và đáp ứng nhu cầu khách hàng một cách nhanh chóng.						
	%	19	46	90	36	54	245
	%	7.8%	18.8%	36.7%	14.7%	22.0%	
5	Bạn hài lòng với chương trình chăm sóc khách hàng.						
	%	8	18	75	95	49	245
	%	3.3%	7.3%	30.6%	38.8%	20.0%	
6	Bãi xe có sức chứa đủ cho khách hàng.						
	%	8	29	52	59	97	245
	%	3.3%	11.8%	21.2%	24.1%	39.6%	
7	Bãi giữ xe đảm bảo an toàn cho tài sản của khách hàng.						
	%	46	56	80	41	22	245
	%	18.8%	22.9%	32.7%	16.7%	9.0%	
8	Thang máy hiện đại, an toàn và nhanh chóng.						
	%	86	67	52	21	19	245
	%	35.1%	27.3%	21.2%	8.6%	7.8%	
9	Nhà vệ sinh sạch sẽ và kín đáo.						
	%	81	66	75	15	8	245
	%	33.1%	26.9%	30.6%	6.1%	3.3%	

- Overview

A	B	C	D	E	F	G	H
STT	CÂU HỎI	TRẢ LỜI					MẪU THU THẬP
Tổng quan về yếu tố ảnh hưởng đến sự trải nghiệm của khách hàng							
Tổng quan		1. Rất không hài lòng	2. Không hài lòng	3. Bình thường	4. Hài lòng	5. Rất hài lòng	
1	Bạn hài lòng về sản phẩm của nhà hàng Hoa Hồng.	54	23	116	34	18	245
	%	22.0%	9.4%	47.3%	13.9%	7.3%	
2	Bạn hài lòng về thiết lập dịch vụ của nhà hàng Hoa Hồng.	36	15	99	58	37	245
	%	14.7%	6.1%	40.4%	23.7%	15.1%	
3	Bạn hài lòng về phương thức phân phối dịch vụ của nhà hàng Hoa Hồng.	38	47	98	54	8	245
	%	15.5%	19.2%	40.0%	22.0%	3.3%	
Bạn có dự định sẽ trở lại nhà hàng Hoa Hồng không?		Không bao giờ	Có thể	Sẽ quay lại			
	%	23	153	69			245
		9.4%	62.4%	28.2%			
Đánh giá		Rất tệ	Tệ	Bình thường	Tuyệt vời	Rất tuyệt vời	
	%	11	14	113	83	24	245
		4.5%	5.7%	46.1%	33.9%	9.8%	

Appendix 6: Images



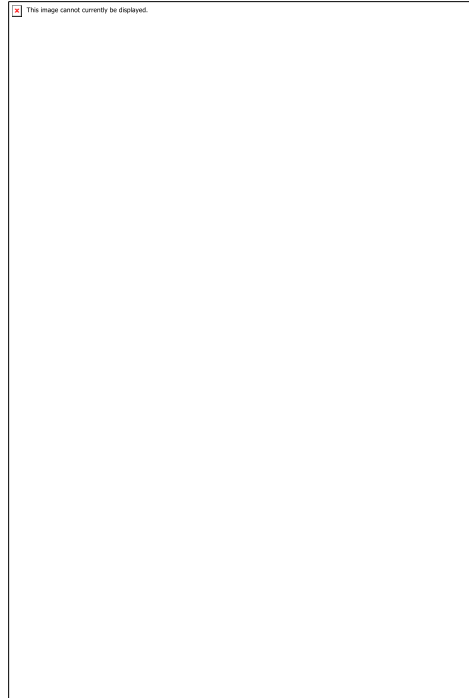
Figure 3.2.1 Ky Hoa Hotel Saigon

(Source: Ky Hoa Hotel Saigon Fanpage)



Figure 3.2.1.1 Car parking area at Ky Hoa Hotel Saigon

(Source: Fanpage Ky Hoa Hotel Saigon)



*Figure 3.3.6 A winter- seasonal promotion of Hoa Hong Restaurant
(Source: Ky Hoa Hotel Saigon Fanpage)*



Figure 3.2.1.2 Display of food at Hoa Hong Restaurant

(Source: Website Ky Hoa Hotel)



*Figure 5.2.2.1
Gala Dinner
Restaurant*

*(Source:
authors, 2022)*



*Preparing for a
at Hoa Hong*

captured by the



Figure 5.2.2.2 Display shelves

(Source: captured by the authors, 2022)



Figure 5.2.2.3 Dining room

(Source: captured by the authors, 2022)



Figure 5.1.5.1 Paper bags of Hoa Hong Restaurant (Ky Hoa Hotel Saigon)

(Source: Designed by the authors, 2022)



Figure 5.1.5.2 Thank you card of Hoa Hong Restaurant (Ky Hoa Hotel Saigon)

(Source: Designed by the authors, 2022)



Figure 5.1.1.3 Candle box of Hoa Hong Restaurant (Ky Hoa Hotel Saigon)

(Source: Designed by the authors, 2022)



Figure 5.1.1.4 Candles box of Hoa Hong Restaurant

(Source: Designed by the authors, 2022)