Tourism – Master´s Degree Programme

Master´s Thesis

Customer Service Experience

in the Eyes of Tourists and Locals

Content Analysis of Online Reviews

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Key words: Perceptions, locals, tourists, customer service, content analysis, online review website

Abstract

This research paper deals with a customer service perceptions´ from two perspectives: local and tourist. In addition, full – service casual dining restaurant that focus Czech cuisine are selected. The research method – qualitative content analysis of the online reviews of the consumers are studied in order to find *common pattern* that would characterize these two consumer groups.

Due to the fact, that customers are becoming more sophisticated, it results in different behavioral patterns and expectations. One of the possible solutions could be the improvement of service quality in order to gain a competitive edge. At the same time evolution of the Internet and rich data that are available 24 hours gives an opportunity of analyzing what costumers find relevant when dining out.

Consequently, based on the studied issue in relation to the problems and trends, the author created following problem formulation:

How is the customer service perceived in the Czech Republic (Prague) by Locals and Tourists in restaurants?

The researcher starts with collection of secondary data, which have already been used for other purposes (including published text, internet articles, or academic articles) with the closer look on particular framework of research topic (Dining Experience, Service Quality, Service Quality Dimensions, Customer service, Employee Service Behavior etc.). As a primary data the researcher uses online reviews. Subsequently, the researcher discusses and compares the theories with the obtained data.

Through the findings of the *qualitative content analysis* and presented theory framework, the researcher creates the outline for the *customer service category* which is crucial for coding process upon the text of the review is extracted. The analysis has two stages. First, sentiment analysis reveals whether the customer service is perceived rather positively or negatively. Subsequently, theme analysis discovers what customer service category is important for both *Locals* and *Tourists.*

The main aim of the researcher of this research paper is to provide a new insight of two distinct consumer groups of restaurants in relation to the customer service. Additionally, with new knowledge and the possibility of online review websites, the tourism research will be hopefully enriched and there is a wide range of themes, segments for future research.

Content

1. Introduction

1.1. **Introduction paragraph**

"Thank you for your visit, enjoy your meal, how can I help you? There is your receipt, is there any problem? Here you are! A statement like this might describe an excellent restaurant service oriented on customers that is mainly oriented on mutual communication (Mičkalová at al., 2012).

To start with, several reasons can be put forward for the growth in attention to food as area of interest for tourism studies (Hall, 2002; Hall and Mitchell, 2001; Hjalager and Richards, 2002). Food has also become recognized as being expressive of identity and culture and is therefore an important component of cultural and heritage tourism (Bessi`ere, 1998; Cusack, 2000; Ritchie and Zins 1978).

Tourism is a service – sensitive industry that is dependent on quality of customers 'service and subsequent evaluation of it (Zehrer, 2009, p. 332). Accordingly, management of the service quality is highly important due to the fact, that customers are nowadays more demanding and knowledgeable and sophisticated (Namkung & Jang, 2008 and customers´ expectations are constantly rising (Augustyn & Samuel,)Similarly, consumers from distinct countries may have different level of service expectation, because they have different patterns and behavior (Donthu & Yoo, 1998, p. 178). Due to all these facts, consumption ´ patterns have changed (Zehrer, 2009, 332).

In addition, due to the fact that the world and more and more globalized, it is important that companies understand which consumers or consumer groups perceive the quality dimension in a different way (Guasalaga & Pitta, 2014, p. 146). That is in accordance with the purpose of this research paper.

In accordance to the mentioned, in two last decades, the evolution of World Wide Web has changed the view of the Internet (Valdivia at al., 2012). Information has become more transparent in terms of quality and pricing (Whitehead, 2011, p.4), because the Internet has turned from broadcasting medium into a mediator of user generated content (ibid). Thus, customers have become active in sharing information (Li & Wang, 2011, cited in Leung at al., 2013, p. 4; Lei & Law, p.1; O´Connor, 2010, p.1) in virtual communities (Stepchenkova at al., 2009). That goes in line with the statement that:" *Nowadays being networked is a growing trend* (Whitehead, 2011, 1)". Therefore, the importance of electronic word of mouth (e-WOM) is growing because people search for relevant information online (Cheng & Ho, 2014) and what ´s more they rely on it (Ayeh at al., 2013) and so their consumers´ purchase intentions are affected (Cheung & Thadani, 2012; Kim at al., 2013). These facts demonstrate that the online world represents a source of information that customers are looking for and rely on online review websites are an increasingly important place to retrieve data from. The social media such as blogs, microblogs provide rich information of human interaction and collective behavior.

1.1.   Purpose of the Study

This research paper is written under *qualitative* research, using content analysis as a research method. The population of this research paper is *Locals – Czech* residents and *Tourists* who both represent an online community that refer to people who communicate in an online environment (Preece J. at al., 2007, cited in Pfeil & Zaphiris, 2009, p. 1) and review a restaurant experience on an online review website.

The purpose of this research paper is to examine *online customers' reviews of customer service* in order to find contextual commonalities and patterns that two consumers groups – *Locals* and *Tourists* have about customer service in Prague in the Czech Republic in full service restaurants focusing on Czech cuisine. Since the fact that the service quality is multidimensional, it means that it covers other aspect that a customer might take into account while evaluating it. Thus, a pattern of customer service perceptions (dimensions, customer service categories) is sought that would characterize both Locals and Tourists consumers. However, even the polarity of the perceptions will be assessed.

Customer service as a part of dining experience and the post – evaluation of their experience is collected as a form of *an online review* from *an online review website* (TripAdvisor, Yelp, Zomato).

In regards with Trip Advisor´s reviews which actually represent a post – purchased evaluations of genuine costumers which are the most important innovations in tourism in recent year (Gossling at all, 2015). Using online restaurant review such as Trip Advisor, represent immediate source of information so as source of recommendation. Other reasons for focusing and taking care of the online restaurant guides are various. Firstly, a number of consumers who use online restaurant guides (such as Trip Advisor) are increasing (Pantelidis, 2010). At the same consumers "like¨ the remained anonymity so there are free to express their feelings (Gelb & Sundaram, 2002 cited in Pantelidis, 2010) which will be suitable for this research paper.

Online reviews from full – service restaurants with focus on Czech Cuisine that have an account on online review websites (TripAdvisor, Yelp, Zomato) reviewed by Locals and Tourists that have an account are collected. They are represented by ten casual dining restaurants with focus on Czech cuisine full service restaurants Prague – the capital of the Czech Republic is chosen as a field of research.

1.2.   Importance of the research paper

Furthermore, it is important to stress that this research paper will contribute to the tourism research by exploring a new method of quality measuring, because using content analysis of online reviews is an opportunity to analyze immense volumes of easily accessible textual material (Stepchenkova at

al.2009, p. 454). Although there are many studies that talk about dining experience and customer service, there is no particular focus on *Locals* and *Tourists* different consumer groups in relation with the customer service perception. In particular, to the best of the author´s knowledge, none of the previous studies have examined the difference between two consumer groups in regards with the perceiving the customer service in restaurants. Again, by assessing these two consumer groups, the tourism research will be developed.

Additionally, this research study due to the fact that the market of the Czech Republic is growing, new segment are entering and discovering the supply side, for instance Chinese. Thus, it is inevitable to adjust strategies and policies in order to satisfy customer needs.

Currently, to our knowledge there is no such a research using reviews sites (TripAdvisior, Zomato, Yelp) in order to compare populations 'perceptions about customer service in restaurants.
In regards with the research in the Czech Republic, there is not any research paper concerning the customer service in restaurants, however the service quality is considered low (Czech Tourism, 2016).

Content analysis is considered as a useful method for consumer research (Kassarjian, 1977, cited in N.Singh at al., 2007, p. 134) possibly for one restaurant facility, restaurant chain or as this research presents more restaurants (10) in order to present an image that is focused on whole dining experience or just some aspects of it. Besides that, it presents flexible method in regards to the target group since the online review website is available in many countries of the world (Trip Advisor – 483 countries).

Focusing on high service quality service which results in customers 'satisfaction is an important factor is in order to make a business (Markovič at al., 2010, p. 1; Dontho & Jontho, 1998, p. 184). Subsequently, understanding customers represent crucial criteria for gaining competitive advantage (Markovič at al., 2011, p. 1).

Service represents one of the elements which create a restaurant dining experience. In addition, a restaurant service quality is a critical determinant of customer satisfaction (Kim at al., 2009b), factor affecting the survivor of the restaurant (C.- T. Chen et al.) and lastly it leads to strong competitive position (Markovic at al., 2010, p. 1). In a similar vein, restaurant does not provide pure service, since it is a combination of service with a physical product (Zeithaml, 2006). However, good food has a limited impact (Arora, 2012), because it is a delivery and service that takes the product (food) to another level of satisfaction (2012).

Additionally, as one of the customer service dimension empathy (Stevens at all., 1995) talks about importance of knowing what customer want and need, thus it is important to know what each customer group is specific about.

Thus, focusing on customer service perceived by Locals and Tourists is seen as a reasonable argument to make a research about.

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1.3. <u>**Problem Formulation**</u>

By this problem formulation, the researcher wants to explore how customer service is perceived by two consumer groups. It is already mentioned in the *Introduction*, that customer service is one of the components of *dining /restaurant experience* which overall determines a customer´s satisfaction. Subsequent comparison analysis between two consumer groups – *Locals and Tourists* will provide an in depth evaluation of customer service in restaurants in Prague from two points of view. It is important to note, that this research paper does not evaluate the reasons for having such a perceptions, for instance tourists having such a perception as stereotypes about service, however it will take a deep look at staff behavior as an intangible element towards two different consumer groups by using theories of quality service, quality service evaluations, staff behavior with a combination of gained data retrieved from Trip Advisor, Zomato, Yelp – feedback from customers as a post – purchased evaluation. Therefore, a pattern of customer service perceptions (dimensions, customer service categories) is sought that would characterize both Locals and Tourists consumers and thereby access their perceptions about the customer service. However, even the polarity of the perceptions will be studied.

The research concentrates on elements such as the customer experience, service employees and their behavior, customer service quality. In order to narrow down the broad research topic to a more specific study, the problem formulation is formulated as follows:

How is the customer service perceived considering the tourists and locals perspective in restaurant setting in Prague?

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1.4.   <u>Structure of the Research Paper</u>

This research paper consists of six main chapters (*Figure 1*). It begins with the Introduction (*Chapter 1*) and the Problem formulation is presented (*Section 1.3.*) and then in the second chapter, the previous studies are discussed in regards with this research paper (*Chapter 2*) In the third chapter the foremost methodological considerations that are adopted in this research paper are introduced along with the qualitative research methods, population etc. (*Chapter 3*) Further, in the fourth chapter the theories which will be the base of the coding scheme for a content analysis will be presented (Chapter 4). Then, the data and theoretical framework will be the base for doing analysis (Chapter 5). Lastly the findings of the analysis are discussed in the Discussion (Chapter 6). The author suggests a focus on future research in Chapter 7 and the Chapter 8 presents concluded findings of the research paper. Last chapter is dedicated to the contribution that this research paper has (Chapter 9).

Figure 1 Structure of the Research paper

2. Literature Review

This section is divided into various sections. Firstly, it focuses on empirical studies which discuss the concept of the restaurant experience. Despite the fact that this research paper concentrates particularly on customer service in restaurants, the introduction of the literary review will be dedicated to the restaurant experience since service is included in the restaurant experience (Andersson & Mossberg, 2004). Another reason for delving into the dining experience is because the vast majority of the scholars deals with this area of research (Andersson & Mossberg, 2004; Wall at all. 2007; Wijaya at al., 2013, Arora, 2012) and do not predominantly focus on customer service. Moreover, according to Markovic at al., 2010) the restaurant customer ´s perception of service quality stems from their dining experience evaluation and expected service.

2.1. Dining Experience

 "The dining experience is not just about the food but also about the décor and service." (Holmes, 2010, Foodservice Director). Similarly to this statement made by Gustafsson (2004): "…meals consist of much more than the food to be eaten" and basically customers spend their money for hedonic reasons (Lei & Law, Dining experience apart from food consists of setting and service (Sulek & Hensley, 2004).

The dining experience is a multidimensional phenomenon (Andersson & Mossberg, 2004) and a multilayered experience (Wall at al., 2007). The dining experience is acknowledged in three stages. (Wijaya at al., 2013; Arora, 2012): the pre-dining, during dining, post dining stages (Wijaya at al., 2013) consisting of tangible (food, equipment) and intangible (service, atmospherics) aspects (Markovic at al., 2010) which is similar to the tourist experience (Larsen, 2007).

It is important to add, that the stages of the dining experience are constructed and based only on the research of international tourists in relation with experiencing local food, thus only one of the respondents of this research paper and not all food options of the menu in a restaurant. .

In following, it will describe the dining experience and the individual stages accompanied by the factors that influence the process of dining experience (Wijaya at al., 2013, see Figure 1). First, the dining experience consists of the pre-dining stage (preconception – STAGE 1) - a customer´s expectation about the local food. Expectations within restaurant terminology is described as: "what customer feel a restaurant should offer (Markovic at al., 2010)". Besides, this stage is influenced by internal factors of the customers such as motives, values, interests, attitudes, past experience (Ryan, 2002; Kenyon & Sen, 2015), personal needs (Andersson & Mossberg, 2004), cultural or religious influences (Chang, 2012) and a demographic profile such as age, education, gender, country (Kim at al., 2009), country of residence, nationality (Wijaya et al., 2013), word of mouth communication (Donthu & Yoo, 1998, p. 178). Moreover, different food cultures, hygiene and dietary restrictions

(Wijaya at al., 2013) In regards with this research paper, Donthu & Yoo, (1998, p. 178) argue, that they are different level of expectations of customers who come from different culture of country due to their patterns of behavior and attitude.

Secondly, the during – dining experience stage (consumption – STAGE 2) consists of the perceived quality as the dining experience occurs, which is based on comparison between expectations and actual perceptions of a performance (Parasuraman at al, 1988). In addition, the perceived quality is constructed from two elements (Yuan, 2009). First, visitor cognition – thoughts; the food is evaluated according to a four basic senses (sight, smell, taste, touch). Second, various emotions occur during the dining experience such as joy, excitement, surprise, disappointment (Ibid.). Additionally, they represents a very important role during the dining experience (Arora, 2012), because the individual elements of the dining experience such as service, ambiance, and food related factors that evoke sensual stimulation and whether the feelings result in positive feelings leading to subsequent satisfaction (Ibid). Furthermore, feelings of pleasure are prerequisite for a customer being delighted (higher degree of satisfied) and allow them experience something novel and extraordinary. (Andersson & Mossberg, 2004).

The factors influencing the dining experience externally, or in other words the attributes that shape restaurant customers´ perceptions about the quality within dining experience is a unique attribute – food (Rust & Oliver, 2000) and other attributes: service providers (Liu & Jang, 2009), physical environment (Wu & Liang, 2009) – non crowded restaurant (Noone & Matiila, 2009) intensity, size, novelty (Kenyon & Sen, 2015), good company and other customers (Andersson & Mossberg, 2004, Wu & Liang, 2009), price and value (Kim at al., 2009), waiting time to be seated, fairness of the seating order and politeness of the host and hostess (Sulek & Hensley, 2004).

Thus, internal and external factors (Fig. 1) will influence customer satisfaction and thereby also the overall quality of the dining experience (Ryan, 2002).

The relation between the service providers, food and ambiance is researched by many scholars (Wall at al., 2007; Liu & Jang, 2009; Wall, 2007; Jin at al., 2015). They claim that even if the meal is delicious, tasty and prepared properly, without the relevant staff behavior it is not sufficient in order to bring about the customers' satisfaction (Wall at al., 2007, Parsa at al., 2005). At the same time, the ambiance or the physical dining aspect such as the atmosphere (Wijaya at al., 2013, Hansen at all, 2005) and also the concept of service escape which is referred to an environment that influences perceptions of service (Bitner, 1992) may change customers' perception of the dining experience. Furthermore, according to some scholars, the atmospherics consist not only from the exterior but also from human elements such as employee appearance and customer interaction (Turley & Milliman, 2000). Chow at all (2007) examined that the interaction among service employees, managers and customers and the physical environment has a stronger influence that the outcome quality. In a similar

vein, Ryu & Jang (2007) discovered that ambience attributes (such as music, aroma, staff´ appereance) had an effect on customer´s emotional responses and thus on post – behavior intentions.

Nevethless, due to the direction of this research paper, a focus will be predominantly on restaurant service as a one of the satisfiers of the dining experience and also the customer evaluation of the restaurant establishment (Wall at al., 2007). Many scholars dedicated their research only to service experience. Nevertheless, on the other hand, Sulek & Hensley in their research concluded that food quality is the most important dimension of dining experience (cited in Markovič at al., 2011, p. 2004).

Customer service or personal service is described as an intangible, functional, subjective based on consumer encounter with a service provider (O´Neill) who wants to deliver a service that meet or exceed the customers´ expectation (Zeithaml at al., 1985). Customers' perception of service quality is subjective evaluations of a service experience (Zeithaml at al., 1993). Many authors dedicated to the research of service experience and the characteristics which subsequently lead to specific perception of the service (Wall at al, 2007, Sulek & Hensley, 2004, Ryan 2011, Wu & Liang, 2009). Thus, prior to the assessing service providers - their skills, professionalism, uniform, behavior, attentiveness (Wall at al, 2007;) restaurant perception of quality is influenced as well by the waiting to be seated (depends on their interpersonal skills) , fairness of the seating order and even politeness of the host of hostess (Sulek & Hensley, 2004), service providers that encounter and interact with the customers (Ryan 2011, Wu & Liang, 2009) and their willingness to help and competency (Namkung & Jang, 2008). Moreover, their capacity and ability to deliver a meal (Gibbs & Ritchie, 2010, Markovic at al 2010), staff behavior (Wall at al., 2007) and well-dressed employees also effect the customer perception.

A high level of service quality provides extra satisfaction (Andersson & Mossberg, 2004) and also responsiveness of service providers lead to satisfaction (Andaleeb & Conway, 2006). Service providers need to be knowledgeable, competent, passionate, available, and responsible whenever a customer needs (Namkung & Jang, 2008). That goes in line with a fact that type of dining establishment which also determined the level of service (Finkelstein, 1989).

Lastly, the post – dining experience encompasses all the experiences after dining (Wijaya at al., 2013). In addition, customers evaluate the dining experience, and based on first two stages and relevant factors, assess whether they are satisfied and what will be their feelings post dining what will be their behavioral intentions (ibid) .According to Ryan (2002) satisfaction is an indicator of quality of an experience and happens when expectations equal perceptions or when the perceptions are higher than the expectations (Parasuraman at al., 1988). In regards with the post experience, there is a risk with recalling the experience (Dickson & Hall, 2006).

2.2. Restaurant Service Quality Measurement

Quality occurs during the service delivery, in other words during an interaction between a consumer and a service provider (Lehtinen & Lehtinen, 1982, cited in Parasuraman at al. 1982). Moreover it is stated that the evaluation of the service happens during or after a service is provided (Parasuraman at al. 1990), or, as it is already stated above, even before the service is provided (Sulek & Hensley, 2004) for instance the waiting time to be seated. Due to this evident abstract intangible nature of service, it represents a more complicated procedure of quality evaluation (Author). However, many researchers have researched and enriched the quality of service literature by different instruments of dimensions that can utilized in order to measure quality (Berry at al., 2002; Gronroos, 1984; Parasuraman at al. 1985; Stevens at al., 1995, Brady & Cronin, 2001, Lehtinen & Lehtinen, 1991,) and thus to learn how customers perceived the overall service. All the dimensions within one instrument should be applied in order to evaluate the quality (Markovic at al, 2010), however it is possible that one of the dimensions is more efficient than the other, it is acknowledged to keep all of them (Berry at al., 2007).

The most known dimensions are approved by Parasuraman at al., 1985 - SERVQUAL and many models stem from them. However, this instrument is broad and does not focus on a particular industry segment (Steven at al., 1998, cited in Bufquin at al., 2015, p. 227). For these reasons, these five dimensions will be applied in this research paper. After, it will differ the items that every dimension deals with.

The first instrument which measures quality service in restaurants especially is DINESERV which was pioneered by Stevens at al. (1995, Bufquin at al., 2015, p. 227). DINESERV utilizes the same five dimensions as SERVQUAL with the difference that it included additional items of the dimension *Tangibles* – décor, menu and uniform. In addition, TANGSERV (Raajpoot, 2002) also concentrates on the dimension tangibles and takes into account social factors as crowding and personnel behavior.

For instance Gronnroos´ model takes into account expected and perceived service (Parasuraman at al., 1985) and in addition extends it by *technical quality* – what a customer perceived and on the other hand, *functional quality* –how a customer gets a technical outcome (Zaibaf at al., 2013, p. 494).

After the dimensional instrument is chosen, it is important to get the customer's post evaluation comments (Parasuraman at al., 1988) in order to measure the restaurant establishment ´s quality.

2.3. Social media and service quality

There are many research papers concerning service quality in relation with social media (Limberger at al. 2014). However, they are mostly studies concentrating on hotel industry. As such, Limberger (at

al., 2014) examine the reviews on TripAdvisor. The study showed that the hotel service, the residential unit has and values has the strongest influence on the guest's ´satisfaction (ibid).

They are studies of perceptions generated from the Blogs Users about Hong Kong (Law & Cheung, 2010)

Nowadays, the Internet do not serve only to the consumers, however to the managers as well. Gossling & Hall (2015)

There are literarily few studies focusing on reviews that are found on TripAdvisor. Lei & Law (2015) writes focus on restaurants in Macau. The authors grouped the reviews according to the four price categories and acknowledged that that local managers are not aware of the e-WOM effects (Ibid).

3. Methodology

In the following chapter, research methods will be explained as well as the philosophical approaches that are adopted for the purpose of solving the problem identified in the Introduction (Chapter 1) .

This chapter begins with Research design (3.1.) with phases of this research paper, then Philosophy of science(3.2.) explain the philosophical approaches and finally it provides the arguments for applying a qualitative content analysis(3.4.) and its Process (3.4.1.). In addition, the Data collection (3.4.1.1..), Population (3.4.1.1.1..) of the research paper is presented.

 In this chapter, first, it will be provided an identification of the data and second; it also provides reasons for applying this method as it is acknowledged by many authors; it is one of the common methods of qualitative data analysis (Glaser & Laudel, 2013; Hsieh & Shannon, 2005, p. 1277).

3.1.   Research Design

This section of the research paper is dedicated to a detailed visualization of the plan for the research process taken from the *Problem Formulation* until the *Conclusion.* Despite the fact, that the individual "steps" of the research paper are visualized in the exact order, the research paper does not follow the research design step by step which is characteristic for qualitative research (Kothari, 2008). Furthermore, the process is constantly revised back and forth. For the stated reason, the process of the research paper is visualized in form of hermeneutic circle, because its key element is the rotary character (Patton, 2005) which mainly emphasizes that the aim of the research may have a meaning at a certain time and place (*Ibid, Figure 2*).
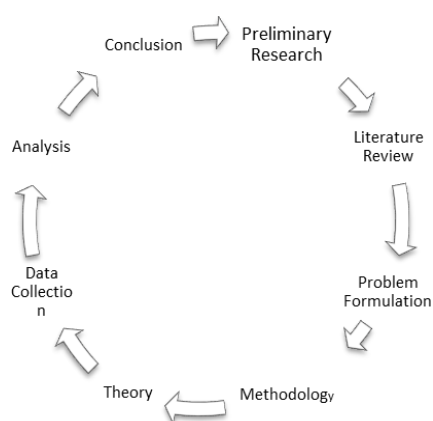

Figure 2 Research Design, Hermeneutic Circle, Own Interpretation, Based on Patton (2005) & Kothari (2008)

The research paper starts with the *Preliminary Research* which shapes the theme for this research paper so as the *Problem Formulation* and it is based on the author´s preconception (the researcher is a

Czech resident), and also on netnography which also looks at the theme of customer service in the Czech Republic and its perception.

As a next phase is depicted the *Literature review* which stems from *secondary data* that other authors have used for other purposes (Hox & Boieje, 2005, p. 593) and particularly focuses on the restaurant industry, dining experience, customer service in restaurants, comparative study of two consumers as main focus of a research. At the same time, the theme of the research paper is in line with *the Master Programme of Tourism* (Aalborg University, Denmark) which the author is studying at the moment of the writing.

It is highly important to discuss the issue of credibility further, because the authors of the reviews may not be seen as confidential as it is acknowledged by Patton (2005*)*. Furthermore, it is necessary to take into account the author´s decisions for this research paper.

All the aforementioned is taken into account when analyzing the data and thus it leads to answering the *Problem Formulation* and the final *Conclusion* of this research paper.

In order to ensure the strong *Research design* it is highly important to choose a suitable philosophical paradigm that is congruent with author´s belief of nature (Mills at al., 2006, p. 26) which is described in the following section.

3.2.   **Philosophy of Science**

The main objective is get better understanding and meaningful patterns of the *customer service* in restaurants from the two different perspectives – *Local* and *Tourist*. In order to analyze subjective, in – depth understanding of consumers 'attitudes, feelings and motivations and hereby understand it better (Auerbach, Silverstein, 2003), this research paper is written through qualitative research (Romano at al., 2003, p. 215) in order to identify patterns, structures, categories (Hogenraad, 2003), themes, biases and meanings (Camprubí & Coromina, 2016, p. 1) concepts, patterns, themes (Pheil & Zaphiris, 2009) and key words that are classified by common topics depending on purpose of this research paper (Gray & Densten, 1998; Comprubí & Coromina, 2016, p. 136) for instance: customer service, staff behavior, which is discussed further in the *Section Customer Service Categories(2).* As it is mentioned above, the hermeneutic process is based on the pre-knowledge (of the author) which is displayed in the *Figure 2*.

In addition, this research paper adopts *constructivist theory* as a paradigm, because in order to answer the *Problem formulation*, the author attempts to understand the meaning of the text as the interaction of preconception of a reader (*Figure 2*) and the intention of a text producer (Mayring, 2014, p. 3).

In relation with this research paper, the reader is represented by the author of this research paper, and the text producer is a consumer of a restaurant who evaluates the dining experience, and mainly the

customer service in restaurants – either a *Local* or a *Tourist*. This is with accordance with the epistemological view, because authors are inevitably involved in the research endeavor, rather to be only an objective observer (Guba & Lincoln, 1989). Furthermore, the author winnows the reviews into categories for coding in order to compare *Locals* 'and *Tourists* 'perceptions of customer service (Coding). In so doing, the author is passively interacting with the data, and thus creates the subjective interrelationship with the participants of this research paper and thus makes the research paper under the *constructivist approach*. More importantly, the author is interpreting the text of the online reviews and thus, she is emerged into the process of creating patterns concerning the customer service from the Locals´and Tourists 'point of view.

As it is acknowledged that constructivism denies the existence of objective reality, but it rather that there are as many realities as individuals, however many of the constructed realities will be shared (Guba & Lincoln, 1989, cited in Mills at al., 2006, p. 26).

3.3.   <u>Netnography</u>

It is very important to mention that the *Locals* and *Tourists* are studied from Internet – based communication which enables to get better opportunity to better understand tourists experiences (Mkono & Markwell, 2014, p. 289. Further, Mkono & Markwell., (2014, p. 289) argue that using netnography as methodological approach can be used as a single method if addressing the problem formulation and also it also it depends on the researcher´s decision.

Due to the fact that there is a lack of articles concerning mostly customer service categories (*Section 4.1.),* it is necessary to make an online research which is referred as netnography. The use of this method is fast and less expensive than the other method (Bryman, 2008). According to Metzger (2007), the internet provides information that one may need and the search engines might help to find them (Hsu at al., 2009). Besides the electronical articles, customer service guidelines of restaurants managers are utilized in order to compare the requested level of service and the one that is perceived by *Locals* and *Tourists.* It is important to add, that webpages and internet -based content may change fast (Björk & Kauppinen-Räisänen, 2012), which might cause that the authors of the internet –based content lack the relevance (Mkono&Markwell., 2014, p.290), however in case of the online reviews, they are available in appendix (2)

3.4.   Qualitative Content Analysis

In following, arguments for choosing *qualitative content analysis* as a suitable for assessing online *consumers´ evaluation of customer service*, various consumer groups and that is also accurate qualitative research method.

In spring 2016, 567 reviews collected from review sites (Trip Advisor, Zomato, and Yelp.*)* from 27th April, 2016 to 30th June, 2016, represent the data for *qualitative* content analysis. Content analysis is adopted in order to identify *perceptions* about the *customer service* perceived by *Locals* and *Tourists* that are characterized by different motivations, cultural background, and knowledge etc and thus this fact might go in line with this research paper, because the service quality might be perceived differently by *Locals* and *Tourists (Theory).* Online reviews are firstly saved into Word files (.doc) and subsequently they are separated according to the two groups of customers and themes (*Appendix 2.).*

To begin with, *content analysis* is chosen as a research method and falls under the *qualitative method (*Hsieh & Shannon, 2005, p.1277; Stan, 2010, p. 225)and it is utilized in this research paper, because it can be said that it is a most frequent method when analyzing messages among online communities (Stepchenkova, 2009, Pheil & Zaphiris, 2009). In a similar vein, Choi (at al., 2006) states:

"With the increasingly rich and readily available text data on the web, qualitative assessments such as content analysis of tourism phenomena are gaining its popularity".

Additionally, c*ontent analysis* is an ideal instrument, because it is a data gathering process which enables one to assess, compare and understand a message from the text of individuals , groups (Stan, 2010, p. 226, Schwartz & Ungar, 2015, p. 88), various cultures and subcultures (Pheil & Zaphiris, 2009). Due to the fact, that the objective of this research paper is to present two distinct perceptions, "online" content analysis is again suitable because it allows compressing a large amount of text (Prasad, 2008, p. 17) into smaller categories which are based on explicit rules of coding (Stan, 2010, p. 226). This will be discussed in depth in *the Section 4.4. (Customer Service Categories)*

The main reason for adopting content analysis is that researcher attempts to demonstrate a distinction of the two consumer group within a large and rich sample of data (Choi at al., 2006).   Other research qualitative method such as focus groups might be also suitable for finding out consumers' perceptions; however it does not involve such a large amount of data. Keith at al., (2011) suggests that comment cards are the proper method for evaluation of perceived quality of the restaurant experience; however it is not a method that all the dimensions of the quality could be applied. Similarly to the research method of this research paper, content analysis of online reviews (*Locals and Tourists)* could not

address all the dimensions in one review, because it depends on a reviewer, which relevant information (for him or her) will share with the others.

In accordance with this statement, electronic data are easily accessible textual material; the easiness and speed of the data collection, large volumes of data (Stepchenkova at al., 2009, p.1) lack of interaction with human subjects and existence of various supportive analytical programs are positive factors that encourage application of content analysis (Ibid).

The aim of the research paper is to bring the notion about how the *Tourists* and *Locals* perceive the customer service; it is rather a qualitative than a quantitative approach, because it deals with social phenomena, not only statistics and numbers and more importantly it entails different ontological and epistemological assumptions (Choudhuri at al., 2004; *Section 3.2.),* and most importantly it is supported by the positivist paradigm which claims that the findings of the research paper arrive by means of statistical procedures in terms of quantity, amount, intensity or frequency (Lincoln & Denzin, 2000, p. 8) defined in measurable or common categories that can be applied to all subjects and same situations (Winter 2000, cited in Golafshani, N. (2014), p. 598). This is not in accordance with this research paper, because it is believed that every *Local* or *Tourist has* her/his own subjective reality, so the *qualitative research* is applied and in addition to it, as it is already mentioned above, the role of the researcher is emphasized in regards with the construction of the meaning of the data (Bryman, 2004, p. 542). However, a method of quantitative character is after all utilized. For instance, *a word frequencies analysis* (*Section 3.5.6.),* because it aims is to find out how many times a word of the text is mentioned in a review and thus learn what is crucial for both Locals and Tourists. This word belongs to a category/ dimension that is based on the theory, and when it repeats, it does contribute to the fact that the word needs to be discussed further. Consequently, the combination of qualitative approach and the mentioned quantitative method is due to the aforementioned ideal approach.

3.4.1.   Process of Qualitative Content Analysis

A content analysis has a three phases– *research question, data collection, message extraction* (Zhao, 2015, *Figure 3*) and additional phase *data display* (Romano at al., 2003) is presented in the chapter Analysis. In this chapter a description of first phase - *Problem Formulation* will be neglected, because it is already included in the chapter *Introduction*.
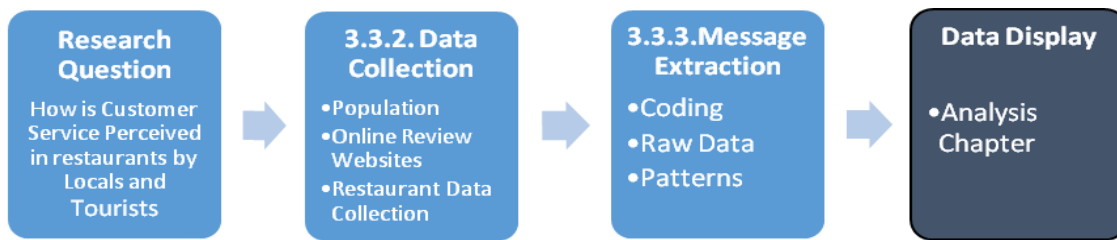
Figure 3 Process Content Analysis, Based on Zhao, 2015; Romano at al., 2015

3.4.1.1. *Data Collection*

As the second phase of *content analysis* data attainment (Zhao, 2015) with the aim of uncovering interesting patterns in restaurant reviews is considered. Firstly, criteria that will define the *Population of this research paper* is offered, for choosing the accurate data collection by explaining which *Online consumer review websites* are taken into account, *Restaurant Data Collection*   covers the discussion which restaurants in Prague are selected *and Review Characteristics,* for the purpose of this research paper. Last but not least, it is important to present the validity of the research paper by presenting the section *Authenticity of the reviews*, and also by the author of this research paper.

3.4.1.2. *Population of the Research Paper*

This research paper aims to explore the differences between the *Tourists* 'and *Locals* 'perception about the customer service in the restaurant settings in Prague, the Czech Republic. Therefore, it is inevitable to explain these two customer groups. First of all, *a Tourist* in the context of this research paper is a person who is not resident of the Czech Republic and moreover according to the definition by Palatková & Zichová (2011, p. 12) it is a person who spends at least one night at the destination, however less than one year. Nevertheless, considering the information that is accessible on *an Online Review Website*, it is possible to learn the origin of a *Tourist* from the context or it is stated in a review (see above). However, a crucial characteristic for distinguishing a *Tourist* is a language that is using for writing a review (other than Czech). On the other hand, a *Local* is either *Resident (person living in Prague)* or a *Domestic tourist (a person living in the Czech Republic)*. In both cases it is a person who is currently living in the Czech Republic (Palatková & Zichová, 2011, p. 12) and thus knows the cuisine, language, etc. (more discussed in the *Theory section – Locals and Tourists*). It is also possible to learn the origin of a reviewer by the context, language or when a *Local* states their origin in a

review, this is discussed more in the section O*nline review website (3.4.1.2.1.)*
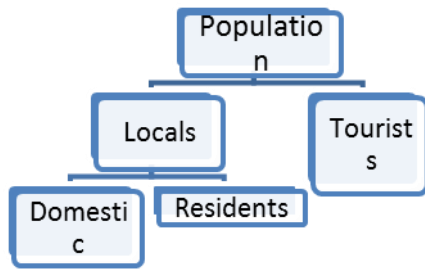

Figure 3 Population of the Research paper defined for this Research paper

3.4.1.2.1. Online review website

Online consumer review website is possible to characterize as sites where *online reviews* provide possibility to understand of which individual components of the consumers´ experience is crucial for them (Mkono & Markwell, 2014, p. 290) which is in accordance with this research paper, because the customer service (as a part of customer´s experience, is accessed according to *customer service categories* and most importantly, according to the *online reviews* will be expressed, what is the most striking when evaluating customer service and hereby answering the problem formulation.

To begin with, due to the fact that the *qualitative approach* determines that the data are often voluminous (Romano at al., 2003), it is necessary to set *criteria* upon the data selection that it will be based on.

 This research paper utilizes primary data – *consumer reviews that* are posted on online review websites (of restaurants in Prague, written by *Locals* and *Tourists*), and follows a *content analysis* as a research method. A *customer online review* is "*a type of product information created by users based on personal usage experience* (Chen and Yie 2008, p. 477) and included relevant information (Cheng & Ho, 2014). In addition, an online review is seen also as *electronic word of mouth*, that can be of negative or positive character a (Hennig – Thurau, 2004, cited in Tuckner at al., 2011, p. 38); and thus, it is inevitable to mention that for this reason is possible to access how is the customer service perceived

In regards with Tourist reviews, only reviews that are posted within one year on TripAdvisor, that represents one of the most popular online consumer review website (Forbes, 2014) and, at the same time, the largest one due to the number of reviews (Kozinets, 2002, p. 64) states that even with small amount of sufficient descriptive messages it is possible to receive a useful conclusion, and it can be added only in the case that it is analyzed efficiently.

On the contrary, as already mentioned , *Locals* do not participate particularly on one online review website, so it is inevitable to use another – Yelp and Zomato, because again their contribution to one

review site does not bear a representative sample. The reason for choosing these two is that they focus also on the restaurant industry and it is possible to access the authenticity of a review which is in accordance with the reviews retrieved from TripAdvisor (*Section 3.3.2.1.)*

Online Review Website and specialization	Founded in the US/ CZ	Monthly Visitors	Number of Reviews	Operation in countries	Number of Restaurants in Prague with profile
Trip Advisor *Hospitality Businesses*	2004/?	350 million1	320 million2	483	43284
Yelp *Business*	2013 (CZ)	142 5million	100 million6	227	10008
Zomato[9] *Restaurants*	2014 (CZ)	?	?	23	4540

Table 1 Characteristics of Online Review Platforms

from restaurants ´customers (in Prague) are more and easily accessible via TripAdvisor (Trip Advisor, Inc., 2015)[10] and for that fact it is reasonable to choose this webpage for data collection. Another reason for choosing TripAdvisor is by comparison, Yelp.com in the Czech Republic has only one quarter of the restaurant's profile. For stated reasons, TripAdvisor is a suitable instrument for collection data for a purpose of this research paper. There has been also launched a new mobile and web application *Restu* (https://www.restu.cz). However, it is very recent review based webpage, since they are not so many reviews, and in addition they are dated to the beginning of the year . For stated reasons, TripAdvisor is a suitable instrument for collection data for a purpose of this research paper.

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[1] www.tripadvisorcom/presscenter-c4Fact_Sheet.html: TripAdvisor log files, average monthly unique users, Q3 2015
[2] www.tripadvisorcom/presscenter-c4Fact_Sheet.html
[3] www.tripadvisorcom/presscenter-c4Fact_Sheet.html
[4] www.tripadvisor/Restaurants -g274707-Prague_Bohemia.html
[5] Luca (2016): Reviews, Reputation and Revenues: The Case of Yelp.com
[6] Luca (2016): Reviews, Reputation and Revenues: The Case of Yelp.com
[7] Luca (2016): Reviews, Reputation and Revenues: The Case of Yelp.com
[8] www.yelp.com/c/praha/restaurants
[9] https://www.zomato.com/cs/praha
[10] Trip Advisor, Inc (August 26, 2013): Analyze, predict and optimize: data mining tips from our Analytics Director

Restaurant customers (in Prague) are more and easily accessible via TripAdvisor (Trip Advisor, Inc., 2015)[11] and for that fact it is reasonable to choose this webpage for data collection. Another reason for choosing TripAdvisor is by comparison, Yelp.com in the Czech Republic has only one quarter of the restaurant's profile. For stated reasons, TripAdvisor is a suitable instrument for collection data for a purpose of this research paper. Also a new mobile and web application *Restu* has recently been launched (https://www.restu.cz). However, it is too recent a review based webpage, so they do not contain many reviews, and in addition they are dated to the beginning of the year. For stated reasons, TripAdvisor is a suitable instrument for collection data for the purpose of this research paper.

3.4.1.2.2. Restaurant Selection

It is important to identify which restaurants are used in this research paper, because as Harr (2008, p.22) states, in the research, that even types of restaurant establishment are described by different expectations, perceptions and subsequent dimensions of customer service.

It is important to add, that chosen restaurants needs to fulfill few requirements in order to choose accurate selection of restaurants, which is suitable for this research paper. First, the restaurants need to provide full service in order to be able to access the customer service. Second, they have a profile on TripAdvisor and third, they are located in Prague, the Czech Republic.

Overall, this research paper deals with ten Czech oriented cuisine with full service that represent casual dining restaurants *(Table 3).* A casual dining restaurant serves moderately – priced food in a causal atmosphere, providing table service, offering local. More discussion about casual dining restaurant discussed further in.

Czech Cuisine Oriented Restaurants	
1.U Fleků	6. U Vejvodů
2. Mincovna	7. U Medvídků
3. Výtopna	8. U Hrocha
4. U Dvou koček	9. Hergetova Cihelna

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[11] Trip Advisor, Inc (August 26, 2013): Analyze, predict and optimize: data mining tips from our Analytics Director

5. U Pinkasů	10. Potrefená Husa

Table 2 Restaurant Selection

It is important to add, that the chosen restaurants need to fulfill a few requirements in order to be selected, and subsequently suitable for this research paper. First, the restaurants need to provide full service. Second, they must have a profile on TripAdvisor and third, they must be located in Prague, because Prague attracts *Tourists* and also *Local*s. Lastly, the restaurant must serve Czech cuisine, because local restaurants serving Czech dishes attract tourists, and locals are familiar with the local cuisine and thus might have a different expectation.

3.4.1.2.3. Online Reviews

This research paper utilizes primary data – *consumer reviews (*restaurants in Prague, written by *Locals* and *Tourists*), collected from the online review website in *May-June, 2016,* That are posted on online review websites during the year *2013 – 2016* are collected in order to avoid redundancy and maintain topicality and follows a *content analysis* as a research method.

A *customer online review* is "*a type of product information created by users based on personal usage experience* (Chen and Yie 2008, p. 477) and included relevant information (Cheng & Ho, 2014). In addition, an online review is seen also as *electronic word of mouth*, that can be of negative or positive character a (Hennig – Thurau, 2004, cited in Tuckner at al., 2011, p. 38; *Section 3.3.3.2.2.*) and thus, it is inevitable to mention that for this reason is possible to access how is the customer service perceived by adopting a Sentiment analysis.

In order to leave a review on TripAdvisor (Yelp and Zomato), it is obligatory to create an account via Facebook, Google + or by the individual signing up on the online review website. In depends on reviewers, how much information and trustworthy information they will provide (discussed in further Sentiment Analysis).

Firstly, in order to select a suitable data sample for this research paper, as it is already mentioned above, it is most imperative to know the *nationality* of a reviewer, because by knowing the nationality

Figure 6 A local review, Trip Advisor, Retrieved: 5th May, 2016

"Skvele"

Recenzováno: před 2 dny — prostřednictvím mobilu

NOVINKA

Tato restaurace je pro mne srdcovou zalezitosti ve vsech ohledech. Vzdy jsem zde naprosto spokojena a to jak s obsluhou jidlem, tak i vybornym pivem. A jejich malinovka je jedna z mych nejoblibenejsich v Praze

nicolette1992
Praha, Česká republika
Přispěvatel úrovně 2
4 recenze
3 recenze restaurací

Užitečné? — Poděkujte uživateli nicolette1992. — Nahlásit

it is possible to define whether it concerns a *Tourist* or a *Local*. The most important factor in determining the nationality of a reviewer is the *language*. Assuming that *Tourists* do not write in Czech, but other language such as English serves as a distinguishing tool among two customer groups. Czech language represents the *Locals* and English is the most frequent language present on TripAdvisor[12]. Thus the written language is crucial for assessing the reviewer's origin in case the profile does not reveal identity. *Figure 2* demonstrates that a reviewer is from the Czech Republic, Prague. In addition, it is visible that the reviewer is from the Czech Republic, because she writes in

Czech language. Nevertheless, there are cases that even Czech reviewers write in English and the information that he/she is Czech might be derived from the context. However, there are other reviews in other language such as Italian, Turkish, German, Dutch, French, Russian, and Polish. These online reviews will be neglected because the author does not speak any of these languages fluently, so the coding procedure would be more difficult. More about *limitation* to this research paper

On the other hand, *Figure 3* shows a tourist review with no information about origin. Nevertheless, due to the English language and context, it is considered as a tourist review. Another criteria for choosing suitable online reviews is, that the online reviews need to contain customer service category (4.4.), which are firstly customer service dimensions or other aspects of customer service that Locals or Tourists might take into consideration while evaluating the customer service on online review websites. Secondly, another criteria for choosing suitable online reviews is, that the online reviews need to contain customer service category which are firstly customer service dimensions or other aspects of customer service that Locals or Tourists might take into consideration while evaluating the customer service on online review websites. On the other hand, reviews that do cover customer service category will be excluded from the sample. Last criteria are chosen due to the possibility of fake reviews (O´Connor, 2010) and it is presented in the subsequent section

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[12] http://www.tripadvisor.cz/Restaurant_Review-g274707-d479418-Reviews-Restaurace_U_Templaru_Celetna-Prague_Bohemia.html

Figure 7 A tourist review, Trip Advisor, 5th May, 2016

3.4.1.2.3.1. *Authenticity of the Reviews*

Further, an issue of authenticity is approached. It is important to take into consideration that reviews that are posted on TripAdvisor might be fake (O´Connor, 2010, p; Jeaele & Carter, 2011, p. 298), which might have a negative impact on the results of this research paper. O´Connor (2010) claims, that many people (even TripAdvisor) believe that some of the reviews are fake. The reasons are: avoiding competition and pushing the "bad" comment away so they will not be seen by casual browsers (ibid). Similarly, in Yelp setting, certain types of restaurants upload their own review in order to increase their revenue (Luca, 2011, p. 16). Nonetheless, as TripAdvisor claims, that the protected algorithm, detecting pattern are applied in order to minimalize risks from unfair behavior by posting phishing reviews[13,] because TripAdvisor´s policy is to provide trustworthy information for the users and the providers. Once the fake review is found, it is blocked and the "company" will be given a lower index of satisfaction (TripAdvisor, 2016). TripAdvisor has come up with precautions how to stimulate trustful reviewers. Depending on how many reviews you post, a reviewer will be awarded by badges (Figure X). There are also expertizing badges such as passport badge, restaurant expert, hotel expert. Thus, in this research paper, reviews will be taken into account when a researcher will have at least the badge – Reviewer. That means that that reviewer has written at least three reviews (see Figure above) and thus reviews of reviewers will be neglected even though the reason for posting this unique review might be an extremely negative or positive experience (Wisner & Corney, 1997, cited in O´Connor, 2010, p. 767). In case of Yelp and Zomato, since they are no badges, a review will be taken into account, in case a reviewer will have at least ten reviews, then would be considerate as trustworthy.

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[13] https://www.tripadvisor.cz/pages/content_integrity_policy.html

3.4.1.3.   Message Extraction

To begin with, the purpose of this research paper is to analyze qualitatively and therefore discover the "pattern" how *Locals* and *Tourists* perceive *customer service* in restaurants. Thus, the data needs to be analyzed in a way that it will be possible to access these two consumer groups.

In order to present the outcome of this research paper for stated reasons, the *message extraction* is divided into two phases – *Organization of Reviews* and *Evaluation of Reviews*.

In regards with the *Phase 1*, as the heart of qualitative data analysis is a task of discovering themes (Ryan, 2003, p. 85). That is in line with a further step of *content analysis – Organization of the qualitative data* (Phase 1 Elo& Kyngas, 2007, 111) into categories in order to understand the message of the review and define what customer service categories are important for given *Locals* and *Tourists*. And hereby compare their perceptions.

On the other hand, in order to compare the perception even more, *Sentiment analysis (Phase 2)* will be taken into account, in order to define whether the customer service is perceived positively, negatively or neutrally by Locals and Tourists and subsequently it will be possible to conclude the *Customer Service perception* which is in accordance with the research paper. As a last step is perceived "data display" where the selected data will be presented in order follow with analysis.
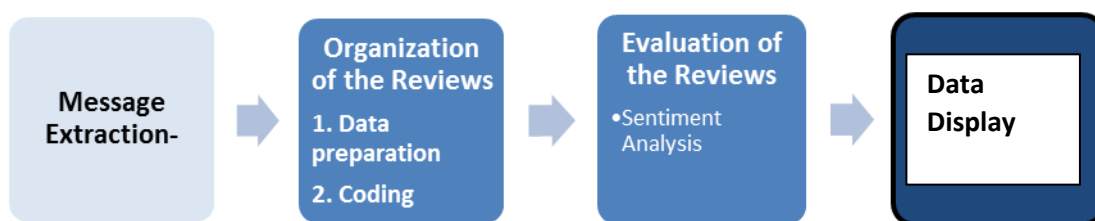
Figure 8 Message Extraction Scheme, Own Interpret based on Glaser & Laudel (2013)

3.4.1.3.1.   Data preparation

Due to the fact, that there are large amount of text, firstly, the text needs to be structured. Since there is a large amount of unnecessary data, which are mainly represented by reviews that do not involve the *customer service categories* (explained in depth in *Theoretical Framework)* are called *Irreverent reviews (Appendix 1)*. On the other, it is important to identify *raw data*, which is all the relevant text that is suitable for answering the *Research question* (Glaser & Laudel, 2013).

3.4.1.3.2. Coding procedure

According to Babbie (2001, p.309) a coding procedure refers to the process of transforming raw data into a standardized form. In addition, coding procedure stems from the fact that this research paper follows *Qualitative content analysis (3.3.)* and thus coding depends on the researcher´s reading and interpretation of the content (Neundort 2002, p.). Accordingly, the researcher has to make important decisions about the data, which must be presented as a detailed process of a content analysis with all undertaken steps (Singh et al, 2007, Kohlbacher, p. 16; *Section 3.3.1*) on order to ensure the *reliability* Thus, the researcher has an important role when interpreting text and coding it into *customer service categories,* according to a suggested theory in the most effective way in order to answer the *Problem Formulation* (Glaser & Laudel, 2013, p*.; Section 1.6.*) and thus make the research paper qualitative, and under *constructivism paradigm.* This might prevent and minimalize the possibility of subjective predisposition (ibid) which is typical when adopting constructivism paradigm.

By coding it is possible to apply code (*customer service category, Section 4.algo*) to text and thus make it more structured and synoptic (Glaer & Laudel, 2013, p. 12) and stems into a coding scheme. Central to qualitative content analysis is that it is based on the *theoretical framework* (Kohlbacher,, p. 16), which creates the coding scheme(Hsieh & Shannon, 2005, p. 1277, in order to solve *Problem Formulation* (Garrison at al., 2000, cited in Power, 2013, p. 59)

It is important to stress that since this research paper adopts hermeneutic process it is suggested that a *theory – based system* is more open as it is approved by Glaser & Laudel (2004) and therefore it is probable to change the theory in case it is not suitable with the retrieved data. On the contrary, Mayring (2000) argues, that the categories are based on the closed – based theory.

Similarly, Romano (at al., 2003) argues that data must be effectively analyzed in order to profit significant information. *The coding scheme* with the reviews which will be sorted in the suitable category is utilized for the purpose of *Analysis a*nd is presented in the *Appendix 3* in order to enhance the validity of this research paper (Hsieh & Shannon, 2005, p. 1277, *Section 3.3.).*

3.4.1.3.3. Word Frequency Analysis

After the *customer service categories* are classified, it is necessary to find out the most frequent theme, which is according to Neundorf (2002, p. 10) the most important. Thus, even though it is said already that the applied content analysis is qualitative, *Frequent Word Analysis* is undertaken in order to count certain elements – codes, categories, themes that are related to *customer service categories,* then compare them with other elements´ frequency (Mayring, 2014) and thus observe what is the most important *customer service category* when is evaluate it by *Locals* and *Tourists*. Similarly, a *conceptual analysis* identifies how many times the words are repeated in volume (Kedar & Shewale,

2015) and thereby express importance. Consequently, by applying a *word frequency analysis* is possible to discover the main *focus* of the reviews concerning *customer service.* In addition, even sentiment analysis utilizes the word frequency analysis.

To conclude this, coding procedure and word frequency analysis will demonstrate the most frequent and thus important customer service categories (Neundorf, 2002, p. 10)

3.4.1.3.4. Sentiment Analysis

Thirdly, *sentiment analysis* focuses on opinions, emotions, evaluations, judgements, and also on the polarity – whether the comments express positive, negative or neutral sentiment (Přez – Rosas & Mihalcea, 2013; (Valdivia at al., 2012, p. 2321). There are many software programs that identify the subjectivity, or connotations (Opinion Finder, Linguistic Inquiry Word Count, Pérer – Rosas & Mihalcea, 2013). Nevertheless, it is not possible to apply it in this research paper, because there is no such a program for Czech language and that is crucial for accessing the reviews of *Locals.* In a similar vein, as Mehmetoglu and Dann (2003) state, in quite rare in tourism research to use a computer – assisted content analysis, because there is absence of clearly outlined way to discern categories (cited in Stepchenkova at al., 2009, p. 454).
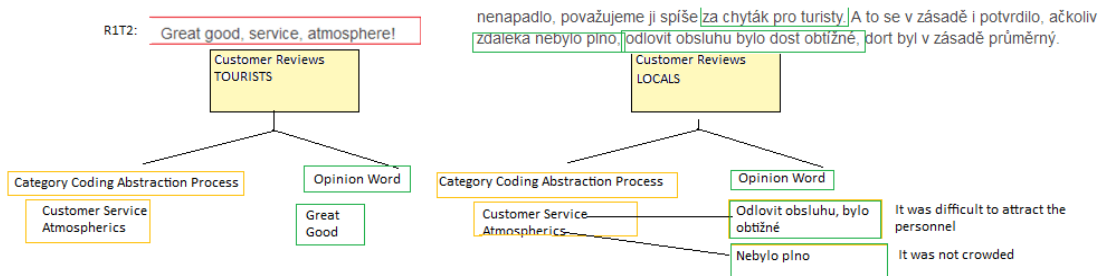
Figure 9 Sentiment Analysis of Reviews (locals, tourist), Own Interpret, Based on: Hay & Lynn, 2013

Thus, there is a possibility to analyze a review from the perspective of text formation. According to Htay & Lynn (2013, p. 3), a review consists from a *feature (*which can be attributed to a category, more about the *Section 3.3.3.2)* and opinion word (Htay & Lynn, 2013, p.3, see *Figure 7*). In addition, an extracted *opinion words* determine the opinion orientation or in other words the *opinion polarity* (Htay & Lynn, 2013, p. 3) which might be positive, neutral and negative sentiment (Ibid.). Opinion word is usually an adjective (great, bad, well done) or adverb (not, always, really, never, overall, absolutely, highly, well; Htay & Lynn, 2013, p.3) because express subjectivity and opinions. They are also other words such as like, recommend, prefer, appreciate, and dislike or love which are referred as *opinion words* (Htay & Lynn, 2013, p. 4).

According Vázquez (2011) states *that i*n general they are *positive reviews* – customers like all aspect of a service or product, *negative* reviews – customers do not like the service or product at all. On the other hand, a *neutral review* is usually associated with the fact that a consumer does not have strong feelings about the customer service and thus is not totally positive nor negative – might be determined by expressions of contrasting ideas such as but, however, although, nevertheless, nonetheless,(Vázquez, 2011; Middlefart Gymnasium & HF, Engelsk – Linkers, 2013). On the contrary, some language constructs sarcasm may confuse the meaning of a review and thus the author should be careful when interpreting the text (Ganu at al., 2010, p. 4).

Overall, *coding procedure* defines the *customer service categories* that are mentioned in the reviews by Locals and Tourists. order to find the most frequent *customer service categories* that are crucial for the purpose of this research paper. Lastly, the *sentiment analysis* in conveyed upon the unsorted customer service categories and by the opinion word is identified which sentiment the given review has. Subsequently, word frequency analysis is applied and then the number of positive, negative and neutral are counted both of *Locals* and *Tourists* and the positive reviews which will identify the final sentiment of the customer service.

3.5.   Limitations to the research

Firstly, despite the fact, that Auerbach & Silverstein (2003, p. 27) state, that subjectivity and bias of sources must be eliminated or controlled. This goes in line with the intention of the researcher to set criteria of data in advance in order to prevent it. A TripAdvisor reviewer must obtain a badge *reviewer*, which means that he or she has written at least three reviews. In case of Zomato and Yelp, a reviewer must write at least 10 reviews, because there is no such a reward system of reviewers as at TripAdvisor. Despite the mentioned fact, online reviews might be considered biased, because of the usual anonymity of reviewers who upload it on an online review.

Secondly, one of other weaknesses of content analysis is that the author do not interact with the population and for instance could not access all the items of the service quality dimensions, because but the only data that are disponible are the online reviews and a reviewer write about his or her own experience.

In regards with the online reviews again, this research paper is limited by taking into consideration only online reviews written in Czech and English, since the author of the research paper speaks only English and Czech in order to be able to collect and extract the data in the most efficient way. Another limitation could be the fact, that the researcher is a Czech citizen, thus she might have bias and certain perception about the research theme. However, since this research paper adopts

constructivism paradigm, the author is emerged also in the research, does not act as an observer (Guba & Lincoln, 1989).

A potentional revieweres are people who are skilled with PC, technology and the Internet. Thus, people who are not able to use it by themselves, they are automatically excluded from the population sample of this research paper.

4. Theoretical Framework

In this chapter the theoretical framework is provided, this along with the methodology and *data collection (Section 2.5.1.1.)* enables the author to answer the problem formulation.. In addition, it identifies the customer service categories that are crucial for the *coding process* (*Section 3.4.3.3.)* that emerges in the *coding scheme (Section 3.4.3.3.)* that further enables analysis of the online reviews of *Locals* and *Tourists*.

4.1.   **Customer Service**

"Literally everything we do, every concept perceived, every technology developed and associate employed, is directed with this one objective clearly in mind – pleasing the customer."

Sam M. Walton, CEO Wal-Mart

In the context of this research paper, customer service as a part of dining experience includes: personnel, uniform, their physical appearance, behavior and attitude. Service is of an intangible character and is a customized activity for individual guests (Pine & Gilmore, 1999, p.). Service should provide satisfaction and what´s more a satisfied customer will continue to be a buying customer and a returning customer (relationship management). According to Carabelli (Smallbusiness.chron.com), customer service might even be more important than the food experience alone.

4.2.   **Casual dining restaurant**

According to the Consumer Brand Metrics Q2 report (based on 140,000 US foodservice consumers[14]); consumers have higher expectations for friendly service at casual dining restaurants (Blogs.technonomic.com, Tristano, 2013[15]). At the same time, the speed of service is considered also important.

4.3.   **Characteristics of Tourists and Locals**

Locals and *Tourists* are the populations of this research paper and the patterns of their customer service perception are sought in order to achieve the purpose of this research paper. Herein, it is highly important to state, that regardless the fact, that a pattern describing *Locals'* and *Tourists´* perception is sought , each individual requires different customer service (Hansen, 2014) since their expectations

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[14] https://www.technomic.com/Online_Services/Consumer_Brand_Metrics/

[15] https://blogs.technomic.com/consumer-expectations-for-fast-casual-restaurants-six-insights/

might be different (Donthu & Yoo, 1998, p. 184).   Some of them want to be left alone, while others prefer to have more frequent attendance (Milisevic, Waiter Guru, p. 15). This goes in line again with a dimension of *Empathy,* because a professional employee server should feel what a customer wants by reading verbal and nonverbal cues (Milisevic, Waiter Guru, p. 15). Thus, it means that neither *Tourists* nor *Locals* are taken as a homogenous group, but as a two important segments in restaurant industry However, in this section a general knowledge of *Locals* and *Tourists* will be discussed, but the term *Locals* and *Tourists* will be supplemented by a *domestic tourist* and an international tourist.

Understanding the differences between "visitors" (*Tourists or Locals*) becomes very important for marketers and operators in targeting potential food tourists (Hall at al., 2003, p. 3). Since the service is untouchable and thus, it has an immaterial character and in addition it is not possible to evaluate before the service is performed, customers tend to search for information beforehand via friends 'recommendation known as word of mouth marketing. Thus, it is very important to receive excellent customer service, as a tourist or local and thus, they will talk about it and return (Tassiopoulos,).

To start with, as it is already mentioned, Donthu & Yoo, (1998, p. 178) argue, that there are different levels of expectations from customers who come from different cultures and/or countries due to their patterns of behavior and attitude. Similarly, restaurant managers must realize that there is a difference between consumers because they emphasize different attributes when they visit a restaurant (Rhee at al., 2013,p.). These are discussed below.

Domestic tourists perceive "cleanliness" and "food quality" as the most important attributes of the dining experience (Meng – Lei Monica Hu at al., 2015). In addition, the most important dimension for the domestic tourists is cleanliness, then maintenance of the restaurant, personnel and atmosphere (ibid). Domestic tourists do not expect something different or to experience something new (Meng – Lei Monica Hu at al., 2015). Moreover, locals are mostly recreational gastronomy tourists; they are familiar with the food and beverages within their own country. They are interested in the food that brings about a good memory, sometimes known as "comfort food", and thus the restaurant managers should keep in mind that role of gastronomy also requires to have a deep look into cultural tourism (Kivela & Crotts, 2006). Consequently, as a general rule, domestic tourists are more demanding, especially when it comes to the quality of products, and also with regard to their consumer-protection rights (PIERRET UNWTO Executive Director, 2011, p. 1). In contrast to international tourists, domestic tourists know the destination, its language, its customs, its laws, its climate, its cultural context. The reason why domestic tourists are an important segment for restaurants in domestic destinations is that they are easier to attract, because transport represents a lower cost for them as not for international tourists. Thus, visits are more frequent and there are more repeat stays, notably with family (ibid) and it can be said that domestic tourists can be predicted to be more loyal then international tourists. In regards with the social categories, it is possible that a more diverse group will

be represented; domestic tourists are much more represented then in international tourism: - families - children and teenagers - seniors - disabled persons - households with modest but stable incomes (ibid). On the other hand, international tourists spend more money in restaurants then domestic tourists (ibid) since they must travel to the location of production in order to consume the local fare and become food tourists (Hall at al., 2003, p. 3). International tourists are attracted to a destination because of the atypical dining experience that they have never experienced before (Meng – Lei Monica Hu et al., 2009). Additionally, international tourists predominantly want to experience the local food (Hall at al., 2003, p. 3).

More specifically, Czechs want to enjoy the food with pleasure. In addition, they expect from the restaurant - peaceful environment, stable service employees, also individual approach and lastly the appropriate portion of food. The staff behavior is the crucial aspect whether Czechs will become loyal and return to the restaurant (Ipsos, 2010[16]). In addition, according to Mauer (, Lidovky.cz[17]), Czech customer service has its drawbacks due to the character of Czech people. He adds that Czech servers are "grumpier" than other nations. According to the research, 85% - 90% of customers are influenced by the servers´ behavior, on whether they will return, even if the food is mediocre. What´s more, Czechs, apart from the functional purpose of dining, also tend to explore new experiences such as dancing in the Greek restaurant, according to the Jorgos Ilion (owner of the Delhi restaurant in Prague). Ilion continues: "90% of my customers are Czech, since they come to enjoy the atmosphere, and it reminds them the vacation (Ipsos, 2010)."

4.4.   Customer service categories

For the purpose of this research paper, the *term customer service category* is presented. It covers all the aspects that restaurant should provide in terms of attending to people. Consequently, customer service categories are the main base for the *coding scheme* that is used in combination with online reviews in order to find out which customer service categories *Tourists* and *Locals* consider important. It is necessary to note, that all the customer service categories might be perceived either positively or negatively depending on the customer service performance and the subjective perception of the individual customer and then will be accessed in *Sentiment Analysis.*

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[16] http://www.ipsos.cz/emocni-zazitek-a-stravovani-jde-to-dohromady-aneb-grastronomie-v-cechach

[17] http://www.lidovky.cz/nemusime-se-stydet-ale-v-obsluze-pokulhavame-rika-maurer-pes-/dobra-chut.aspx?c=A101214_140330_dobra-chut_glu

4.4.1. Satisfaction

Satisfaction is a very important factor, because if a customer is satisfied, it is expected that they will tell the others about the positive experience (Barber at al., 2011, p. ?)

"When satisfied customer returns again and again, your profits rise".

Stevens at al., 1995

Satisfaction is usually connected with a feeling of d*elight*, which reflects surprise (Olhavsky & King, 2001, cited in Dey at al., 2015, p. 2). Any service can cause delight, indeed if the service features have the feature to attract customers (Dey at al., 2015, p. 2). Similar to service quality, the disconfirmation model claims, that individual experiences lead to a surprise effect in case that the experience exceeds expectation. A surprise is considered and expected to be positive and thus it will generate positive feelings and (Vanhamme at al., 1999, cited in Dey at al., 2015, p. 3,), thereby perceptions (Bacal, 2005, p. 10). Moreover, it is found that surprise is a precedent of customer loyalty (Crotts & Magnini, 2011, cited in Dey at al., 2015, p. 3). In regards with service quality dimensions, process dimensions (Assurance, Empathy, Responsiveness, Tangibles) may be an opportunity to surprise clients with uncommon swiftness, grace, courtesy, competence, commitment, or understanding, and to go beyond customer expectations („Janet LeBlanc, 2014, Ottawa Chamber of Commerce,[18]).
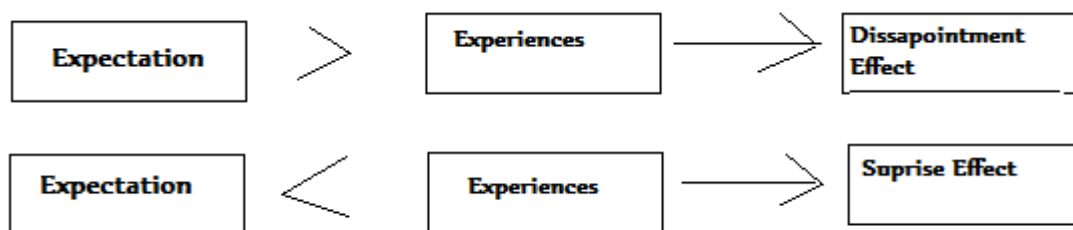
Figure 10 Disconfirmation model, (Brown at al., 2014, cited in Dey at al., p. 3)

4.4.2. Dimensions

In order to measure customer service quality, it is necessary to display a concern for identification of the determinants of service quality (Chowdhary & Prakash, 2007, p. 4). In other words, in order to learn the level of the performed quality, it is inevitable to test all the dimensions within one instrument (Markovič, 2010, p.). That goes in line with the statement that quality is multidimensional (Zaibaf at al., 2013, p. 493), because they are various dimensions that define the service quality (ibid).

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[18] https://thevoice.ottawachamber.ca/2014/10/14/the-five-dimensions-of-service-excellence/

Thus, in this chapter, dimensions that influence the perceived quality of customer service will be presented, because they represent what a customer cares about (Kenett & Salini, book). However, it is important in regards with this research paper, to find out, what is important and crucial for *Tourists* and *Locals* while evaluating *customer service.*

Nevertheless, it is again important to stress, due to the character of an online review (data, *Section 3.3.2.1.),* that there is a possibility of lacking various dimensions while accessing the service quality, because a reviewer writes only about the customer service category (or overall dining experience) that he or she considers important (Mkono & Markowell, 2014, p. 290). In the same vein, all the dimensions are highly important to all customers, however not equally (Zeithaml, 1990, citen in Kennnet & Salini, …p. 7.2.3; Arlen, 2008, Serviceperformace.com[19]).

Further on, DINESERV model (Stevens at al., 1995) is applied here only as a supporting frame of the *customer service categories.*

Furthermore, all the dimensions contain different items depicted under the dimensions (Stevens at all., 1995) according to those the service quality will be assessed from the *Local* and *Tourist* perspective. Furthermore, the output of this chapter will be a model that will concentrate only on customer service in restaurants and therefore it will not take into account any other aspect of the dining experience. Further, individual dimensions are presented below so as the dimensions´ items which develops the given dimension.

Since there is no consensus based on the research about key service dimensions (Markovič at al., 2011, p. 1) , a discussion among them is found at every dimension´s item.

Regarding the importance of the perception dimensions, Lee and Hing (1995) stated that in French restaurants the highest rated dimensions were assurance and reliability, while in Chinese restaurants the highest perceived dimensions were tangibles and reliability.

4.4.2.1. Tangible

The restaurant has staff members who are clean, neat, and appropriately dressed. (Item 3 - Dimension Tangibles, Instrument: Dineserv

Tangibles are the least important dimension (Arlen, 2008, Serviceperformance.com;Lee & Hing, 1995, cited in Markovič at al., 1995), even though the appearance of physical features and of personnel is still important. On the other hand, *tangible dimensions* as it includes physical features, *appearance* of *personnel* and building is considered as the most important dimension (Zaibaf at al., 2013;, cited in Markovič at all, 2011, p. 1). Harr (2008, p.22) states, that tangible dimension is required in the fine

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[19] http://www.serviceperformance.com/the-5-service-dimensions-all-customers-care-about/

dining restaurant rather than in the family oriented restaurant. Thus, it can be said, that even the classification of restaurants is crucial for accessing customers 'perceptions (Section Czech Restaurant)

It occurs, that *reliability* and *responsiveness dimensions* might fall short due to the emphasis on the tangible dimension (ibid)

4.4.2.2. *Reliability Dimension "Just Do It"[20]*

The restaurant serves you in the time promised
The restaurant quickly corrects anything that is wrong
The restaurant is dependable and consistent
The restaurant provides an accurate guest check
The restaurant serves your food exactly as you ordered it (All Items - Dimension Reliability, Instrument Dineserv)

This dimension is entirely dedicated to customer service as is it useful for the purpose of this research paper, because it is the "core" of the customer experience (Ottawa chamber of Commerce, 2014, thevoice.ottawachamber.ca [21]). Many studies have researched and found this dimension as to be the most important one (Johns & Kivela, 2001, p. 5; Arlen, 2008, Serviceperformace.com; Zeithaml, 1990, cited in Kenett & Salini; Zeithaml & Bitner, 2000; Juwaheer & Ross, 2003, Johnsson & Kvist, 2006, Stevens, 1995, Berry at al., 1990; Zaibaf at al., 2013, p. 493 The reliability dimension entails that a promised service must be done dependably and accurately (Bufquin et al., 2015, p. 228; Zeithaml et al., 2006, p. 117, Hansen 2014) and it is more important than the tangible dimension (Arlen, 2008, Serviceperformace.com). Controversially, Chowdhary & Prakash (2007) state that in as setting such as restaurants, it is important to focus on the tangible dimension.

These items stem from the *Dineserv Model* (Stevens at all, 1995) and cover the customer service evaluation which is crucial for the purpose of this research paper. When it comes to time, the restaurant should provide the service in the time which was promised (Bacal, 2005, p. 6).

An employee servers' pacing is important when attending customers so as being ready for serving other meals, while thinking about the customers' perception about the service quality (Wall & Berry, 2007, p. 63). Moreover, when the time is exceeded, a server should apologize on behalf of the company with value – add comment (Butler, 2015, Ehotelier.com). There are unexpected gestures - *pleasantries* that also cover welcoming customers to a restaurant (Bacal, 2005, p.25), because the first impression is very important (Milasevic, Waiter Guru, p. 25). It is equally important, at the end, to display gratitude upon the customer´s exit (Butler, 2015, Ehotelier.com), Overall, these gestures represent thepowerful method of an unexpected gesture. Thus, it can be said that a customer is positively surprised, because all the positive interactions on behalf of the service employee contribute to better customer service (Bacal, 2005, p. 25).

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[20] http://www.serviceperformance.com/the-5-service-dimensions-all-customers-care-about/

[21] https://thevoice.ottawachamber.ca/2014/10/14/the-five-dimensions-of-service-excellence/

When something goes wrong and it results in customer´s dissatisfaction, then he or she might complain directly to the manager while still in the restaurant. Thus, it is expected that the manager or a server apologize in order to handle a customer´s complaint (Milašević, Guru). A solved complaint means that customer's perception about customer service might remain positive (Bacal, 2005, p. 10).

From the manager's point of view, it is important to check the reviews on restaurant review websites. In case of negative reviews, it is necessary to reach out to the customer and apologize, and most importantly tell them how the problem will be solved (Milisevic, Waiter Guru, p. 23). (TripAdvisor, Yelp). In regards with Zomato it is not possible for a manager to leave feedback[22].

What´s more, the employee servers should maintain the equality of attentiveness to all the customers – in order words, they should treat the entire group of customers in a consistent way (Kattara at al., 2015, p. 8).

4.4.2.3. *Responsiveness "Do It Now"* [23]

The restaurant during busy times has employees shift to help each other maintain speed and quality of service
The restaurant provides prompt and quick service
The restaurant gives extra effort to handle your special requests (All Items - Dimension 3. Responsiveness, Instrument Dineserv)

Responsiveness "is the willingness to help customers and provide prompt service" (Zeithaml et al., 2006, p. 117). Responsiveness of service providers lead to an extra satisfaction (Andaleeb & Conway, 2006). A high level of service quality provides satisfaction (Andersson & Mossberg, 2004) and thus it goes in line with this dimension. Service providers need to provide prompt service (Hansen, 2014, p. 119; Bacal, 2005, p. 10), and be competent, passionate, available, and responsible whenever a customer needs those (Namkung & Jang, 2008). In addition, they need to be willing to help the costumers (Hansen, 2014, p. 119). That goes in line with a fact that the type of dining establishment also determines the level of service (Finkelstein, 1989).

Responsiveness deals with fulfilling special needs – so it is expected, that a service employee be physically skilled and able to calculate the customers' needs, thus be empathetic.

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[22] www.zomato.cz

[23] http://www.serviceperformance.com/the-5-service-dimensions-all-customers-care-about/

4.4.2.4. *Assurance „Know what you are doing"*

The restaurant has employees who can answer your questions completely
The restaurant makes you feel comfortable and confident in your dealings with them
The restaurant has personnel who are both able and willing to give you information about menu items, their ingredients, and methods of preparation
The restaurant makes you feel personally safe
The restaurant has personnel who seem well trained, competent, and experienced
The restaurant seems to give employees support so that they can do their jobs well (Items all: Dimension 4. Assurance. Instrument: Dineserv

This dimension can be defined as: "creating trust and certainty, personnel knowledge" (Zeithaml et al., 2006, p. 119, Hansen, 2

014, p. 119). Trust and certainly is rather connected to industries that are risky, such as healthcare company

Assurance is connected to knowledge about the items of the menu, and other questions related to the restaurant (Stevens, 1995; Userlike.com, 2014[24], Namkung at Jang, 2008). In addition, requested recommendations by service employees will be assessed here (Harr, 2008, p. 22). In the case that a service employee does not know the answer, it is inevitable to show an effort and ask either a superior or a colleague (Userlike.com, 2014).

4.4.2.5. *Empathy "Care about Customers as much as the Service"*

The restaurant has employees who are sensitive to your individual needs and wants, rather than always relying on policies and procedures
The restaurant makes you feel special
The restaurant anticipates your individual needs and wants
The restaurant has employees who are sympathetic and reassuring if something goes wrong
The restaurant seems to have the customer's best interests at heart (Items: all: Dimension 5. Empathy nstrument: Dineserv

Being empathetic does not only mean being nice and polite, however this behavior involves personal feelings of compassion with clients (Zaibaf at al., 2013, p. 493, Bacal, 2005, p. 9, Userlike.com, 2014) and also focuses on individualized attention (Parasuraman at al., 1988, Hansen, 2014, p. 119; Zeithaml, Bitner, &Gremler, 2006, p.120). In conclusion, a server must should be able to see things from a customer's point of view (Editorial Team, Mindtool.com, 2015). Kong & Jogartanam (2007) describes that employee personalization and courtesy as a significant predictor of customer satisfaction.

It is very important to make a customer feel special (Milasevic, Waiter Guru, p. 15) and also express interest in the customer (Groonroos, p. 375). Similarly, Bakal (2005, p. 9.) claims that service employees should learn what each customer wants and needs, which is key to "excellent customer service" Furthermore, Groonroos (p.375) claims, that when making an effort to understand a customer, the age, culture, language and other differences must be taken into account.

Servers should suggest the food based on special request (Milasevic, Waiter Guru, p. 15). Last but not least, it is very important that service employees listen to customers (ibid, Groonroos, p. 375; Doanne

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[24] https://www.userlike.com/en/blog/the-5-crucial-characteristics-for-people-in-customer-service

& Sloat, 2003; Butler, 2015, ehotelier.com) which demonstrates the high rate of courtesy (Doanne & Sloat, 2003). Similarly, in order to offer excellent service it is necessary to provide a mutual successful communication (Mičkalová at al., 2012), and thus by answering questions it is possible to learn the customer´s needs (Doanne & Sloat, 2003). Additionally, a service employee should be able to communicate with a customer even though they speak a different language (Userlike.com, 2014). Furthermore, even the service style must fit with every customers´ style of consuming, since there are many different customers at the same time (Groonroos, p. 375).

4.4.2.6. *Proposed Dimension Honesty*

This dimension has not been acknowledged by any scholar, however an employee staff member is a person who is responsible for charging a customer after the meal and thereby a mediator between the customer and owner or manager of a restaurant ()

The author suggests that *Honesty c*ould be covered within the *Assurance* dimension since service employees are "responsible" and must represent the restaurant (brand, chain...). Since the Assurance dimension requires that the service employees create trust, the prices on the bill must be transparent and relate to the prices of the beverages, food, service fee, other fees stated before in the menu or by the server (). On the other hand, according to Markovič (at al., 2011, p. 244), an accurate bill is part of *reability dimension.*

§ 8 Prohibition of Consumer Deception:

> (1) *Nobody can deceive a consumer, especially present false, unsourced, incomplete, unclear, doublesenced, or exaggerated information or conceal information about real items or service characteristic, or level of purchasing conditions.* [25]

Consequently, there is an obvious misbehavior from the restaurant side, because the prices are concealed and thus, a customer does not know how much a drink costs. This fact is noticed by both locals and tourists (

In order to provide honest service, it is important to avoid unfair behavior. The aim of the tourist trap is to draw money from the tourist at any cost (Kruczek, 2009. In following, the most common tricks that are known as Tourists Trap techniques are mentioned:

In order to provide honest service, it is important to avoid unfair behavior. The aim of the tourist trap is to draw money from the tourist at any cost (Kruczek, 2009). In the following sentences, the most common tricks that are known as Tourists Trap techniques are mentioned. In line with the Probihbition of Consumer Deception (mentioned above), additional fees of customer service are discussed further.

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[25] Ministry of Industry and Trade of the Czech Republic: http://www.mpo.cz/cz/ochrana-spotrebitele/. Retrived: 9th June, 2015

A couvert is a fixed fee which is added to the price of the main dish (Kvasnička & Kalmárová, 2014, p. 3) and needs to be displayed as a number on the bill. It is a fee covering sauces, table service, bread, condiments and butter (Czech Trade Inspection, 2016). What´s more, a customer needs to be advised beforehand (Štancel, 2009) and thus it is legal and not against the law (ibid). However, it is strictly forbidden to charge only Tourists and not Locals as it stems from *the Antidiscrimination law*. It is legally necessary in a Czech restaurant that when a customer orders the costs are evident and he or she agrees with the prices and conditions of the purchases (Ibid). International tourists, who might not know the local customs, at a moment of hunger may order bread with the belief that it is complimentary (Kashmira Gander, 2015, Independent.co.uk). However, sometimes it is not charged when it is not touched (Christiansen Eva, 2005, Expats.cz).

According to the Czech Trade Inspection, it is possible to charge a couvert when it is defined clearly and accurately as a number (Czech Trade Organization). In addition, it must be transparent and shown in the menu in order that the customer is informed even before the order (ibid). However, some restaurants charge for bread even if a customer does not eat it (Miškovský & Exner, 2007, Ahaonline).

4.4.2.7. *Dimensions according to cultures and countries*

Due to the fact that the world is more and more globalized, it is important that companies understand what key dimensions of quality are considered by different peoples most important (Guasalaga & Pitta, 2014, p. 146). Consequently, it can be said that in the restaurant industry it is inevitable to learn the main dimensions of distinct customers' perception of customer service in order to position them adequately.

In line with that, there are already some studies that focus on cultural comparisons about perceptions. For instance, a study which analyzes managers' perception in the USA and Chile (Guasala & Pitta, 2014). In the following, studies that focus on specific restaurant establishments are presented. Markovič (at al., 2011) uses the questionnaire as a research method and their research concentrates on perceptions and expectations of service quality which resulted in discovering the main service quality dimensions with a Croatian city restaurant setting, capturing both local and international tourists as a population of a research. It is found, that reliability and tangibles are the most important dimension. Bojanic & Rosen (1994) studied the customers of chain restaurants in South Carolina, and discovered that "*Empathy*", *"Reliability", and "Assurance*" were the most significant dimensions in predicting overall restaurant quality. Lee and Hing (1995) studied the customers in French and Chinese Restaurants in Australia with the result that the *Assurance* and *Reliability* are the most important dimensions for the customers. On the other hand, the customers expect the least from the *Tangible dimension (*Lee & Hing, 1995).

4.4.3.   Characteristics of Employee Staff

The behavior of employees plays an important role in shaping the customers 'perception of service quality' (Liao & Chuang, 2004, p. 42; Berry & Bendapudi 2003). Firstly, service behavior are absolutely key for customer satisfaction, because the employees´ behavior has a strong effect on satisfaction (Wall & Berry, 2007, p. 63; Kong & Jogartanam, 2007) Secondly, because an employee is an integral part of service (Turkay, Sengul, 2014, p. 28) and service employees make up a crucial aspect of the service encounter (Liao & Chuang, 2004). Most service is characterized by interactions between service staff and customers during the whole dining experience (Lin & Mattila, 2010, p. 820). A moment of interaction encompasses some mutual behavior occurred at the time of the provided service (Turkay & Sengul, 2014, p.28), subsequently, customer satisfaction occurs when customers and service employees interact (ibid). A properly engaged customer feels satisfied (Hollebek, 2011m cited in Cambra – Fierro at al., 2014, p. 68). The engagement requires two way communications. Thus, building a relationship between employees and customers should result in high level service quality (Petzer & Mackay, 2014).

There are positive and negative employee service behaviors that influence the customer perception of service quality (Katarra at al., 2015). The fact that emotions are intangible contributes to the fact

Employee behavior is a crucial tool of interaction among the customers and wait staff (Kattara at al., 2015, p. 2). In addition, it is stated, that the employees´ behavior influence the customer perception of service quality.(Ibid). Due to the lack of the academic articles and studies, the author has decided to convey a netnography and subsequently study the guidelines of a service experts, both Czech and foreign. Subsequently, in case that these service employee´ characteristics will be present in the analysis, they will be added to the SERVQUAL model to fit the adequate dimension.

Customers convey positive attitudes when a service employee is helpful, smiles and he or she has a committed approach, as well as caring, friendly (cited in Johns & Kivela, cited in Johnston 1995, p. 65) attentive and pleasant. Thus, positive employees behavior increases the customer service encounter satisfaction (Kattara at al., 2015, p. 3) and also positive employee behavior increases and improves perception of customer service (Dienthart at al., 1992, p. 331).

Despite the fact that service employees have a difficult task when attending customers, it is highly important to develop a customer friendly and pleasant approach (Waiter Guru, Miliševič, Carabelli,Smallbusiness.cz[26]); caring politeness and understanding (Katarra at al., 2015, p. 3). Moreover, if a service employee is courteous and tactful, customers will enjoy dealing with him or her. On the other hand, modern *service-oriented industries* require a high interaction with customers (Hume, 2012, p. 275); even though some of the customers are rude, often complain without reason and

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[26] http://smallbusiness.chron.com/characteristics-restaurant-employees-16720.html

sometimes make unreliable orders (Hume, 2012, p. 275). Despite the fact that a customer acts very rudely, a service employee should stay professional and keep to their task, in other words put personal felling aside and act professional (Hume, 2012, p. 275).

Every person has a different personality, behavior, character, and attitude and values (Carpenter at al., 2009, p. 34). In every language, there are many words that can describe one ´s personality (ibid). Due to the fact that this research paper adopts content analysis as a technique of qualitative research, the analysis, as it is already mentioned in *the Methodology chapter* requires thoughtful interpretation.

4.4.3.1.   A service employee as a salesperson

A service employee is, apart from a person who delivers food (see Characterictic of Service Emloyee), is also a salesperson. The customer develops a particular level of trust in salesperson on three levels (Doney & Cannon, 1997 cited in McMurrian & Matulich). Thus, a customer believes that a salesperson, on behalf of the salesperson's company (restaurant), will act according to the company's ethics and in the best interest of the customer (Doney & Cannon, 1997 cited in McMurrian & Matulich,

In their article "*An Examination of the Nature of Trust in Buyer-Seller Relationship,*" Doney and Cannon (1997) describe three processes by which customers develop a level of trust in salespeople. With the capability process, a customer believes a salesperson will act ethically and in the best interest of the customer because the salesperson and the salesperson's company have the capability to deliver on any promises made during the selling process and have the capability to deliver result.

The intentionality process suggests a customer develops trust in a salesperson based on the customer's belief that the salesperson has the customer's interest in mind and clearly intends to do what is right for the customer. In the transference process, a customer develops trust in a salesperson based on the salesperson's company affiliation and the reputation the company has in the industry. This type of trust is often referred to as third-party trust. We trust someone because of their affiliation with a third-party that is considered trustworthy. Sales people are often confronted with customer situations in which it these trust processes become gray areas based on the needs of a customer and the needs of a salesperson.

5. <u>Analysis</u>

This chapter presents the Analysis of all collected data of online reviews, which will be critically discussed with previously presented theories) in order to answer the problem formulation while taking into consideration the methodological assumptions that are depicted in previous

The collected data consist of online reviews written by *Locals* and *Tourists* concerning the customer service of 10 *Czech oriented cuisine* restaurants, in total 567 reviews (Table X; Locals – 267 online reviews, Tourists – 300 online reviews). The online reviews were collected during *May – June, 2016,* and two important criteria accepted – they must correspond with the aim of this research paper and it is an online review posted by a *local* (Czech language, context of a review or the origin is stated) or *tourists (*English language, origin is stated) and they are presented in *Appendix 2.* Furthermore, a sample of restaurants is must follow criteria that this research paper adopts.

To extent that customers (both *Locals, Tourists*) perceive the service subjectively, a pattern describing how *Locals* and *Tourists* perceive the customer service in full service restaurants is sought.

Moreover, in order to be able to compare these perceptions, it will be examined what dimensions (customer service categories) are mentioned while evaluating the customer service. Based on the *provided data* and the *customer service categories,* which are previously explained in depth is considered as a base of evaluation the individual dimensions of customer service.

It is important to stress that model such DINERSERV is derived from an actual questionnaire for customers after experiencing the service (Stevens at all, 1995). Thus, due to the fact that this research paper adopts *content analysis* of online reviews on online review websites (TripAdvisor, Yelp, Zomato), there are not usually all the elements of the dimensions mentioned by both Locals and Tourists. Consequently, the DINESERV model is adopted as a supporting frame of the customer' perception

The Analysis will be divided in three sections and various subsections: *Sentiment analysis ,* that reveals, whether the reviews are rather positive or negative, *Theme analysis* which is inspired by the *customer service categories*and lastly *Comparative analysis* where *Locals* and *Tourists* opinions about the customer service will be joined together and *final perception* will be presented. Lastly, due to the usual anonymity, in order to have a system of 567 reviews that were selected, *an online review* will be identified by a number of a restaurant and relevant number of order of a one restaurant. In addition, L refers to a *local*, and T refers to a *tourist.*

5.1. <u>Sentiment Analysis</u>

First of all, opinion word analysis concentrates on emotions, because the way how a customer feel about a product or service will lead to a specific purchase decision (Ladhari at al., 2008, p. 563) and satisfaction. Thus, *sentiment analysis* concerns the polarity of the reviews, because that reveals how a customer has felt about an experienced service.

It is discovered, that there are various possibilities considering the polarity of the *online reviews*. The extracted opinion word, which determines the opinion direction(Htay & Lynn, 2013, p. 3) are positive in general, however the opinion of the customer service is rather negative – that means, that the review is considered negative or they are negative in general, however the customer service is positive – this review is considered positive. Lastly, a neutral review, which means that a customer does not have a strong feeling about the product or service. Thus, always it will depend on the *opinion word* concerning the *customer service*, because that is important to assess in order to be possible how the customer service is perceived by *Locals* and *Tourists.*

Review	Sentiment Analysis	Sentiment
The wait staff were very attentive (R2T1)	➢	Positive opinion word
Please avoid this bar!! They are incredible rude, short changed us and didn't put gin in our gin and tonics. *(R6T1)*	➢	Negative opinion word
We recently ate here with expat explore. The service was kinda in the middle not so fast nor slow. The location is okay not in the middle of the busy streets. The food is great, though i havent tried their famous beer.	➢	Neutral opinion word

Table 3 Example of positive and negative sentiment of reviews, TripAdvisor (Appendix 2)

It should be stressed, that it is not said that everybody perceive in one equal way for everybody, but it is rather a label that can be connected to an object, subject or an experience which is in line with qualitative research method. In a following, t*he sentiment analysis* is presented. It is possible to observe, that how many reviews were analyzed per each restaurant for both *Tourists* and *Locals,*

separately – positive, negative, neutral, and irrelevant reviews in order to demonstrate a clear coding procedure that is required when doing qualitative content analysis.

Restaurant		Total Review	Positive review	Negative review	Neutral	Irrelavant
R1.U Fleků	Locals	26	15	11	-	-
	Tourists	35	28	7	-	-
R2. Mincovna	Locals	29	20	2	2	5
	Tourists	35	27	3	1	4
R3. Výtopna	Locals	30	9	15	3	3
	Tourists	28	17	4	1	6
R4.U Dvou Koček	Locals	23	1	9	2	11
	Tourists	39	5	20	6	6
R5. U Pinkasů	Locals	34	14	5	2	11
	Tourists	31	11	6	-	13
R6. U Vejvodů	Locals	33	7	21	1	4
	Tourists	28	4	15	1	8
R7. U Medvídků	Locals	33	11	13	2	7
	Tourists	31	6	7	3	15
R8. U Hrocha	Locals	20	-	1	-	19
	Tourists	26	9	4	-	13
R9.	Locals	17	9	2	-	4

Hergetova Cihelna						
	Tourists	16	**12**	1		3
R10. Potrefená Husa	Locals	22	**12**	5	1	4
	Tourists	31	**21**	2	-	8
Total		**567**	**238**	**153**	**25**	**133**
Total Locals		267	98	84	13	57
Total Tourists		300	140	69	12	76

Table 4 Example of positive and negative sentiment of reviews, TripAdvisor (Appendix 2)
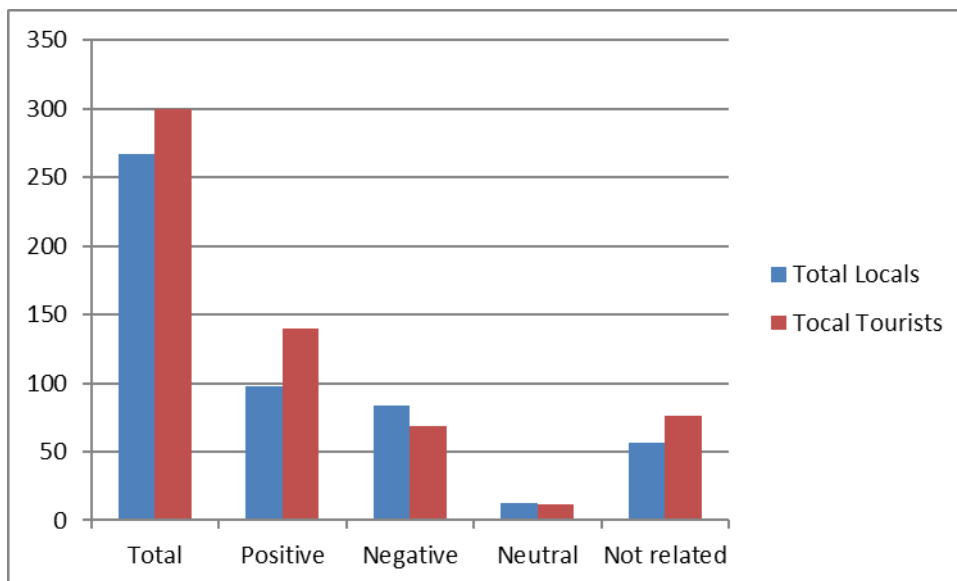
Figure 11 Opinion Word Analysis, Based on Reviews of Locals and Tourists of Restaurants in the Czech Republic (2016-2014)

The results show (Figure 8) that both Tourists and Locals perceive the customer service in the Czech Republic rather positively then negatively. It is necessary to mention, that event though 567 review were collected, 133 reviews (57 Locals, 76 Tourists) were irrelevant and thus they were excluded *(Appendix 1, USB)*. Their authors rather mentioned other aspect of dining experience which was more relevant for them. were excluded (*Appendix 1*)rather be taken into account the fact that many reviewers did not express their opinion about customer service at all.

Next, in the further analysis it will be discussed what aspects of customer service in restaurant are crucial for both Tourists and Locals.

5.2. Theme analysis

The aim of theme analysis is to compare online reviews with customers´ evaluation, perception about customer service. According to the coding procedure, online reviews that fulfil the criteria are classified according to the *customer service category* into *coding scheme* (*Appendix 3*). The process of the *theme analysis* is subsequent: a quote is presented and then a discussion is led, based on the theoretical framework Afterward, this analysis will also bring an overview what dimensions are important for customers in relation with the positive and negative perceptions of *Locals* and *Tourists* in the setting of restaurants that are based in Prague.

The statement below, which is posed by the *Local* introduces the analysis with the focus on *Locals* and *Tourists* perception of the customer service:

> **L22: „Admittedly, evaluation of locals and tourists may differ".**
> **(R1), U Fleků, L22**

The reason for it is that both *Locals* and *Tourists* might have different expectation about the Czech customer service, because as it is mentioned in the *Locals* do not expect to experience something new, but on the other hand tourists do (Meng – Lei Monica Hu at al., 2015). Moreover, it is acknowledged that expectations vary among different cultures or countries.

5.3. Czech Customer Service

5.3.1. Negative Employee service ´Behavior

It will be mentioned what *Tourists* relate the Czech servers and is related rather as a negative perception. First to mention, some of the *Tourists* perceive the *Czech customer service* in a specific way (RTT12, R4T8, R4T17, R6T19, R8T17, R8T19, and R8T27). Tourists refer to the employee servers as being grumpy, which is in line with Mauer (2007, Lidovky.cz), who claim that servers are grumpier that other nations. However, it seems that *Tourist* are not surprise or disappointed, however they expected the service to be like it was:

> **T17:"All the waitresses are grumpy but just think that's a Prague thing".**
>
> **(R4), T17,**

"Service is quick but typical Czech, a bit impersonal but no on purpose. That's just the way most Czech eateries treat you whether you're a tourist, oh la la, or a local"

(R7), U Medvídků, T12, Czechbook, Canada

"The service was typical Czech communist era meaning not as attentive as Americans are used to, but still OK."

(R8), T17,

Similarly to **Tourists,** some of the **Locals** also perceive the service employees as **Tourists** with the exception that **Locals** state, that they would not come back, because the service employees are rude, arrogant and not attentive (R6L11, R10L4, R7L10, R4L16, R4L27, R6L20, R6L13, R6L14, R6L24, R7L27.

L18:: "Yesterday we went to this restaurant (7 people) and we asked the waiter if he could find us a place, he replied: "Oh damn, hopefully not". Anyway we ordered a meal, however it was terrible. I know now, that I will never go to this restaurant again, not even by mistake".

(R7), L18

Consequently, this is with the accordance with the research of Ipsos in 2010, which claim that staff behavior is the crucial aspect whether Czechs will become loyal and return to the restaurant (Ipsos, 2010[27]). In can be concluded, that in terms of *Tourists*, when Czech customer servers are grumpy, they do not perceive that as *Locals*. Thus, Locals´ perception of customer service (staff being rude) is considered as a key determinant of not being satisfied. That is in line with the statement that behavior of employees play an important role in shaping customer' perception of service quality (Liao & Chuang, 2004, p. 42; Berry & Bendapudi 2003). On the other hand, *Tourists* do not perceive the "grumpy „behavior as a factor of not being satisfied, because they refer being grumpy as a typical Czech way of attending.

On the other hand, they are *Tourists* that do not state that being grumpy as related to the Czech customer employees. *Tourists* state that the service employees are surly, grumpy and unfriendly and no smiling (R1T10, R2T12, R3T22, R4T10, R4T22, R6T19, R6T24, R6T25, R7T16, and R6T1, R10T14) and in this case, similarly to *Locals* are not satisfied about the customer service.

"Service was efficient but not obsequious or overly friendly."

(R5), T18

"The service was efficient if delivered with a minimal amount of words exchanged and without a smile"

(R5), T32

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[27] http://www.ipsos.cz/emocni-zazitek-a-stravovani-jde-to-dohromady-aneb-grastronomie-v-cechach

"Staff dealt very brusquely to the point of rudeness with all customers"

R6, T25

"Don't get me wrong. The service didn't s***. Surly is probably the best description. From the host to the servers, they weren't particularly happy to be there.

(R1), , T10

According to Pavel Mauer (2007[28]), Czech servers are known to be more frown nation than the others and thus this is in accordance with the **Tourists** who perceive that the Czech servers are not so attentive and friendly. Pavel Mauer (2007, Lidovky.cz) also adds in the article "W*e needn't feel ashamed, however we are not excellent in the service"* that the servers ´behavior is the reason of actual customer service quality in the Czech Republic (ibid).

Locals tend to perceive the customer service as tourists oriented (R1L5, R1L16, R1L18, R1L19, R1L20, R1L25, R1L26, R1L33, R1L34, R3L5, R4L4, R4L6, R4L11, R5L27, R6L1, R6L8, R6L22, R6L31, R6L31, R7L26, R9L11,) and thus, they perceive that they are not welcome:

EN: "Admittedly what occurred on behalf of the service employees "on the spot" is unprecedented for me. When I came to a free table, a waitress threw a reserve sign furiously just in front of me. I did not let her to make me upset and kindly asked her, since when is this table reserved; she answered arrogantly that since now. Apart from that moment I got bit angry, and I asked again, whether she thinks that her behavior is appropriate? She explained to me that if I would have come when I should have, and a world should wonder…she showed me exactly same way as I walked in. Thus, I told her kind to p*** off and I went to eat somewhere else. I don't understand that her employer can stand such a behavior, she puts a shame on basically nice restaurant".

(R4), L6,

EN "Czech customer is not interesting for the personnel; the main interest is a foreigner from them will get more money".

(R1), L19,

EN:"If you are not a foreigner, you are not interesting for a staff".

(R6), L31,

EN:" Servers do not show pleasant faces always. I realize that it is probably because they don't feel money from a Czech student".

(R6) L22

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[28] Pavel Mauer (2007). Nemusíme se stydět, ale v obsluze pokulháváme, říká Mauer (We do not need to be ashamed, however we are not excellent in the service _http://www.lidovky.cz/nemusime-se-stydet-ale-v-obsluze-pokulhavame-rika-maurer-pes-/dobra-chut.aspx?c=A101214_140330_dobra-chut_glu

The reviews does not correspond with Kattara (at al., 2015, p. 8), because as he states, service employees have to focus on all the customers equally. Nevertheless, restaurant managers must realize that there is a difference between attending a customer and a tourists, because they emphasize different attributes when they visit a restaurant (Rhee at al., 2013,p. 5). In regards with the front – line service employees, they make an important role in service encounter (Liao & Chuang, 2004, p. 41), their behavior and attitude has a crucial importance while customers evaluate the service performance (Harris, 2012, p. 1073) and accessing their level of satisfaction (Turkay & Sengul, 2014, p. 26). Moreover, In the same vein *Locals* consider the staff behavior of the crucial aspect if they will become loyal and return to a restaurant (Ipsos, 2010). By the displayed quotes it is showed, that Local want to get the same attention of the service employees as tourists have, this does not correspond with the Reliability dimension. Customer service should be consistent, dependable and regular guests check (Stevens at al., 1995). Unfortunately from the majority of analyzed reviews it is not possible to learn why the *Locals* are not attended in the same way.

5.3.2.   Positive employee service ´Behaviour

On the other hand, Tourists are also surprised when they realize that their expectations are not equal with the actual experience (R7T20, R7T29, R7T31) and therefore it means that they must have some negative experience with the customer service in the Czech Republic.

> *"Waiters were fast and quite nice (Czech waiters are mostly not the friendliest ones). "*
>
> *(R7), T20*

> *"The service is great, which is really a plus for a Czech restaurant, since they are the worst hosts I've ever encountered on my travels.*
>
> *(R7), , T29,*

> *"Stuff is polite and nice (not quite normal in Prague restaurants, agree?)*
>
> *(R7), T31*

The reviews reflect, *Tourists* initially had expectation about service employees, but they experienced something different and therefore they get surprised (Brown at al., 2014, cited in Dey at al., p. 3) and in addition, surprise is a precedent of satisfaction and customer loyalty (Crotts & Magnini, 2011, cited in   Dey   at   al.,   2015,   p.   3).
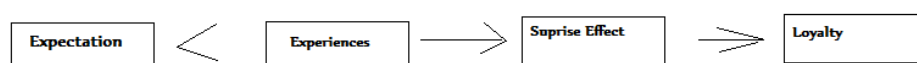

Figure 12 Disconfirmation Model, Based on Brown at al., 2014 & Crotts & Magnini, 2011)

In a similar vein, as *tourists* mentioned that the service employees are unfriendly and surly, they take into account the friendliness as a positive and important aspect (R1T1, R1T25, R2T1, R2T6, R2T28, R2T34, R3T11, R4T11, and R8T5, R10T12).

"Our server was very friendly and helpful and we had a relaxing and very enjoyable despite from the crowds"

(R10)T12

In a similar vein, *Locals* perceive the customer service as being pleasant (R7L3, R7L6, R7L8, R7T19m R7L22, R10L15, R7L17, R727, R9L1, R7L10) which contributes to the positive customer perception, because employee servers ´ behavior is absolute key for customer satisfaction, and customer satisfaction is a result of positive perceptions about service quality(Wall & Berry, 2007, p. 63; Kong & Jogartanam, 2007).

In conclusion, *Tourists* perceived Czech servers being grumpy in two ways. That can be described by disconfirmation model (Based on Brown at al., 2014 & Crotts & Magnini, 2011). Firstly, they know in advance about Czech servers being grumpy, however server´s behavior did not make them predominantly unsatisfied. On the other hand, while *Tourists* do not take into account Czech servers as being grumpy, they were not satisfied. Thus, *Tourists* did not know about the "fame" that Czech servers are more surly that the others (Mauer, 2007, Lindovky.cz). Despite the mentioned, many *Tourists* consider very important when servers are friendly. This is in line with that, positive employee's behavior increases the customer service encounter satisfaction (Kattara at al., 2015, p. 3) and also positive employee behavior increases and improves perception of customer service (Dienthart at al., 1992, p. 331). Similar to *Tourists, Locals* perceive that the servers are pleasant.

5.4.   **Reliability**

Fists of all, it embodies to perform a promised service dependably and accurately (Bufquin et al., 2015, p. 228; Zeithaml et al., 2006, p. 117, Hansen 2014).

In addition, *Reliability dimension* is the most important when customers have expectations about the upcoming dining experience (Stevens at al., 1995, Zopiatis & Pribic, 2007, Lee & Hing, 1995).

5.4.1. Fixing problems

In accordance with *Reliability Dimension*, a restaurant as quickly as possible needs to correct anything, when it is wrong (Stevens at al., 1995). If a customer complaints, service employee must apologize and make it correct (Wysocki at al., 2001, p .1) as one of the reviewer claim, because of his or her recent experience.

EN: "When a server makes a mistake, he should not make bad faces and he should rather apologize and correct the mistake (that´s my recommendation). "

(R6), L22

However, not so many customers tend to complain directly to a vendor (restaurant), as it is acknowledged that 25% of business customers made no contact with the vendor (Goodman & Newman, 2003). Thus, with the increasing usage of reviews site as a source of electronic WOM, customers tend to complain online (National Restaurant Association, 2013[29]). Negative reviews should absolutely be addressed," advises April Robb, senior content manager at TripAdvisor. The manager should reply within in the range of 24/7 explain the problem and be polite, understanding, diplomatic (National Restaurant Association, 2013). As it is displayed in the *Table 4*, only three restaurants out of ten made a contact with the customers when addressing a negative review.

Restaurant	Locals	Tourists
Hergetova Cihelna	3	1
U Medvídků	2	-
Potrefená Husa	2	-

Table 5 Manager´s feedback in regards with the negative reviews

"Dear traveler, thank you for writing this review. We are sorry to hear about your disappointment. We are going to talk to the restaurant staff and will get to you with more information. Until then, please do accept our apologies. Best wishes,

Feedback to the negative review (R9L9), Manager of Hergetova Cihelna

Table X shows, that the restaurant managers attempts to correct the mistakes (correspond to reliability dimension) or complaint which It is a result of the fact, that dining experience does not finish in the restaurant, however the process still continues. Nevertheless, as it is mentioned, only 8 costumers out of 153 consumers are contacted (Sentiment Analysis). It does not correspond with following: "when

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[29] http://www.restaurant.org/Downloads/PDFs/onlinereviews1.pdf

something goes wrong, and subsequently a customer complains online, (because it is acknowledged that a number of consumers who use online restaurant guides, such as Trip Advisor, are increasing, Pantelidis, 2010), it is expected that the manager or a server apologize in order to handle a customer´s complaint (Milaševič, Guru). A solved complaint means that customer's perception about customer service might remain positive (Bacal, 2005, p. 10).

5.5. <u>The restaurant serves you in the time promised</u>

In regards with *Locals*, they take into account pace of food delivery as and predominantly referring to as fast (R1L9, R1L10, R1L19, R1L22, R2L20, R2L28, R2L29, R5L2, R5L31, R5L32, R5L33, R5L20, R5L28, R5L10, R5L29, R6L14, R6L28, R9L1, R7L4, R7L14, R7L19, R10L2, R10L8, R10L12, R10L13, R10L28) and it means the service employees are reliable and do their job accurately (Bufquin et al., 2015, p. 228).

EN: Staff is really fast; we got the food within few minutes".

(R1), L1,

On the other hand, they consider the timing of the food delivery also important, but unfortunately they waited more than they expected (R3L1, R3L3, R3L19, R3L28, R4L15, R4L20, R5L16,R6L6, R7L12, R7L33, R10L6). The reason why *Locals* perceive the pace of the food delivery as a crucial in evaluating the service, because *Locals* already know the destination, its language, its customs, its laws, its climate, its cultural context (Pierret 2001, p. 2).

5.5.1. <u>The restaurant provides an accurate guest check</u>

Tourists refer to the service employees as attentive (R2T1, R2T2, R3T17, R6T23, R10T23, R10T27, R10T36, and R10T3)

"We were seated very quickly and the staff was attentive throughout our visit"

(R9), T23

"The waiter was very attentive without being intrusive."

(R9), T3

Thus, in regards with the *reliability dimension*, it can be said, that *Locals* tend to appreciate more the pace of the employee servers, referring to the food delivery. On the contrary, *Tourists* appreciate regular check back referring to service employees as being attentive.

In order to correct the problem that occurred, from point of view of the manager of the restaurant address and thereby correct only 8 reviews out of 153 negative. This might be seen as a non-individualized attention on behalf of a restaurant entity which does not correspond with *empathy dimension*.

5.6.   **Honesty**

This research paper deals with two distinct costumers. However, the customer service should be equal as it is already described in the Theory Chapter -   there is no dimension that would take into account fair service. For instance: transparent prices, "fair play", honest behavior, ripping off, anti-discrimination policy, not focused on tourist trap techniques etc. For that reason, the author has suggested a new dimension called *Honesty* and created a theory based on articles, restaurant policies and guidelines (Netnography Section).

5.6.1.   Anti-discrimination policy

In regards with the Czech *restaurants and consumer rights and equality*, there is one severe acknowledgment related to the *pricing, transparency and thus the staff providing honest customer service* which encompasses creating trust and certainty (Zeithaml & Bitner, 2003).

> *EN: "Menu is on the table without prices, those price are how to say nicely…. "*
>
> *(R1)L15*

That goes in line with the fact that *Locals* tend to take into account the consumer protection rights (Pierret 2001, p. 2). Aforementioned, in the section *Negative Image* it is mentioned that *Locals* feel discriminated by the service employees´attidude towards the customers, however even *Tourists* are discriminated:

> *„A glass of liquor is always presented to you, it is part of the tradition, although it is not listed on the menu and is sold at three times the price of a pint of beer".*
>
> *R1(T14)*
>
> *"Beers are not on the menu (they are 40 for a large)".*
>
> *(R2) T14,*

First of all, prices in the Czech Republic must be transparent, because the customers are protected by the law and specifically by the Consumer *Protection Act*. It protects consumers from unfair behavior of service providers (Ministry of Industry and Trade of the Czech Republic). It is important to stress, that even though the service employees are not responsible for price strategy, they are in charge of the product and service and thus are perceived responsible, because besides delivering the food and taking the orders, they are salespersons. According to the Doney & Cannon, (1997 cited in McMurrian & Matulich), a customer relies on the "salesperson" (in the regards of this research paper is the service employee) and trust him or her that on behalf of the company (restaurant) will behave ethically and in accordance with the customers´ needs. This behavior may be related to known - Tourist Traps, where a

Tourist want to experience something new (Meng – Lei Monica Hu at al., 2015 and thus he or she is considered as a first time visitor.

Tourists often perceive the service being excessively intrusive. They were offered a shot which was firstly expensive (R1T14, R4T1, R4T4, R4T5, R4T15, R4T18, R4T28) and secondly in some cases **Tourists** were "pushing" to order a drink (R1T16, R4T8, R4T4, R4T20):

"***Kind waitress offer us typical Czech schnapps called Becherovka and we accepted… but surprise comes at the end. When we got the bill the prize was like we are eating in fancy restaurant, Two glasses of Becherovka costs like all food together".***

(R4) T24

"Our waitress did try (very hard) to make us order the cherry aperitif.

(R4),T20

"Only inconvenience is that waiters are making you to order shots all the time.

(R1), T16,

Tourists (mostly first time tourists) are eager to taste it in order to experience something new. Nevertheless, they are aware of their mistake:

"Well, it is definitely our fault that we didn't ask for a price before we ordered".

U Dvou koček, Lostenka, unknown, T4

Tourists in regards with the liquors, they did not know about the price, some of them thinking that the liquor is "on the house" (complimentary – R5T44, R5T28):

"We drank them thinking they would be gratis drinks which is the usual custom experience by us both on our travels worldwide".

(R4) U Dvou koček, T44, John P, unknown

However, they are *Tourists* who have read reviews on TripAdvisor and they learned about it beforehand and thus they did not purchase the drink (R4T20, R4T5) and they did not feel disappointed (Brown at al., 2014, cited in Dey at al., p. 3).

It is not professional and ethical to make customers to consume more, become intrusive and offering something expensive, which does not match with the customer´s budget (Ministry of Regional Development of the Czech Republic,) and in addition to "cheat" a customer, because he/she trusts the person who is "selling" and it is perceived reliable (Doney & Cannon,1997 cited in McMurrian & Matulich).

In regards with other non- fair behavior, Tourists predominantly relate that to Tourist Traps, because the point of the Tourist Trap is to take advantage of the tourists as much as possible (Kruczek, 2009).

Therefore, Tourists are usually a first time tourists and they do did not know about it beforehand (R4T28, R4T38)

"Everything is well planned as a scheme of ripping off the tourists, they have the tables marked with "reserve" signs, but if you are a tourist they will take the sign from the table."

(R4) U Dvou koček, T28, RaduDE, Romania

In line with that, many of **Tourists** are satisfied until they got the receipt (R1T24,R1T28, R4T38,)

In the menu we noticed the additional charge for live music, so we were prepared for 30 czk for 1 person And when we saw our bill, it was not only 30 czk per person for live music, 25 czk per person for some service was also included. We are not against tipping, and we liked our meal and the place but didn't come back here again during our stay. Then nearly sitting to us were Asian family and they were very disappointed after seeing bill. And there were long discussions with staff, after all police was called"

(R4), U Dvou Koček, T38

Firsts time tourists write about frequently being ripped off (R4T1, R4T2, R4T3,R4 T8). Firstly, *Tourists* mention that they have to pay for bread on the table, even though they did not eat it and music fee (R4T2, R4T8,R4T13, R4T16, R4T2,R4T9, R4T13, R4T14, R4T31, R4T2, R4T5, R4T7, R4T8, R4T9, R4T10, R4T16,R4 T28, R4T35, R4T36,R4 T38).

"Also had to pay for the bread we did not even touch. But it was on the table (found out later that it is a typical Czech trick."

(R4), U Dvou Koček, T2

"They will charge you everything what is possible to ripe you off! Charged for TABLE COVER and for music which is absolutely NO MUSIC !

(R4)U Dvou koček, T9, Peter T, Slovenia,

"When I complained about the extra charges (especially the music) he said it is said on the menus...indeed

(R4), U Dvou Koček, T14

Furthermore, Tourists complain and perceive that very negative that they do not get a proper bill (R4T8, R4T9, R4T14, R4T15, R4T16, R4T27).

"The most surprised thing was that we didn't get any bill, only a slice of paper and they charged service fee which wasn't mentioned anywhere (I think)."

U Dvou koček, T27, VKrisztina, Hungary

In regards with the Czech Protect Law, a receipt should be electronical (Miškovský & Exner, 2007, Ahaonline) in order to present the prices transparently. It needs to be itemized, who is a restaurant provider, date of the visit, price of the meal, and what meal was ordered (Czech trade inspection).

Czech Trade Inspection takes care of quality service but more importantly the fair consumer protection. In order to protect the consumers, they do mystery shopping (In Czech and also in English, CTI, 2016). In line with the results of the analysis, it is related to mention that *U Dvou koček* was given a fine – 25.000 CZK in 2014 for charging an extra fee for every drink[30] (Metro.cz, 2014).

Overall*, Tourists* mention frequently the fact, that the paying process was connected with many problems. They were offered drinks without asking and non-explained items appeared on the paper based bill which is not in accordance with Czech Trade Inspection and the Law of customer deception it is possible to charge a couvert when it is defined clearly and accurately as a number (Czech Trade Organization; Ministry of Industry and Trade, [31]).

5.7.   Empathy

In relation with the Empathy Dimension, which aims to individualized attention (Parasuraman at al., 1988), managers of restaurants take into account this customer and reaches him or her even the dining experience is over and listens to him in order to maintain the relationship. Milosevic (Waiter Guru,) states, that manager should have a look at the reviews with a focus on negative ones. The statement below reveals the opposite, because the manager contacts back the customer, even when the customer is giving gratitude.

> "Dear Vojta, thank you very much for nice review. We are very pleased that you enjoyed and obviously we are looking forward to seeing you again. We wish you nice end of the year.

Restaurant	Locals	Tourists
Medvídků	1	
Hergetova Cihelna	6	11

Table 6Manager´feedback in regards to customers´positive review

Table 7 shows, that only two of ten restaurants has individual attention after the performed customer service, since there are 238 positive online reviews (Sentiment Analysis).

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[30] http://praha.idnes.cz/coi-rozdala-prazskym-restauracim-obri-pokuty-nejvic-se-sidi-u-vejvodu-1zj-/metro.aspx?c=A140415_134434_co-se-deje_rab

[31] Ministry of Industry and Trade of the Czech Republic: http://www.mpo.cz/cz/ochrana-spotrebitele/.
Retrived: 9th June, 2015

5.7.1. Languages

In order to perform excellent customer service, it is inevitable to provide successful mutual communication (Mičkalová at al., 2012). Servers speak English (R3T8, R2T11, R10T27, R8T15), which is highly important mutual tool when attending tourists.

> *"Service is high and there were those who understood the Italian language".*
>
> *(R7), T11*

> *"Marek, was wonderful and helped us a lot with our selections since we only speak English"*
>
> *(R2), T11*

> *"The 2 guys that run it are kind enough to tourists who don't speak any Czech."*
>
> *(R8), T15*

In regards with *empathy dimension, Tourists* access the importance of language skills of employee servers, because as Mičkalová at al., 2012 emphasizes the importance of mutual communication. On the contrary, *Tourists* at the same time notice that the service employees do not speak English, but it is pleasant, because they feel experiencing something new (R1L25, R8T15). Locals were contacted by the manager of restaurant, as an act of individualized attention (Hansen, 2014, p. 119; Zeithaml, Bitner, &Gremler, 2006, p.120). Thus, the servers' behavior is the crucial aspect whether Czechs will become loyal and return to the restaurant (Ipsos, 2010[32]). So it could be said, that managers as a post customer service in a form of "unexpected gestures"- *pleasantries* (Bacal, 2005, p.25). It display gratitude to the customers. that also cover welcoming customers to a restaurant (is equally important, at the end, to display gratitude upon the customer´s exit (Butler, 2015, Ehotelier.com),

5.8. **Responsiveness**

Some *Locals* are fond of employee servers who recommend them a meal (L29, L13, L1, and L29):

> *"I kindly recommend not only a beer but also a great food and pleasant servers. They always help and recommend what to order."*
>
> *U Pinkasů, L29,*

Since the **Tourists** are exploring the destination´s dining experience they have never had before (Meng –Lei Monica Hu at al., 2009), they do not know the culture, the customs (Pierot, 2001, p. 1), they are experiencing something new, assuming that it is their first visit in the Czech Republic.

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[32] http://www.ipsos.cz/emocni-zazitek-a-stravovani-jde-to-dohromady-aneb-grastronomie-v-cechach

Accordingly, it can be assumed they will look for assistance. As the competition in restaurant industry grows ()the quality of service should rise regardless the type or level of the restaurant. In the high quality restaurant is expected that a service employee recommend a meal according to a customer´s need and budget (Ministry of Regional Development of the Czech Republic,year [33]). Indeed, **Tourists** perceive the service employees´ help in Czech restaurants positively (R2T9, R2T15,R2T33, R7T6, R7T21, R7T22, R8T8, R9T1, R9T12, R9T14, R10T1, R10T19, R10T20, R10T25):

> *"Exploring different Czech food the waitress was extremely helpful and we tried the mixed meat starter and the fried cheese with some excellent pilsner. I wanted to try the beer cheese but the waitress was not convinced that we would fully enjoy it as it is an acquired fast".*
> *U Pinkasů, T12,*

> *"Staff extremely friendly and helpful, even suggesting what's on the menu we shouldn't miss".*
> *U Medvídků, T21,*

> *"Staff was amazing, very friendly and helpful. Waiter recommended our main courses and im glad he did the ribs i had where the best i had anywhere and my partner's steak was perfect*
> *(R10), Potrefená Husa, T25*

It stems from the reviews, that the recommendation was convenient for *Tourist* and *Locals,* because they mention it in a positive way and at the same time, when a customer is satisfied; it can come again or recommend it to others. However, *Tourists* perceive responsiveness more, because it is expected that they are first time tourist and thus they require recommendation of food. Responsiveness of service providers leads to an extra satisfaction (Andaleeb & Conway, 2006).

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[33] Ministry of Regional Development of the Czech Republic, PRINCIPLES OF COMMUNICATIONS of the Accommodation and Catering Services, Year : http://www.mmr.cz/getmedia/9a9d4b34-1e02-4049-8afb-b2dfc968e871/GetFile29

6. <u>Discussion</u>

This research paper takes into account comparison between Locals 'and Tourists´ perceptions of Czech restaurant customer service in the Czech Republic. More specifically, a pattern that is based on *Tourists* and *Locals* that describes the most important customer service category is sought. Furthermore, the research paper also discovers polarity of the online reviews and thereby get to know, whether the customer service is perceived positively, negatively or neutrally.

The findings along with the suggestions for further research are addressed below:

6.1.   Sentiment Analysis

Firstly, the *analysis chapter* discussed whether the customer service in the Czech Republic is perceived rather positively or negatively in the eyes of two customer group – *Tourists* and *Locals.* Sentiment analysis is chosen in order to access the polarity of the online reviews.

Tourists and *Locals* perceive the customer service rather positively then negatively, and taking Tourists and Locals as one representative group, the customer service will be perceived also rather positively. Despite the fact, the customer service is perceived rather positively by both Tourists and Locals, theme analysis was adopted in order to find the relevant customer service categories which are crucial for these two consumer groups. *Tourists* and *Locals* perceive the customer service rather positively; however they are different dimensions that these consumer groups are focusing on, because they differ by motivations, expectations, knowledge etc.

6.2.   Theme Analysis

The second part of the analysis reveals the *customer service categories* that were mentioned by Locals and Tourists in relation with the customer service in restaurants that focus on Czech cuisine.

Both *Locals* and *Tourists* state, that employee server's behavior is important customer service category. *Local,* due to the negative behavior of server´s employee may decide not to come back. Important to add, that expectations play its role as well, because *Tourists* who knew about Czech employee servers being grumpy, eventually were not unsatisfied. In a similar vein, *Locals* who knew about the character of Czech servers were surprised when the customer service was pleasant.

In regards with the *reliability dimension*, *Locals* focus on food delivery, pace and waiting time more than Tourists. On the contrary, *Tourists* perceived the fast delivery as a push to drink more. In addition to *reliability dimension*, *Locals* state that the service is tourism – oriented, which might be connected with the *honesty dimension* that was suggested by the author.

Tourists often address the issue of unfair behavior when paying a bill. For instance, additional food the bill, ostensibly complimentary drinks results in very expensive drinks, couvert on the bill, and paper – based bill. These perceptions might have caused the fact, that the tourists are first time tourists. Thus, a customer believes a salesperson, because he or she represent an ambassador of restaurant acting ethically in the best interest of the customer, because the salesperson and the salesperson's company have the capability to deliver on any promises made during the selling process and have the capability to deliver result.

In relation with the *fixing problem*, from point of view of the manager of the restaurant address and thereby correct only 8 reviews out of 153 negative. This might be seen as a non-individualized attention on behalf of a restaurant entity which does not correspond with *empathy dimension.*

In terms of *empathy dimension, Tourists* truly appreciate whether the service employees speak English, because they need the mutual conversation in order to order some food.

In terms of *responsiveness dimensions,* T*ourists* gladly accept the recommendation, because it is possibly that Tourists have not tried the Czech food before, thus are willing to accept the recommendation. Concerning *Locals*, they are expected to know the food, however anyway they would like to get a recommendation, but they state that the service employees are too occupied to help them.

7. Further research

Taking into account, the possibility of adopting content analysis of online review website. Consequently, further research could search for comparison among different cuisines, or it could be extended to whole state, region, union etc. in order to find the competitive advantages. In addition, the whole dining experience could be taken into account.Possibly, social groups of local tourists could be studied (seniors, families, students etc.).

8. <u>Conclusion</u>

This research paper adopts qualitative content analysis of online reviews in order to find the perceptions about customer service in ten casual dining restaurants that focus on Czech cuisine in the Czech Republic, Prague. Online reviews are collected from reviews site such as TripAdvisor, Yelp, and Zomato. The aim of this research paper is supported by problem formulation.

After the data were selected and subsequently analyzed, it is possible to answer the problem formulation: ***"How is the customer service perceived in restaurants in the Czech Republic (Prague) by Locals and Tourists?"***

Answered by saying that the customer service evaluated by *Tourists and simultaneously Locals,*   is perceived rather positively and however each group prefers different dimensions of the customer service.

Moreover, "online" qualitative analysis reveals and thus, *Tourists* consider them crucial in relation to the customer service categories and thus customer service is perceived according to : "positive and negative image of the Czech employee service", ,"*reliability dimension – adequate check back"; "empathy dimension - languages*"; "*responsiveness dimension – recommendation, knowledge of product*"; "*honesty dimension" (Table X)*

In the similar way, Locals also consider "*positive and negative image of the Czech employee service*"; "*Reliability dimension – Discrimination*"; *Reliability dimension; Responsiveness dimension.*

Customer Service Category	Tourists	Locals	Managers
Negative Employee service´ Behavior	Addressed Grumpy, Surly	Addressed Grumpy	x
Positive Employee service´ Behavior	Friendly	Pleasant, Nice	x
<u>Reliability</u>			
Discrimination	x	Tourist Addressed oriented	x
Fixing problems	x	x	Addressed
Time/Pace	Addressed	Addressed	x

Empathy			
Language	Addressed		
Responsiveness	Addressed	Addressed	
Honesty	Adressed		

Table 7 Manager´feedback in regards to customers´positive review

9. <u>Authors Contribution</u>

However, it is stress that the sample consists of ten Czech cuisine restaurants and indeed the restaurants have different approach towards the customers, policy and most importantly, in researcher´s opinion is that when a restaurant has some competitive advantage (as a motive for a visit) then, the quality of the overall service is not so important, and thus the managers take that for granted. For instance, restaurant Výtopna (train delivery), U Fleků (historical brewery, first in Prague), U Vejvodů (popular beer), Hergetova Cihelna (beautiful view).

- Author brings a new dimension of a customer service quality: Honesty Dimension – and the items – such as, extra fees, different approach of the service employees…
- Brings a new way how to compare the dimensions of the service quality and satisfaction and shows that is possible to compare it via the reviews.

- Moreover, it is presented that online review sites are suitable qualitative tool, because they contain many useful information, and the managers should care. However as it is acknowledged, that Internet and thereby online reviews might reflect an issue of trustworthiness in order to use its strength in research.

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