

The effect of QR-codes in the restaurant industry

Effekten av QR-koder innenfor restaurantbransjen

How did ordering through QR-code menus affect guests' satisfaction and the customer trends in the industry?

Hvordan har QR-kode bestillingssystemer påvirket gjestenes kundeopplevelse og trendene i bransjen?



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Abstract

The introduction of QR-code emerged in response to tackle the Covid-19 pandemic helped the hospitality sector, specifically restaurants in Stavanger, to easier provide their services whilst minimizing physical contact between the customers and staff. This practice has benefitted in the fight to minimize the spread of the virus which caused total closures of the business. This study is conducted to investigate the impact of such way of working based on customer experience and satisfaction as well as presenting the effects on the business.

In the theory section of the thesis, we utilized desktop analysis to investigate the implementation of QR-codes in the restaurant industry. Due to the topic currently being researched worldwide, we were only able to adapt three models: McCarthy's Marketing Mix, the EKB - model of consumer behaviour and The SERVQUAL model into our research.

In this study, we aim to gather data through both qualitative and quantitative research methods. Our qualitative data was collected from managers of various restaurants, with the goal of gaining an insight into their experiences working with QR-code menus and ordering systems. Meanwhile, our quantitative data will be collected from customers to understand their preferences and experiences with QR-code menus.

When it comes to the actual method of ordering, there were opinions that differed depending on which type of restaurants would be chosen. For example, in fine dining restaurants, we found customers preferring to order with an employee over the new digital method. Customers argued that in-person ordering would create a more formal and traditionally accepted atmosphere, where having a personal communication between them, the customers and the staff would be expected as usual - the way the practice worked before the pandemic. Meanwhile, in bars and pubs, customers tended to order from QR-codes. They argued this way of ordering created a more casual and laid back atmosphere. Customers in these places felt more comfortable using their smartphones to place their orders over the traditional way of ordering with the staff.

Sammendrag

Innføringen av QR-kode bestillingssystemer har gjort det mulig for restauranter å servere med minimal fysisk kontakt under Covid-19 pandemien, og har vært et viktig verktøy når det gjelder å hindre smitte. Denne studien er utført for å undersøke hvilken effekt QR-kodene har på kundeopplevelse og tilfredshet i Stavangers restaurantbransje, samt hvordan de påvirker virksomheten.

Ved bruk av skrivebordsanalyse undersøkes den teoretiske bakgrunnen som er relevant for problemstillingen som omhandler QR-kode menyer. Til tross for at tidligere forskning på emnet er begrenset, har vi knyttet de følgende tre modellene til studien: McCarthys markedsføringsmiks, Engel, Kollat og Blackwells beslutningsmodell, og SERVQUAL modellen.

Denne studien har som mål å innhente data fra både virksomhetene og gjestenes perspektiver ved hjelp av kvalitative og kvantitative forskningsmetoder. De kvalitative dataene har blitt anskaffet gjennom dybdeintervjuer med daglige ledere i restaurantene, hvor vi har fått innsikt i hvilke opplevelser de har når de har brukt QR-kodene i sine virksomheter. I mellomtiden har våre kvantitative data blitt samlet inn fra gjester for oss å forstå deres opplevelser, samt preferanser og erfaringer med QR-kodene fremfor den tradisjonelle bestillingsmåten.

Forskningen fremhever at det er tydelige forskjeller blant etableringene, deres erfaringer med QR-kodene, og om det fungerte bra for dem eller ei. Eksempelvis, i gourmetrestauranter ble det funnet at majoriteten av gjestene fortsatt foretrekker at en ansatt tar imot bestillingen deres. Dette skyldes den mer formelle og tradisjonelle atmosfæren til denne typen restauranter, hvor det forventes å ha en personlig interaksjon med servitøren. I motsetning til barer og puber, hvor gjestene favoriserer QR-koden. Dette er på grunn av den mer uformelle atmosfæren i disse virksomhetene, hvor kundene føler seg mer komfortable med å bruke smarttelefonene sine til å bestille.

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1.1 Introduction

The QR-code menus were introduced in 1994 at Denso Wave by the Japanese Masahiro Hara (Dobrescu, 2015, p. 166). However, this method did not gain popularity in the industry prior to Covid-19 pandemic. Primarily known as the ‘Coronavirus’, the Covid-19 was officially announced by the World Health Organisation on March 11 2020 (World Health Organization, n.d.). The new-pandemic brought various effects on peoples’ health, causing extremely high infection and death rates. This led countries worldwide to introduce measures, such as social distancing of a great importance. Meaning that restaurants had to face significant challenges in the provision of the traditional services, as they now had to prioritise their guests health and safety as well as the process of the service encounter. The need to avoid physical contact between guests and employees was paramount, and yet it was necessary to maintain a sense of normalcy in everyday activities. The introduction of QR-code ordering systems proved to be a game-changer in this regard, enabling restaurants to provide their services while still practising the recent rules about social distancing. The popularity of this system can be attributed to its ability to make restaurants more accessible to everyone, regardless of their dissatisfaction with the recent restrictions.

The QR-code menu ordering system has thus emerged as a vital tool in the fight against the spread of an infectious disease. For this task we will be focusing on the time period before, during and after Covid-19 in the restaurant industry. In this study, we aim to investigate the impact of QR-code menus on customer experience and satisfaction in the restaurant industry. The recent adoption of QR-code menus has brought significant changes in the way customers interact with restaurants. We will examine whether customers prefer to order through QR-code menus or through an employee, and how this preference has affected consumer trends, such as the time spent at the restaurant, the efficiency of service, and the amount of money spent during their visit.

To gather data, we will be conducting both qualitative and quantitative research. We will be collecting qualitative data from managers of different restaurants to gain insight into their experience with QR-code menus. Additionally, we will be collecting quantitative data from customers to understand their preferences and experiences with QR-code menus.

1.2 Motivation

In this thesis, we present our research on the impact of QR-code menus on the hospitality industry and consumer behaviour. Both of us have years of extensive experience in the hospitality industry, we have observed the significant changes brought by the pandemic, including the widespread adoption of QR-code menus as contactless ordering. Our goal is to investigate the reasons behind the varying opinions on the use of QR-code menus among restaurants, and the resulting effects on their operations and consumer trends. Additionally, some establishments have implemented a hybrid solution that combines both methods, ordering through QR-code menus and table service. Our analysis seeks to uncover the rationale behind these decisions, and the impact they have had on the industry.

Our findings suggest that the use of QR-code menus has had a significant impact on the hospitality industry, particularly in the pandemic. The shift towards contactless ordering has not only affected the way restaurants operate, but also the behaviour of their customers. Our research aims to provide valuable insights for industry professionals and managers as they navigate the changing landscape of the hospitality industry.

1.3 Scope

The topic of QR-code menus in correlation with customer satisfaction related to the Covid-19 pandemic is still a very fresh topic that is currently researched. Though the topic is vital for hospitality industry and may be relevant for other industries as well, we have chosen to primarily research the Stavanger area and hospitality sector in Stavanger due to its great

importance for the whole region of Rogaland, as Stavanger attracts high numbers of tourists yearly, leaving the hospitality sector dependent on yearly development.

We are comparing the current situation to the limitations that were introduced during Covid-19. Though it has not been widely mentioned in the thesis, we chose to primarily focus on the following periods: before the pandemic, pre-2020, during the pandemic, 2020-2022, and after the pandemic, when restrictions had been lifted, 2023. These were the years when QR-code menus began to have a substantial effect on the restaurant industry.

The thesis focuses solely on dine-in restaurants, rather than including those that only offer take-away services. This is led by a few factors, including the direction of our problem statement and the difficulty in measuring customer satisfaction in an environment where guests do not spend any time at the restaurant. By choosing to focus exclusively on dine-in establishments, we were able to better understand the overall dining experience, from the moment a guest enters the restaurant until they leave. Additionally, by excluding take-away restaurants, we were able to avoid potential bias in our data, as customers who order take-away may have different expectations and experiences than those who dine-in.

1.4 Problem statement and research questions

In light of our own experience working in the hospitality industry, we have been motivated to investigate the impact of QR-code menus on customer satisfaction in the Stavanger area, as we had to take this method in-use personally. The objective of this study is to explore to what extent has the implementation of QR-code menus influenced customer satisfaction in the hospitality industry. Through a rigorous examination of customer feedback and industry data, we aim to provide an insight into how effective the new method of ordering with the QR-code menus was, as well as exploring the tools for enhanced customer satisfaction within the

industry. Considering the great importance of this topic, we approached the following problem statement:

How did ordering through QR codes in the restaurant business affect customer satisfaction in the Stavanger area?

1. Has the QR-codes changed the consumers' trends in any way?

In the hospitality industry, consumer trends play a significant role in determining the success of a business as well as the course of action a customer may take. These trends can decide the length of the customer's stay on the premises, their spending habits, and even their food preferences. Consumers' trends depend on the season, location or their lifestyle. In this study, we aim to examine how consumer habits have changed before and after the introduction of QR-code menus.

2. What effect did QR-code menus have on the hospitality industry?

This research question focuses on the impact that QR-code menus have on the hospitality industry, primarily fixating on restaurants. In other words, we will be taking a look at how the business aspect has been impacted, in terms of sales, upselling and how the staff have adjusted to the new ways of working. More specifically, we will be investigating how the new ways of working affected consumer satisfaction and whether it led to an increase or decrease in sales. We will also include the analysis on how consumer satisfaction was impacted during the introduction of QR-code menus and what effect it had on the business.

2.0 Explanation of terms

2.1 QR-code menus

The digital menu that appears on the guests' phone screen after the QR-code in the restaurant has been scanned with the camera on their smartphone. Meaning that the full

purchase can be executed by using the app or website and without the need of leaving their table, having to stand in line at the bar nor interact with an employee.

2.2 Customer satisfaction

Measurement of the consumers that determines how pleased they are with the services, products, location, prices, etc. Customer satisfaction is important for any business industry, since it can indicate the future success of the company. According to Kotler “*Satisfaction can be broadly characterized as a post-purchase evaluation of product quality given pre-purchase expectation.*” (Cengix, E., 2010, p. 78).

2.3 Customer trends

The patterns of consumers’ purchasing habits and behavior that are constantly undergoing change is a description of what is referred to within the industry as customer trends. Depending on the current trends, this could demonstrate how much money or time the guest decides to spend at the restaurant. Other trends can include what the guest orders, their priorities when making a choice of where they want to eat, and whether they visit the restaurant alone or with company.

2.4 Service encounter

A service encounter describes, according to Voorhees et al.: “*any discrete interaction between the customer and the service provider relevant to a core service offering.*” (Hsu, L., 2010, para. 2.2). It is a key factor in any service-focused business that significantly impacts service quality control, service delivery systems, and customer satisfaction.

2.5 Front of the house vs back of the house

Both of these terms are widely used within the hospitality industry. The *front of the house* includes the staff that are in direct contact with the guest (Walker, p. 302), such as a server, host, etc. Some of their responsibilities include making sure the restaurant looks attractive, welcoming the guests and providing them with table service. It is crucial that these staff members can demonstrate excellent communication and customer service skills. Meanwhile at the *back of the house* are the staff that the guest usually doesn't come in contact with (Walker, p. 316), such as kitchen staff, accountants, stewards, etc. Depending on the employee's role in the operation, their tasks may vary from scheduling, production, cost analysis, etc. One of the most vital elements of running a successful restaurant is having a solid back-of-the-house operation, as they are the backbone of every restaurant. To ensure that the restaurant runs well, it is crucial that they are well-managed and structured.

2.6 Table service

In the interviews, as seen in Appendix B, a lot of the managers we spoke with have mentioned the term *table service*. This refers to the part of the service encounter where a front of the house staff takes orders, introduces the menu, suggestively sells (Walker, p. 303), and serves the guests at the table they are seated at, instead of the guest helping themselves in a self-service manner. Table service also includes that the staff brings the bill to the group, check up on how they're doing during their visit, and if they need new drinks. It also includes informing the kitchen about the order and any specifications the guest may have, for example if there's any allergies that the back of the house staff needs to accommodate for.

3.0 Theory and foundation

In this chapter we will, in detail, be explaining the theories that are the foundation of our research and methodology. The theories that will be discussed are crucial to the development of our work and have played a significant role in shaping our research questions and methods. By explaining these theories, we aim to provide a better understanding of the context in which our research has been conducted and to demonstrate the theoretical foundation of our work.

3.1 McCarthy's Marketing Mix

Marketing professor E. Jerome McCarthy introduced in 1960 the marketing mix, which highlights a set of elements that are helpful in search of a particular market response (Waterchoot, & Bulte, 1992, p. 84). McCarthy's 4P formula of marketing included the following four points:

3.1.2 Product

Regarding the hospitality and other service-oriented businesses, the product may also include the service that the guest is given. Especially in the hospitality business, part of the product is often intangible, and can therefore be challenging for the business to comprehend how consumers view their services (Yelkur, 2000, p.110). A product in the context of a restaurant establishment is defined by Yudelson (1999, p. 64) as "*all the benefits (present or anticipated) that the buyer or acquirer obtains from the exchange.*".

3.1.2 Price

Seeing that the product may be intangible, the price plays a crucial part. Because of this fact, competitively pricing the business alongside competing businesses is the way to go, since the price can for some guests be the deciding factor when questioned where they want to eat out (Yelkur, 2000, p. 110).

3.1.3 Place

Due to the intangible nature of the service provided, it can be challenging to balance supply and demand. Therefore, the location of where the service takes place should be easily available for the target consumer (Yelkur, 2000, p. 111). In other words, if the restaurant is in a convenient location for the customer, it will be more inclined to succeed.

3.1.4 Promotion

Continuous reminders are necessary for the customer to develop or maintain their expectations, regardless of how excellent the quality of the product or service is (Yelkur, 2000, p. 111). This element may also be further divided into sub-categories like advertising, publicity, sales promotion, and so on (Waterchoot, & Bulte, 1992, p. 84).

In 1981, Booms and Bitner (Yelkur, 2000, p. 108) extended it with the following three points, which made it more adaptable to service-oriented businesses.

3.1.5 Physical evidence

The consumer is more likely to form a positive impression of the service they are offered if the tangible physical evidence is matched with their expectations of the business (Yelkur, 2000, p. 112). For instance, in restaurants, which we are concentrating the research on, examples of physical evidence may be the atmosphere that the décor gives off, the comfort of the furniture that is being used, the layout of the restaurant or the quality of the utensils the food and drinks are being served with. When the Covid-19 pandemic's restrictions were at their strictest, a great quantity of coffee shops began to only offer their beverages in single use take-away cups rather than ceramic ones. This had a potentially heavy impact on how the guest perceives the establishment; if their thoughts about the place is that they are luxurious, this change can negatively impact their satisfaction.

3.1.6 Participants

This point can also be referred to as *people*, as it addresses the personnel that provide the *product* at the *place* that has been previously mentioned (Yelkur, 2000, p. 112). The personnel can also be a component of the *physical evidence* though, as the way they present themselves during the service encounter can significantly influence the customer's perception of the service facility.

3.1.7 Process

The employee and the service are inseparable, so while the technical quality of the product may be the same with each service encounter, the functional quality will be different each time (Yelkur, 2000, p. 112-113). This will, like all the previous pointers, also affect how the consumer perceives the place of service, and whether they end up satisfied or dissatisfied.

3.2 The EKB-model of consumer behavior

The Engel Kollat Blackwell Model, also known as The EKB Model or the consumer decision model (Product Mindset, 2022) showcases the consumer's cognitive process that leads to predict what they are going to buy, or which choices they make. The model consists of the five following stages as seen in *Figure 1* below; Input, Information processing, decision process and their variables, and also external influences.

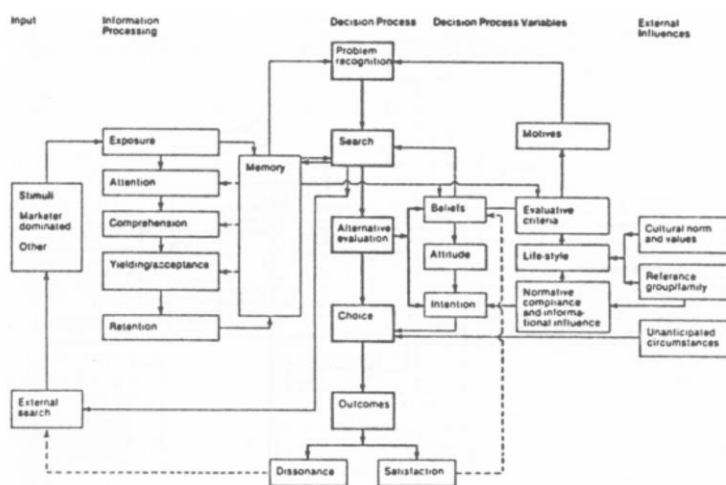


Figure 1: The Engel, Kollat, and Blackwell Model (1982).

For this thesis, the part of the theory that explains the decision process is the most relevant for our research such as: what are the factors that play a role in whether the consumer chooses to order through the QR-code menu or through table service? This theory focuses more on the consumer's experience rather than what impact it has on the business.

In Bonnice's paper (Bonnice, 1985, p. 27) about the application of the model he explains that the model is "*based on a process rather than on a discrete act, and it is as concerned with how a decision is reached as it is with the decision itself.*". To more accurately portray the decision process in the context of our problem statement and research area, we are creating a fake case scenario where the guest at a restaurant is faced with the options of placing their order through the QR-code menu or through staff.

The following are the five important phases of a consumer's decision-making behavior:

3.2.1 Problem recognition

"What happens to initiate the process?" (Bonnice, 1985, p. 27).

In the context of our research on the restaurant industry this phase covers the process of how the customer discovered the restaurant they are at. Examples of this discovery could be through advertisement on social media, word of mouth, or they coincidentally walked past it at.

3.2.2 Search

"What sources of information are used to help arrive at a decision, and what is the relative influence on each?" (Bonnice, 1985, p. 27).

The search phase, we believe, is about how the restaurant chooses to implement the use of QR-code menus in balance with table service. As previously mentioned in *Chapter 1.2*, some restaurants put all their energy into offering table service exclusively, others aim to only use the QR-code menus, while the rest choose a hybrid solution of both.

How easily available are the options between ordering through table service and ordering through the QR-code to the guest? And what factors play a role in which option they

choose, for instance: is there already a QR-code on the table, do the guests have to seat themselves, or are they greeted and sat at a table by a staff member? Does the staff inform the guest about how to place an order, or do they have to figure it out by themselves?

3.2.3 Alternative evaluation

“What criteria are used by the consumer to assess alternatives? What are the resulting beliefs and attitudes about the alternatives? What is the status of a purchase intention?” (Bonnice, 1985, p. 27).

In this phase, the consumer has already been introduced to the following alternatives; ordering through the QR-code menu or through the waiter. They are now evaluating which alternative they will settle on. There are different deciding factors of the customer that lead them to a decision. Each customer has different preferences between the available options they are facing. Deciding factors like trends, lifestyle, time limitations, etc. have a high probability of affecting their beliefs and attitudes about the alternatives as well.

3.2.4 Choice

“What selection is made from the available alternatives?” (Bonnice, 1985, p. 27).

In this case, the main choice to make is whether the guest chooses to order through a QR-code menu or through table service. How the guest chooses to place their order will most likely affect what they order and possibly the quantities of it, as the server will always try to upsell and recommend certain items on the menu in a different way than the QR-code menu’s execution. When faced with both alternatives, the choice that is made will be dependent on a combination of the choices’ availability, and the guests’ preferences.

3.2.5 Outcomes

“Is the choice followed by satisfaction or by doubt that a correct decision was made?” (Bonnice, 1985, p. 27).

Upon reflection, doubt about if the right choice was made might strike the guest. The guest might feel like the item they were served was not the same way that the staff described it, and wonder if they should have made a different choice. Perhaps if they experience technical issues, the design of the QR-code is poorly executed or they get less attention from the waiter after they have chosen to place their order on the digital menu. Therefore, for the consumer to experience that satisfying feeling at the end of their restaurant visit, a well informed and properly executed digital menu or assurance from an employee needs to be in place.

3.3 The SERVQUAL model

The SERVQUAL model has been developed to assess the quality of service provided by businesses, particularly in the restaurant industry. This model has been included in the theoretical framework due to its significance in providing a clear picture of the service quality offered to customers. The importance of this cannot be overstated, as the quality of service is a crucial factor in the competition of restaurants. It is widely acknowledged that the restaurant with the highest quality of service will attract more customers than its competitors. To measure customer satisfaction, feedback and opinions from visitors are essential. By doing so, businesses can identify areas for improvement and gain a better understanding of their customers. It is imperative for businesses to utilise the SERVQUAL model in order to remain competitive and to provide the best possible service to their customers.

In 1988, PZB conducted further research on the subject, and came to the conclusion that it could be divided into the following five categories (Parasuraman et al., 1988, page 13): tangibles, reliability, responsiveness, assurance, and empathy.

3.3.1 Tangibility

Tangibility is the presentation of the premises, employees, equipment and communication (Klokkenga, 2020). There is a certain expectation from the visitor of how the place should look like, as in how the employees are presented, how well they are at

communication. How clear and understanding the menus are, whether they are explained in detail both the meals, drinks and allergies. This sets the mood on how comfortable the customer feels during their visit at the restaurant.

3.3.2 Reliability

Reliability means fulfilling the expectations created before the visit (Klokkenga, 2020). Customers have to feel like they can trust the expectations that have been presented by the restaurant. Such as fast and efficient service, receiving the help from the employees if they raise any questions. As well as for the meals and drinks, to be described accurately to their taste. The customer has to feel that the price they pay will reflect the service and over food experience during the time they spend there.

3.3.3 Responsiveness

Responsiveness explains eagerness to assist clients (Klokkenga, 2020). Meaning that the employee is quick to respond and answer the customer questions if they arise. Making sure that the visitor feels comfortable and heard by the employee at all times. This is especially important in today's society, since everything is becoming faster and the expectations are higher than ever concerning time.

3.3.4 Assurance

Assurance describes the knowledge and politeness of the staff and their ability to instil confidence and trust in the customer (Klokkenga, 2020). The employee must know what they are serving and what dish fits with what. This they can achieve by getting certified in certain fields that are relevant for the restaurant. This is important because the customer has a lot of options, and they need to be assured that what they purchase will be suited for their taste.

3.3.5 Empathy

Empathy is in this case the individual attention provided by an employee to the customer (Klokkenga, 2020). The customer wants to build a relationship with an employee, rather than

feeling that they are just a transaction. Showing the customer that they care about their needs, not only builds trust and loyalty but also, they will be assured that they spend their money for the right benefit.

4.0 Method

In this chapter we will be talking about the methodology of our thesis. We want to define not only in which ways we have used both quantitative and qualitative methods of collecting data, but also explain why we have executed it the way that we have, including the prospective problems with our chosen methodology. Other than that, we will also discuss how we proceeded to analyse the data.

4.1 Data collection

While researching the theoretical aspect of the thesis, we have used desktop analysis to collect data. At the very beginning, we looked through our old lecture notes and syllabus from earlier subjects during our course of study to see if we could find anything that was relevant to our problem statement and research questions. Majority of the literature that we have chosen to include, in the form of referencing, are either journals or papers that have been published by departments or authors with expertise on the subject they have written about.

Further than that, we also searched the internet and the library on campus to see if there had been anything written about the implementation of QR-codes in the restaurant business at all, but what we found wasn't much nor very relevant to our thesis. Because of how little existing literature there was on the subject at hand, we braced ourselves for an extensive amount of independent research.

With the problem statement and research questions in mind, our best course of action was to divide the research in two, since there were two perspectives, we were interested in. We were interested to see how it affected the business and the employees; therefore, we chose to

contact various bars and restaurants in the Stavanger area and interview some of the managers. Using this qualitative way of collecting data allowed us to go more in depth on the questions and hear about what their experiences were.

For quantitative data we made a digital survey in the online program SurveyXact, where the survey would take around 2 minutes to fill out. This survey was shared through our social media where guests could answer the survey regarding whether they prefer to order through a QR-code or an employee. Implementing this method gave us the opportunity to collect a large quantity of data, without spending an excessive amount of time on it.

4.2 Qualitative method

In order to commence our data collection process from various restaurant managers, we first had to ascertain the restaurants that were operational prior to and during the pandemic. Our research excluded restaurants that were closed throughout the pandemic or did not utilize QR-code menus during this period. To achieve this, we relied on social media sources such as newspapers, Facebook, and Instagram to identify relevant restaurant establishments. These sources provided us with information regarding the dates the restaurant were opened or closed during Covid-19. We primarily utilised a list of restaurants from Aftenbladet (Risa, 2021), which listed the restaurants that were still operating during December 2021 when the restrictions related to the pandemic became progressively stricter. This enabled us to identify the relevant restaurants for our research.

Our aim is to investigate the impact of QR-code menus on the restaurant industry during this challenging time. However, the list did not provide information on whether the restaurants had previously used or currently are using QR-code menus or not. Therefore, we conducted visits to each restaurant on the list and asked the staff on shift for information on the duration

of the restaurant's operation during the pandemic and whether they were using QR-code menus. Restaurants that did not use QR-code menus were excluded from our study.

After we visited the relevant restaurants on our list and obtained the managers' email addresses, we sent them e-mail, as seen in *Appendix A*, where we introduced ourselves and inquiring about their willingness to participate in a further interview. We developed an interview guide, as seen in *Appendix B*, to facilitate the process and ensure that we obtained the necessary information. Overall, this methodology allowed us to gather valuable insights from restaurant managers regarding their experiences with sustainable practices.

4.2.1 The interviews

According to Boyce & Neale: "In-depth interviewing is a qualitative research technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program, or situation." (2006).

In-depth interviews are a valuable tool for gaining a comprehensive understanding of a particular topic, and in this case, the operations of different restaurants. By conducting in-depth interviews with restaurant owners and managers, we were able to gain valuable insights into their process. During the interviews, we simplified the questions so that our interviewees would not be overwhelmed with new words and information, and it would be easier for them to understand what they were answering. Here we also offered examples and explanations where the questions didn't allow us to simplify it.

When inviting potential interview subjects to partake in our research, as seen in *Appendix A*, we offered them to either do it in person or via online video chat. We did this out of respect and as an effort of making them feel more comfortable participating in our research. All the interviews ended up being executed in person and at their restaurant, which we were pleased with. If we had invited them to conduct the interview at e.g., the university campus,

they would have most likely been in an unfamiliar environment, and subconsciously been more introverted with their answers. Another reason we were pleased with meeting the interviewees at their restaurants, is because we got to see the place they were referring to when speaking about their experiences. This way, we could pick up on the recurring trends in our data and get an idea of, as discussed later in *Chapter 6.0*, why the QR-code menus worked well for some places and for others not.

With some of the restaurant managers, there ended up being some chatting about topics within our field of work that was not relevant to our thesis, initiated by the interviewees. One interviewee ended up asking us which types of places we were interested in interviewing and referred us to one of their acquaintances that we ended up interviewing. Though it wasn't necessarily applicable for our research, it did help us get a better understanding of their views on certain topics.

4.3 Quantitative method

Since we are looking into two perspectives for this research, we have decided to create a survey that aims to collect information from the consumers perspective. To achieve this, we used the online program SurveyXact to design it. Our survey mainly focused on the following two areas:

- a. The customers' preferred method of placing an order, whether through a QR-code menu or an employee.
- b. Their level of satisfaction with the service they received during their visit.

Prior to conducting the survey, we conducted qualitative interviews with restaurant managers to gain insight into the questions that should be included in the survey. This approach allowed

us to ensure that the survey included all relevant information necessary to achieve our research objectives.

By gathering data from both the survey and qualitative interviews, we were able to gain a comprehensive understanding of the preferences and satisfaction levels of restaurant customers in Stavanger. This information can be used to inform restaurant management decisions and improve the overall customer experience.

4.4 Ethics and anonymity

In qualitative interviews, it's important to safeguard the interview respondents' integrity during the interview itself, but also afterwards. There is usually a requirement for anonymisation of recognizable details which means that we researchers must handle any sensitive information with care. Anonymity is also something that we promised to our interview subjects. Because of this, we have made the decision of referring to them as R1, R2, R3, R4 and R5. (Fangen, 2015). The respondents in the quantitative survey (Appendix C) are also anonymous.

4.5 Analysing the data

As two students conducting the interviews, we made the decision not to apply for permission to record the interviews. Instead, we divided the tasks with one of us conducting the interview, while the other transcribed the responses we got. Following this approach allowed us to conduct the interviews in a more efficient manner. After conducting the interviews, we collected all the transcribed responses in one document, where it would be easier to compare them. When selecting which responses to include and which to exclude, we found that colour coding was an effective way to go. We colour coded the different responses into categories where **Red** is what we view as the most crucial data to discuss, this being the most important data for our thesis. **Green** categorising the most surprising or interesting responses, and **Blue** being the responses that would easily connect to the theoretical aspects.

5.0 Result

As was already indicated in *Chapter 4.2* and can be seen in *Appendix A*, we began by sending e-mails to the managers of various restaurants and bars. We briefly introduced ourselves and our work, before requesting them to join us for a short interview. Despite sending out several invitations, we received a limited number of responses. Nevertheless, we were able to conduct in-person interviews with five managers, all of whom were unaware of the exact questions beforehand but were informed of the research focus. In order to ensure transparency and clarity, we elucidated further on who would be present for the interview. Emphasised that they would not be recorded, and clarified who would have access to the data collected.

The interview guide presented *Appendix B*, consists of 13 questions about which we'd want to hear different viewpoints. It also includes some follow up questions of which we only used when we saw it necessary. The theories that are mentioned in the theory chapter are the backbone of our research, and what we created this interview guide upon so that it would be relevant to our research questions:

- 1. Has the QR-codes changed the consumers trends in any way?**
- 2. What effect did QR-code menus have on the hospitality industry?**

Because of our previously mentioned work experience in *Chapter 1.2*, a great number of the answers we received both from the interviews and the survey didn't come as a surprise, but rather as a reminder, and gave us fresh perspectives to look at the thesis with.

However, what is surprising is the even distribution of responses in a survey regarding the preference of customers to place their orders through a QR-code or an employee, as seen in *Appendix C.6.0*. The survey was conducted in April and was monitored on how this specific question was fluctuating until we closed the survey a month later. The responses in the survey always remained evenly distributed between the two options, and only ever fluctuating between

50/50 or 40/60 towards either option. This shows that while the use of technology is being more utilised in the food industry, the guests still prefer service encounters. This also shows that businesses need to find the perfect balance between the use of technology and the social interaction between the staff and the guest, while still improving efficiency and experience.

Meanwhile the in-depth interview with **R3** was particularly insightful. As someone who works in the industry, it was fascinating to hear from a business owner who not only understands the technology but is also an avid fan of it. **R3** believes that the implementation of QR codes in the industry is the way of the future, and that businesses that refuse to adopt this technology are missing out on potential revenue. By providing customers with easy access to information about their products and services, businesses can increase customer engagement and loyalty. Additionally, the ability to collect data through QR-codes can help businesses to better understand their customers and tailor their offerings accordingly.

At Inside they introduced the QR-code menus because of the Covid-19 restrictions, and to this day they use a hybrid solution of ordering. Customers have the option to choose whether they want to order at the bar or via the QR-code. When asked why they chose to use QR-codes, the restaurant explained that their guests have grown accustomed to them. They weren't particularly satisfied with them in the beginning, but got upset and expressed that they missed the option once they were removed. They also added at the end, "*as far as customer service goes it's nice that we can offer both options of ordering; the guests can choose if they want to order at the bar or via a QR-code.*".

R2 points out QR-code menus in the restaurant have resulted in varying experiences for different staff members. The front of the house staff was able to use the extra time to complete other tasks, preparing items for the bar or a booking later on in the day. Meanwhile the back of the house staff faced technical issues that hindered their ability to perform their duties effectively. Furthermore, while the employees were initially happy to be back at work after an

extended period of closure, they soon became bored of not being able to perform table service. In response to this, the restaurant chose to focus on table service inside the restaurant and used QR-code menus exclusively for out serving, demonstrating the importance of adapting and finding solutions that work for all stakeholders.

R5 has recently implemented the use of QR-codes in their establishment to increase efficiency during their hectic morning rush. With the use of QR-codes, customers are now able to scan the code displayed on their tables and access the restaurant's menu without the need for human interaction. This has significantly reduced the wait time for customers and allowed them to place their orders quickly and easily. As a result, **R5** has reported that they have more time to focus on other important tasks such as cleaning, restocking, and preparing food in the kitchen. It is not uncommon for restaurants to experience a busy morning rush, and this can be a stressful time for both the staff and customers. By implementing the use of QR-codes, **R5** has been able to improve their overall efficiency, allowing them to provide a better experience for their customers.

Numerous restaurant owners agree that QR-code menus bring more profit as compared to regular table service, as QR- code menus make the ordering process much more efficient. **R2** stated that in the periods where they used the QR codes everywhere in their place of service, on the outside serving people spent on average 22% more money when ordering through a QR-code rather than through table service, compared to when seated inside.

However, it's important to note that QR-code menus may not be suitable for all restaurants. Some restaurants are designed in a way that makes table service essential for customers to experience the full customer service. Such restaurants may prefer the traditional approach of having a waitstaff take orders and serve food to customers.

On the other hand, bars, pubs, and similar establishments can benefit greatly from QR-code menus, such as **R3**, who are operating fully on QR-codes. This is because QR-codes

reduce the number of people standing in line at the bar, making it more comfortable for guests. With the QR-code, guests don't need to leave their seats to order a drink, which makes the ordering process more efficient and can lead to more sales.

In conclusion, QR-code menus have become a game-changer for the food and beverage industry. While they may not be suitable for all restaurants, bars, pubs, and similar establishments can benefit greatly from this technology. The contactless option provides efficient service, leading to more sales and happier customers.

The survey conducted on SurveyExact, as seen in *Appendix C*, proved to be a valuable tool in understanding the preferences and expectations of customers regarding the restaurant. With a total of 39 respondents, the survey yielded a substantial amount of data that can be used to improve the services and offerings of the restaurant. The questionnaire was designed with seven questions, each one carefully crafted to elicit specific information from the respondents. The questions were about how often they go out to restaurants, and how frequently they order from QR-code menus. As well if they find the QR-code menus easy to understand. One of the questions asked if they preferred ordering through a QR-code or an employee. This question was split into two separate questions on the following page, where the respondents were asked to explain their preference. This allowed for a more detailed understanding of the reasons behind their choice.

Upon analysing the results of the survey, it is evident that a large portion of respondents visit restaurants at least once a month, as indicated in *Appendix C.1.0*. What is interesting to note is that the majority of respondents have ordered from QR-code menus before, with only a small percentage of customers indicating that they have never used a QR-code to order food, as shown in *Appendix C.2.0*. This demonstrates that QR-code menus are becoming increasingly popular in the restaurant industry.

Furthermore, when the respondents were asked about the positive aspects of QR-code menu, as indicated in *Appendix C.3.0*, the top three responses were that it reduced the chances of errors in orders, provided a better overview of prices, and quicker service. It is noteworthy that these advantages align with the benefits that the managers identified in previous interviews. Additionally, respondents were given the option to write down their own positive experiences with QR-code menus, as shown in *Appendix C.3.1*, and their responses were found to be quite similar to the managers' comments. This validation from customers further reinforces the value of using QR-code menus in the restaurant industry.

According to the feedback given by the customers in *Appendix C.4.0*, the negative aspects of ordering through QR-codes were identified. Although the answers were quite similar, the most common concern is the difficulty in getting in touch with the employee. The participants expressed that they felt like the communication with the employee was lacking, and this made the service feel slower. It seems that some guests prefer the personal touch of interacting with an employee when ordering, and they find it less satisfying when they have to use a QR-code. However, it's important to note that not all guests feel this way, and that some don't see any negatives with using QR-codes to order. In *Appendix C.4.1*, the participants were given the opportunity to provide their own words on the negatives of using QR-codes. Some mentioned that it felt less personal when they weren't served by an employee, and others noted that there were technical issues with the QR-codes that prevented their orders from going through.

For the next question, portrayed in *Appendix C.5.0*, we chose a seven-point system for the participants to rate their experience of ordering through QR-codes in the past. On this scale, 1 indicated that they experienced the QR-codes as very easy to understand, meanwhile 7 meant that it was not easy at all to understand.

Most participants rated the experience at five or six, indicating that the QR-code system was relatively easy to understand. The next question in the survey had two parts and asked participants whether they preferred to order from an employee or a QR-code. This question was particularly interesting because the results did not show a huge difference like we expected it to, as shown in *Appendix C.6.0*. Ultimately, though, participants reported that they were more satisfied ordering from an employee rather than a QR-code. The final two questions in the survey, as seen in *Appendix C.6.1* and *Appendix C.6.2*, were dependent on the choice participants made in the previous question. They were asked to explain why they preferred ordering from an employee or a QR-code, and their opinions are divided. While some respondents believe that they can receive faster service and more accurate descriptions of the meals, others think that not every restaurant is suitable for QR-codes. They feel that it depends on the restaurant they are going to, and some prefer to order through QR-codes in general because they feel it's unnecessary to have a relationship between the customer and an employee.

On the other hand, when it comes to the question of whether customers prefer talking and having social encounter with their server, the answers that stood out the most were from those who preferred to keep the social encounter intact, especially after the reopening of restaurants post-Covid-19. They feel that it's necessary for the employees to put in the effort to make their experience enjoyable. Many respondents also stated that they prefer going out to a restaurant to talk with the employee to get recommendations on what items the restaurant has to offer.

Overall, it's clear that while some customers prefer the convenience and efficiency of QR-codes, others value the social experience and personal touch of interacting with a server. The use of QR-codes may be suitable for some restaurants and customers, but it's important for restaurants to recognize that not everyone will prefer this technology. Ultimately, what matters

most is that customers have a positive experience at the restaurant, whether that's through the use of QR-codes or through personal interaction with their server.

5.1 Deviation

Even though the number of interviews contributed to our research greatly and was beneficial indeed, there are, however, a few outtakes showing us the ways where our communication with the managers could have been improved in order to raise their interest quicker and easier during our approach. Our expertise found that when we sat out interviews with restaurant managers in-person, the responses were more engaging rather than the ones provided on e-mail. However, some of those we contacted during service were overwhelmed with an increased number of guests and preferred to communicate via e-mail rather than conduct the interview immediately. In some cases, they did not respond to our e-mail at all. In several restaurants that we visited, it ended up being too difficult to get in contact with the managers, leading us to conduct less interviews than we had hoped for.

During this project, we found that connections, specifically in the hospitality industry, make it easier to conduct surveys as such. Contacting the managers we were hoping to do interviews with through private contacts ended up being less time consuming than approaching establishments where we didn't have contacts. After introducing ourselves, some restaurants told us that they normally refuse speaking to students, arguing that "*students lack professionalism*". Contacting businesses where we have acquaintances caused quicker, more simplified, and comfortable communication leading us to receive more open and detailed responses.

6.0 Discussion

In order to answer the problem statement regarding the effectiveness of QR-codes in enhancing customer satisfaction, it is important to consider the previously stated results. The results indicate that the impact of QR-codes on customer satisfaction is dependent on the restaurant itself, as well as the way in which they have been implemented and executed. For instance, QR-codes are most effective in bars and pubs, where the environment is usually crowded and fast-paced. By using QR-codes, customers can avoid waiting in long lines at the bar and receive their order quickly. This helps to enhance customer satisfaction in such establishments.

On the other hand, in fine dining restaurants, guests generally expect a higher level of service and a more personalised experience. They want to interact with the employees and feel more social. In such settings, the use of QR-codes may not be as effective in enhancing customer satisfaction. In such restaurants, the focus should be on personalised service and interaction with the waiter, rather than relying on QR-codes to facilitate customer orders.

However, the reason why the QR-codes were enforced in the first place was due to the Covid-19 pandemic. Restaurants had to follow specific restrictions if they wanted to keep their business open to visitors. One of these restrictions was to implement a contactless ordering system such as QR-codes. This measure was aimed at reducing the risk of transmission of the virus, and it was an effective way to minimise physical contact between customers and staff. At first, both parties, customers, and staff, had to get used to the QR-codes since it was a new system. However, as time went by, some restaurants found the sweet spot for usage of the QR-codes. They realised that it was not just a safety measure, but a convenient way to order food and drinks as well as giving more efficient service. As a result, even after Covid-19 restrictions were lifted, some restaurants decided to keep the QR-codes as part of their ordering system.

This decision was welcomed by many customers, especially those who preferred to order and pay for their food via their smartphones.

During Covid-19 when the biggest changes occurred the restaurants had to reinvent and choose new ways of promoting themselves. This leads us to McCarthy's Marketing mix theory of the 7 P's. However, we decided not to use all 7'Ps in this chapter, since not all of them were as relevant to our results.

P - Product, restaurants had to decide how they would present themselves now that employees had to be, for the most part, out of the picture. They had to adapt to the new way of serving customers and, at the same time, providing them with top-notch service.

P - Price, restaurants had to re-evaluate how they should price their products. Since numerous competing restaurants chose to close down, they had less competition. However, most customers at the time did not want to visit restaurants since some of them were laid off work and their financial situation had undergone a change. As a result, restaurants had to consider whether to increase or decrease their prices to attract customers. It was a difficult decision since they had to balance their financial needs with their customers' financial constraints. Some restaurants chose to lower their prices to attract more customers, while others maintained their prices to ensure that they could cover their costs.

P - Physical evidence, had to be reconsidered as well. Restaurants had to adapt to the new normal of social distancing and limit the number of customers they could accommodate in their establishments. To ensure that their customers felt safe, many restaurants implemented strict health and safety protocols, such as frequent cleaning, mandatory mask-wearing, and hand sanitising stations. Others chose to expand their outdoor seating areas to accommodate more customers while adhering to social distancing guidelines. Some restaurants even decided to make room for more distance between their tables or put up plastic shields between booths.

P - Promotion, was also affected by the pandemic. Traditional advertising methods were no longer as effective since most people were staying inside their homes. Restaurants had to use digital marketing strategies, such as social media advertising, influencer marketing, to reach their target audience. They had to create engaging content and offer promotions to entice customers to order from them.

When it comes to promoting restaurants, understanding consumer behaviour is crucial. One theory that can be used to gain insight into this behaviour is The EKB-model. This model outlines the decision-making process of a customer when ordering through QR-code. The five important points of the EKB-model are problem recognition, search, alternative evaluation, choice, and outcomes.

The first point, problem recognition, refers to the customer becoming aware that they have a need to eat at a restaurant. The customer engages into searching, which is the second point. During this phase, the customer gathers information about various restaurants in the area that meet their needs. This involves them either searching online, asking friends for recommendations or simply driving/walking around to find a restaurant.

After they have gathered that information the customer moves to the next point where they evaluate how accessible are the selections between QR-codes and an employee. For instance, if they see a QR-code on the table in front of them they will most likely make the choice of ordering through that. However, this is where the next point comes up, which is alternative evaluation. This is where they will compare and contrast whether they should order through a QR-code or an employee in order to determine which one is the best fit for their needs. Factors that could influence this decision include their lifestyle, time limitation and whether they would prefer to be more social with the employee of the restaurant or not.

Once the customer has evaluated their options they will make a choice, which is the fourth point of the EKB-model. The customer will select the ordering alternative they believe

will best meet their needs. Compared to our result it depends which type of restaurant they are visiting. In our research, we found that the level of social interaction between customers and employees can vary greatly depending on the type of establishment. For example, in a bar or pub setting, customers tend to be less social with employees, as their main goal is usually to hang out and socialise with their friends. On the other hand, in a fine dining restaurant, customers typically have more time to spend and are more likely to be patient and attentive to the details of the service being presented.

Doubt about whether the right choice was made might strike the consumer if they experience technical issues while trying to scan the QR-code or if they get less help from the employee when choosing the QR-code menu over table service. This can cause inconvenience and frustration for the customer, leading to a negative experience. Moreover, how well the digital menu is designed will also play a part if the consumer isn't already familiar with the menu. A well-described digital menu can help customers navigate through the options and make informed decisions. This is especially important for customers who have dietary restrictions or preferences. It also provides an opportunity for the restaurant to showcase their offerings and entice customers to try new items.

The SERVQUAL model is a widely recognized tool for measuring service quality. This model is primarily related to service and quality, specifically the expectations that customers have before they visit a restaurant. This concept is closely related to the McCarthy's Marketing mix, but it focuses more on understanding what the guests want and how to meet their needs. One of the most common ways that they do this is by checking up on the guest while they are still seated. This allows them to get feedback in real-time and make any necessary adjustments to ensure that the guest is having a good experience. However, with the rise of technology, many restaurants have started to use online feedback forms to collect data from their customers. This has made it easier for restaurants to gather feedback and improve their services. If the

restaurant has a QR-code menu, the app itself usually asks for feedback on the service. This makes it even easier to collect data from customers and measure their satisfaction levels. With this information, restaurants can make data-driven decisions to improve their services.

7.0 Conclusion

7.1 Questions for further research

1. Why does QR-code menus work for some restaurants and not for others?

As previously mentioned in *Chapter 6.0*, we have noticed that the QR-code menus work better for establishments that are focused on their bars, than fine dining restaurants. With more time and a larger and wider selection of respondents, it would have been possible to find out why this is the case.

2. How has digitalisation within the hotel sector changed their ability to satisfy guests?

For this thesis we have been exclusively focusing our research on QR-codes specifically within the restaurant business. With the technology constantly evolving it would have been interesting to look into the trends related to various hotels around the world have found ways to digitise their establishments, such as self-service check ins, etc.

7.2 Personal reflections

Reflecting on our experience working on this thesis, we can confidently say that incorporating both quantitative and qualitative research methods proved to be a successful decision. Our study successfully shed light on a relatively new topic within the hospitality industry that has not yet been explored in an academic context. Our use of both quantitative and qualitative methods allowed us to gather a comprehensive understanding of the topic and provide rich insights into the industry.

Although our research was successful, we do acknowledge that the selection of respondents in our study was not representative. Firstly, the number of respondents was limited, which may have affected the overall validity of our findings. Secondly, our respondents represented different subcategories within the hospitality industry, which may have skewed our results. Despite this limitation, we still believe that our research was valuable in highlighting the impact of digitalization on the hospitality industry, and we hope that our findings can contribute to further research in this field.

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Appendix A: E-mail.

Hey,

Our names are Amanda and Rita, we are students from Norwegian School of Hotel Management at the University of Stavanger. We are currently writing our bachelor thesis about how ordering through QR-codes in the restaurant business affects the customers satisfaction in the Stavanger area.

We have visited [insert restaurant name here] and spoke with an employee who helped us to gather information about the usage of QR-codes in your restaurant. We would be interested in having an interview and hearing your thoughts about this topic. The interview should take about 15 minutes and we are flexible with the interviews, meaning that we can take it either in person or through zoom/skype.

If You are interested, please inform us on which days work best for You, and we can schedule a meeting.

With kind Regards

Rita and Amanda

Appendix B: Interview guide

- 1) Have you ever used QR-codes for taking orders from customers?
- 2) How much have you used them? (Either used them 100% of the time or only in certain periods/parts of the restaurant)
 - o Why have you chosen to use QR-codes the way you have? (Follow up question)
- 3) On the QR-codes, did the website offer additional products? (For example, someone who only ordered a drink gets offered a snack, a dip for the fries, etc.)
- 4) When the Covid restrictions were at its worst and you were using QR-codes, how did you tempt the guests to visit your restaurant? (Marketing, social media, pictures)
- 5) The servers (sales people) how did they manage to sell when they barely spoke to the customer?
- 6) How were they able to increase the sales/upsell? (Additional question to question #3)
- 7) How do you measure guests' satisfaction? By customer satisfaction we mean the relationships between the consumer and service and the provider of a service. (Example: Tripadvisor, excite, direct communication etc)

- o How were you able to keep the customer satisfaction at a high level? (Follow up question)
- 8) How has the customers trends changed in your restaurant over the past years?
 - o How long did the guests spend time at the restaurant, compared to before the QR-codes were introduced? (Follow up question)
 - o How talkative were the guests with the employees compared to before the QR-codes were introduced? (Follow up question)
 - o Did you notice a change in how much money the guests were willing to spend compared to before the QR-codes were introduced? (Follow up question)
- 9) How did the staff react to the QR codes being introduced?
- 10) Did the QR-codes make their jobs easier?
- 11) Did you ever experience technical issues with the QR-codes?
- 12) How did you solve the technical issues?
- 13) Do you have anything else you would like to mention on the subject?

Appendix C: Survey results

1.0 Result from question 1

Over the course of the last few years, how often do you eat/drink at restaurants, bars, cafes.

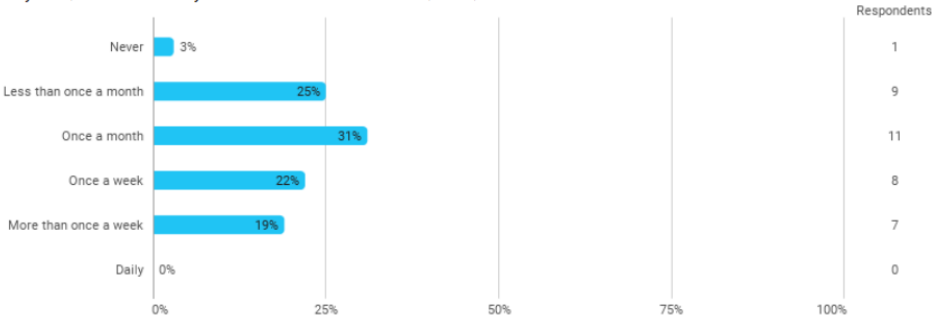


Figure 2: Result from question 1.

2.0 Result from question 2

Have you ordered your meal/drink through a QR-code?

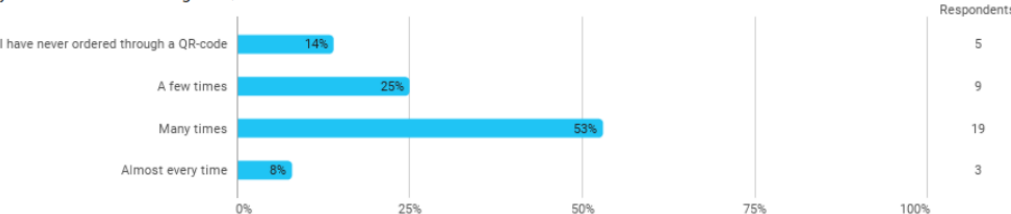


Figure 3: Result from question 2.

3.0 Result from question 3

What are the positive things about ordering through QR-codes? (multiple choices available)

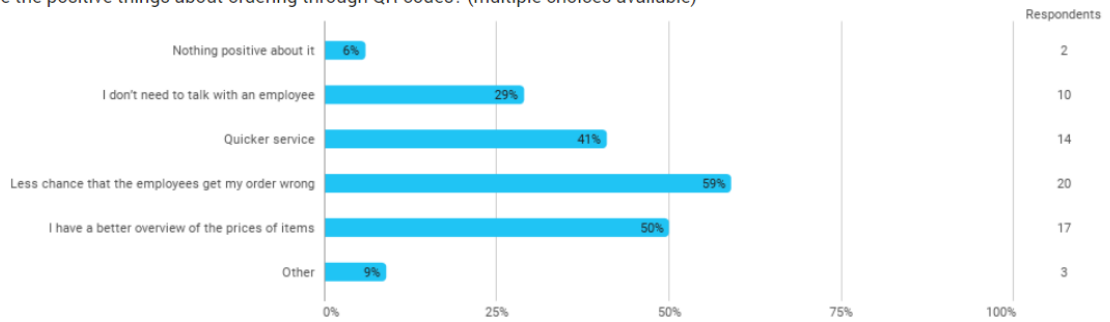


Figure 4: Result from question 3.

3.1 Written answers from for question 3

What are the positive things about ordering through QR-codes? (multiple choices available) - Other

- Dont have to stand in line
- It's easier to read about single items when there are menus with multiple items such as at a beer bar
- If the menu also has pictures, you can see what the dish looks like.. and easier to know how much you will spend

Figure 5: Written answers for question 3.

4.0 Result from question 4

What are the negative things about ordering through QR-codes? (multiple choices available)

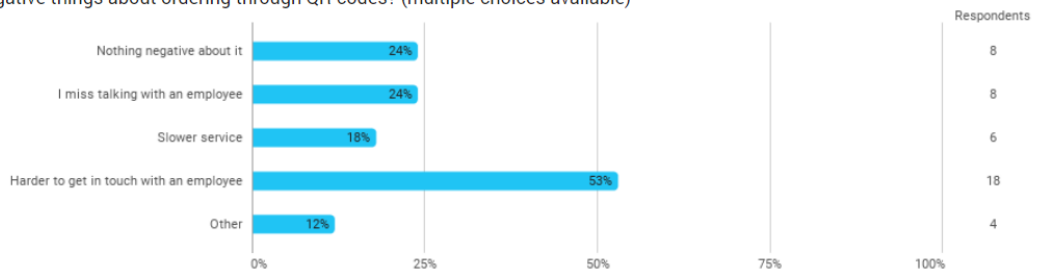


Figure 6: Result from question 4.

4.1 Written answers for question 4

What are the negative things about ordering through QR-codes? (multiple choices available) - Other

- feels less personal
- not able to customize food as far as iknow, while waiter you can ask to make it slightly different
- When the order doesn't go through due to technological issues, then often you don't notice it.
- If it crashes, or doesn't take payment

Figure 7: Written answers for question 4.

5.0 Result from question 5

Did you experience the menus on the QR-code to be easy to understand?

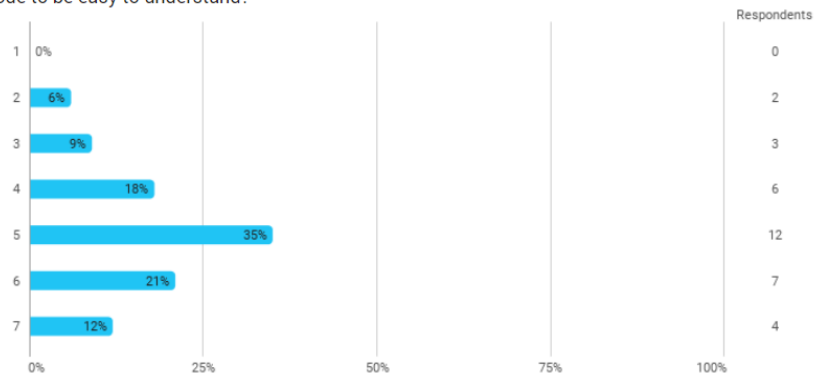


Figure 8: Result from question 5.

6.0 Result from question 6

Who would you rather order from at restaurants/bars/cafes?

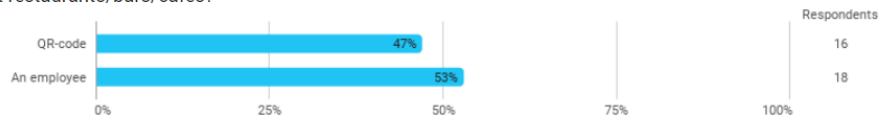


Figure 9: Result from question 6.

6.1 Written answers for question 6, part 1

Could you shortly explain why you would rather order through a QR-code

- Have more time to think and choose a meal/drink. Don't need to talk to the employees
- Ok
- Faster service
- d
- I'm antisocial
- Faster service, no line
- I would say it depends on the place, I like a hybrid solution. But it's easy to order through a qr code
- Don't feel the pressure to pick something out before the waitress comes, as well as the order can be sent right when everyone's ordered. Also the qr-code menus often have pictures of the meals, and everything is displayed clearly
- Provides more accurate information.
- Don't have to talk to anybody
- I like that i Can look at the menu On my phone and order through my phone. It is easy to pay right away and Get your order faster, as i have experienced.
- Then i can think for longer of what i want and the employees wont be bothered as much if i need to order multiple times
- Quick and easy. Dont have to wait for a employe if its very busy. You have more time to think about what you want (sometimes it feels like you have to rush when the employe comes over)
- Banana
- Pepper
- No talky talky

Figure 10: Written answers for question 6, part 1.

6.2. Written answers for question 6, part 2

Could you shortly explain why you would rather order through an employee

- more personal service
- better customer service and in general feels more personal
- I like the human contact with staff when order
- Råd om mat
- able to customize order easier, while qr codes can be a bit static
- More information available.
- Easy
- I like speak with waitress
- Because they can understand u more also u can tell them more details about your order like what specifically u want
- It is usually gor a socializing you go out.
- Få anbefalinger; spørsmål om innhold etc
- Because it's a part of the experience
- I get to hold people responsible and create a social contract with the employees making it more likely that the order is delivered.
- Fun to talk to others
- Because I prefer people having jobs in this country. Due to the coronavirus pandemic, many businesses have redundant most of their staff in order to save money and cut the costs whilst raising the price of services. This is wrong, as many people are going out again and the staff is struggling coping with the amount of stress in the current busy quantities. QR codes do not leave us, customers satisfied as the service still matters the most and most of us would agree that the service is done best in-person

Figure 11: Written answers for question 6, part 2.

7.0 Overall status of surveys' respondents

Overall Status

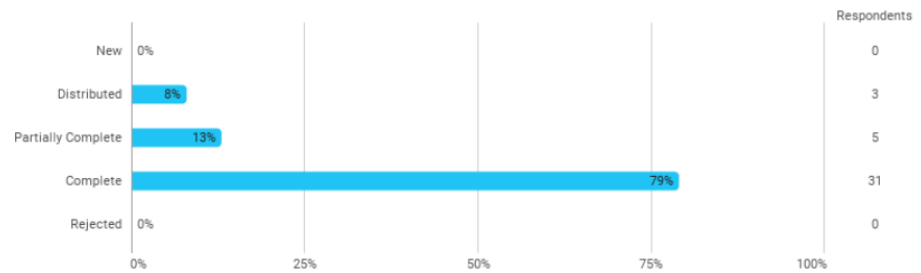


Figure 12: Overall status of surveys' respondents.