BLUEPRINTING AND ITS EFFECT ON SERVICE QUALITY

An empirical case study of Coffee Island

Master Thesis
Logistics and Supply Chain Management

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Date: January 2017
Abstract

The area of marketing and customer service has played a significant interest among researchers in the last several decades. More and more scholars and managers have become aware of the importance of customer’s experiences. In today’s fierce competition environment, it is not enough to just follow the traditional rules of service, but a slightly different way of thinking might be needed. It is recognized that many market players are working on enhancing customer’s overall experience during consumption, for example a successful coffee brand or even the successful operation of a certain coffee shop branch. Thus this paper aims to investigate how a blueprint can affect a business, how the identification of bottlenecks can help improve the experience they offer their customers, and why service quality is important.

Methods/procedure/approach: In order to adequately support the purpose of the research, a model was developed based on previous theories and fundamental models in combination with Coffee Island’s specific features, aiming to find out the aspects customers could experience when having their coffee on a specific branch of Coffee Island. Due to the nature of the research, a quantitative research method and data collection was conducted to satisfy the needs of the paper. In order to gather the data, a questionnaire survey was conducted for the purpose of the study.

Results: Overall, the results of this thesis confirmed previous academic studies in the field of customer service quality and the findings thus contribute to our understanding if a services blueprinting can affect service quality. As such, these results might serve as an important source of information for service marketers in order to assist them in capitalizing on the value of enhanced customer experience.
Acknowledgement

This Master Thesis would not have been possible without the support of many people. I would personally like to express my gratitude to my Master Thesis supervisor, Christina Boutsouki who was tremendously helpful and offered invaluable assistance, support and guidance from the very beginning.

I extend my gratefulness to all my friends who support me with my thesis writing, help me with the data collection, and the questionnaire translation and proof reading. I would like to express my thankfulness to my parents, for all the patience and support they gave me during my thesis process.

Georgios Andreou

January 2017
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Chapter 1: Introduction

As has been frequently emphasized in the literature, customer’s perception of service quality is a critical success factor for companies providing services. Higher perceived quality of the services can lead to greater customer satisfaction and ultimately to better results (financial and non-nature) for companies (Parasuraman et al, 1988, Bitner, 1990, Bolton & Drew, 1991, Zeithaml et al, 1996).

One of the most important issues for achieving higher quality services is the efficiency of the administration to provide them. Besides, in the literature it has strongly been suggested that one of the main causes of failure of new services is the lack of effective management systems processes (Shostack & Kingman-Brundage, 1980, Kingman & Brundage, 1995). The lack of effective systems, mainly due to intangible nature of services, can lead to failure to implement the procedures of personnel, increased costs or even low quality of service offered (Kingman & Brundage, 1995).

Over the last two decades, scholars have been proposed various new ways of administration service processes. Some of these rules are the analysis procedures (Graham, 1995), the blueprinting process and the process of mapping the service (Shapiro, 2002). The most talked-about of these methods is clearly the process of blueprinting.

Furthermore today many customers, managers, and scholars have become aware of the importance of experiences, which are characterized as satisfying customer’s personal needs. For customers, they care more about the experiences that are provided by marketers, and they are willing to pay for them (Ting Yueh Changa and Shun Ching Horng, 2008). For academic researchers, experiences are considered as distinct economic offerings that are different from goods and services but by the mean time come from goods and services. These scholars believe that the focus of the economy has been transferred to experience and that experience industries are on the rise (O’Sullivan, E.L., & Spangler, K.J. 1998).

Service quality is defined as the result of the comparison that customers make between expectations about a service and perception of the way the service was
delivered (Lehtinen & Lehtinen 1982; Gronroos 1984; Parasuraman, Zeithaml & Berry 1985). Practically, Gronroos (1998) described perceived service quality as the difference between expected service quality and experience service quality. This has a link to the gap model (Parasuraman et al., 1985) and other service quality models (e.g. Bitner1990). As regards to service quality, the experience of an individual of a service creates the basis of an assessment of its quality. During the purchasing of services, customer’s attention is often limited to a small number of tangibles inputs (Zeithaml, 1984).

This thesis aims to investigate marketing blueprinting and service quality based on an empirical study of a coffee shop, specifically on a specific branch located in Thessaloniki of the famous Greek Coffee Firm “Coffee Island”. The main purpose of this paper is to take a deep look at service quality at Coffee Island, finding out its special aspects and most important, to discover its bottlenecks and throughout a new blueprint will help the branch work more efficient. Nowadays to stand out differently in a particular industry becomes extremely hard, especially in the competitive and homogeneous coffee industry. It is thus suggested better to working on enhancing customers whole experience instead of only working on one aspect - products or services separately. Overall, this thesis is more than a case study, because there’s no other analysis on the specific topic for the company and combined with previous academic researches and theories will be generated, and hopefully with any new practices or suggestions can be used extensional and provide practical marketing implications for the company.
1.1 Purpose of the Study & Research Questions

“Customer satisfaction is at the heart of marketing in all industry” (Parasuraman et al., 1988). “The ability to satisfy customers is vital for a company to success. In the era of service economy how to meet customer’s expectations and to measure customer’s satisfaction turns to be the locus of value creation (Gorst et al., 1998).

Quality service is a key element of a successful business. But many businesses struggle to improve service and retain their customers. A bad experience can drive a customer away for years. But don’t despair. There are several methods to improve quality service at your business, from having clearly defined and measured service goals and motivating your employees, to using customer feedback and updating your service tools to better serve your customers. No matter your approach, improving quality service at your business does not have to be a struggle. (Dimensional Research, 2013)

This study is in a coffee shop environment and one of the most daily experiences anyone is having in Greece. There can be found a number of coffee shops in Greece, with different styles and flavours with a great number of cafes, both local and international, in all major cities in Greece. In recent years, a new coffee chain named Coffee Island has become famous and well known among people. It success contributed from the good service as well as the great quality of coffee that Coffee Island has to offer. In general, the competition of coffee industry in Greece is fierce, and most of the local coffee shops choose to compete with lower price or their core product coffee quality or differentiation. Think differently, would the “service strategy” become a shortcut in the competition? Could the example of Coffee Island’s success give the industry any inspiration? And what are exactly the essential drivers of their success? Is it truly because of its extremely good service?

The main objective of this thesis is to investigate the service offered by Coffee Island and their effects on customer service experience, and how they are influencing customer’s overall satisfaction and purchase intention. Also to investigate for a certain branch coffee shop the weaknesses or bottlenecks occurred on the procedure of the service and how a good blueprint plan can help the business. More specifically, the overall objective will be achieved by addressing the following research questions:
What is the framework of servuction of Coffee Island?

Investigation of customer’s service experience at Coffee Island and the level of the service quality.

How does service quality affect the customers and the local competition?

How a blueprint can help the business?

Are there any fail points or bottlenecks?

Find out the most effective solutions for the problems of the business.
1.2 Methodology

In general, this thesis consists of two main parts: literature review and methodology. This methodological approach follows the guidelines of theory elaboration that include applying and extending existing theory into new settings or contexts (Lee, 1999).

In the first literature review part, an extensive discussion of service quality, servuction framework, were conducted. These are the supportive theories of service quality, giving an overview of service quality’s role, how its influence, and how can service reflect the inner spirit of a company. In the second part of literature review, blueprinting and bottlenecks were discussed how affect the service and how can help the business by finding ways of fixing them. In this respect, the research will primarily highlight literature on service clues, SERVQUAL and BLUEPRINTING while additionally drawing the link to those fundamental consumer response variables that are at the core of this thesis.

The second main part is going to be contacted in two studies. In the first study Key Elements and Physical Evidence will be presented and the new Blueprint draw is going to be constructed. After that we are going to examine if there are any possible fail points or bottlenecks. In the second study solutions are going to presented for the possible fail points and bottlenecks and a quantitative research method with a convenience sample questionnaire to be applied for the empirically test for the measurement of Service Quality. The overall research was generated in the context of the Coffee Shop Coffee Island. The data will be analyzed, using SPSS statistics.

Moreover, the focus of this research will be on one key aspect of service quality, namely the customer service experience provided by Coffee Island. This decision is based on the growing fierce competition and development of the coffee industry especially in the Greek market. Hopefully the findings will provide additional theoretical knowledge to the academic community, by the mean time offer guidelines on how to better manage customer service quality to the service marketers and managers. We would like to see whether this case could give researchers or marketers any inspiration.
Although every effort was taken to design a valid and reliable study, there are nevertheless certain constraints that result in the delimitation of some minor methodological aspects. Since the purpose of this thesis is to give researchers or marketers inspirations of the determines and influence of customers’ experience by researching a particular case Coffee Island, this paper will only investigate one specific coffee shop and might thus inevitably pose some limitations on the study’s external validity which refers to the generalizability of the findings to the customer service quality sector as a whole. Yet this research still has the potential to compare the results with previous studies on the topic of service, customer experience or customer satisfaction. Furthermore, it could also highlight service dimensions in a more specific way that is unique to consumers when evaluating and responding to the service. Lastly, due to the limitation of time and channel to get data, the demographic aspect was not able to investigate and discuss thoroughly. Since this paper mainly focusing on how blueprint can affect service quality, it is acceptable for not relating much demographic information and relative discussions. Nevertheless, the importance and value of social and demographic analysis is undeniable it is worth that researchers investigate further studies.
Chapter 2: Literature Review

In today’s business environment, service quality is considered as the top priority for organizations. It not only provides company the competitive advantage, but it is also a very important factor to sustain growth (Ladhari, 2009). Today consumers expect quality service which creates pressure on businesses to have a better understanding and evaluation of service quality (Wisniewski & Wisniewski, 2005). In the past 30 years there has been considerable interest and debate among academics and professionals in the literature for defining and measuring service quality (Martinez & Martinez, 2010). Researchers, academics and marketers are interested in the area of service quality because it is very important factor related to costs, customer satisfaction (Howat et al. 2008, Chen, 2008) and customer loyalty and retention (Prayag, 2007, Wong & Sohal 2003, Bontis & Booker, 2007, Sureshchandar et al 2002). Different researches show that service quality has an impact on company performance, which attracts new customers (Seth et al. 2005), and help organizations to earn higher profits. There is a clear connection between improving service quality and higher profit (Johnson et al. 2008).

One of the most important issues for achieving higher quality services is the efficiency of the administration to provide them. Besides, the literature has strongly been suggested that one of the main causes of failure of new services is the lack of effective management systems processes (Shostack & Kingman-Brundage, 1980, Kingman & Brundage, 1995). The lack of effective systems, mainly due to intangible nature of services, can lead to failure to implement the procedures of personnel, increased costs or even low quality of service offered (Kingman & Brundage, 1995).

In the last two decades, they have been proposed various new ways of administration service process. Some of these rules are the books, the analysis procedures (Graham, 1995), the blueprinting process and the process of mapping the service (Shapiro, 2002). The most talked-about of these methods is clearly the process of blueprinting. Further discussion about blueprinting will be presented in part two of the literature review.
This chapter begins with an exploration of the concepts related to service quality. According to Parasuraman, Zeithaml & Berry (1998) service quality is the customer’s overall judgment of the excellence of the service or the difference between one’s expectation and the actual service performed. A discussion on the service quality concept and the definition of services and quality is presented. This is followed by a discussion about a specific model used in the case of Coffee Island, the SERVQUAL model. There then follows a discussion about blueprinting and finally a discussion on the importance of blueprinting in aspect of service quality.

2.1 Service Quality

Service quality is a concept that has aroused considerable interest and debate in the research literature because of the difficulties in both defining it and measuring it with no overall consensus emerging on either (Wisniewski, 2001). There are a number of different "definitions" as to what is meant by service quality. One that is commonly used defines service quality as the extent to which a service meets customer’s needs or expectations (Lewis and Mitchell, 1990; Dotchin and Oakland, 1994a; Asubonteng et al., 1996; Wisniewski and Donnelly, 1996). Service quality can thus be defined as the difference between customer expectations of service and perceived service. If expectations are greater than performance, then perceived quality is less than satisfactory and hence customer dissatisfaction occurs (Parasuraman et al., 1985; Lewis and Mitchell, 1990). Always there exists an important question: why should service quality be measured? Measurement allows comparison before and after changes, for the location of quality related problems and for the establishment of clear standards for service delivery. Edvardsen et al. (1994) state that in their experience, the starting point in developing quality in services is analysis and measurement. The SERVQUAL approach, which is studied in this paper, is the most common method for measuring service quality.

Service quality is a critical component of customer perceptions about the service. Customers perceive services in terms of its quality and how satisfied they are overall with their experiences (Zeithaml, 2000). As thus, service quality is defined as
customers’ perception of how well a service meets or exceeds their expectations (Czepiel, 1990). In the retail context, perceptions of service encounters accumulate over time and a customer’s relationship with an organization depends on continuation of exchanges or interactions in present and future (Czepiel, 1990). When customers evaluate retail service, they compare their perceptions of the service they receive based on their expectations. Customers are satisfied when the perceived service meets or exceeds their expectations. They are dissatisfied when they feel the service falls below their expectations (Levy and Weitz, 2005).

To understand service quality, the organization must understand how it is perceived by the consumer and determine in what way service quality is influenced (Gronroos, 2007). Gronroos (1984) defined perceived service quality as a consumption process in which the customer is part of the service process that leads to an outcome or result. The way the customer perceives the service process at the time of the service is more important that the outcome of the service. According to Parasuraman, Zeithaml & Berry (1988) service quality is the customer’s judgment of overall excellence of the service or the difference between customer’s expectation and the actual service performed. The customer’s expectation and perception of the service becomes important when the customer thinks back to see if the perception exceeded the expectations (Siu & Cheung, 2001; Kang & James, 2004).

Service quality is viewed as either a different between the expectations and perception of the service or as an attitude based view. The first view was suggested by Parasuraman, Zeithaml & Berry (1988) who view service quality as a comparison between customer’s expectations and perception of service quality. They developed a model based on the difference between the customer’s expectations and perception of service quality. Cronin & Taylon (1992) argue that service quality should be viewed as the customer’s attitude towards a service. This view supports the measurement of service quality based on the perception (performance only) of service quality.

Rust & Oliver (1994) concur with the idea that perceived service quality is similar in meaning to attitude which includes the overall judgment of a product or service.
2.2 The Nature and Characteristics of Services

According to Gronroos (2000) services are normally intangible in nature and they take place at the time of interaction between the customer and service employees or the service provider, which are provided as solutions to clients problems. Some researches define services as processes that are produced and consumed with the involvement of customers (Edvardsson, 2005). Another thought says that it is an experience that the customer feels about the service in consumption process (Tyagi & Gupta, 2008). The input to service as a transaction includes the customer, systems, interpersonal skills and the work environment, whereas the output of a transaction might be the service to a customer. This makes it hard to measure because it includes the customer’s perception of the service process (Tyagi & Gupta, 2008). Therefore, services are the experiences that the customer receives during the service encounter (buyer – seller interaction) (Hopkins, Hopkins & Hoffman, 2005).

According to Wilson et al. (2008), services are usually discussed in terms of its distinctive characteristics; these can be discussed as below:

- **Intangibility**: Services cannot be seen, touched, smelled or tasted.
- **Inseparability**: Services are generally produced and consumed simultaneously. Usually the provider and consumer are present when the service is being provided, so both are part of the service process. They cannot be separated from service.
- **Heterogeneity**: The quality of services cannot be consistent as they are performed by different employees and at varying time intervals. It is difficult to reproduce services to the same standards, as can be done with products, because they are produced by people.
- **Perishability**: Service cannot be stored like products, at the same time; services cannot be returned or resold.
2.3 Service Quality Models

As service industry has contributed significantly to global economy in the past few decades, service quality also draws attention of many practitioners and researchers. There was various service quality models proposed and applied in different contexts.

SERVQUAL

In 1980s, in the attempt to define service quality and develop a model of service quality, Parasuraman et al. conducted an exploratory investigation. The results showed that regardless of the type of service, consumers used basically the similar criteria in evaluating service quality (Parasuraman et al., 1985). They labeled those 10 criteria “service quality determinants”. Since then, service quality was defined through 10 dimensions: access, communication, competence, courtesy, credibility, reliability, responsiveness, security tangibles and understanding / knowing the customer. Later, they were simplified into five dimensions including tangibles, reliability, responsiveness, assurance and empathy. This model indicates that consumer perceptions of quality are influenced by five gaps occurring in the internal process of service delivery. The basic premise is that service quality can be defined by the difference between expected service and perceived service (Parasuraman et al., 1985). Although SERVQUAL has been used in the study of different types of service industries, there are certain limitations and criticisms. Some of the widespread concerns are the 5 dimension configuration of the scale, the appropriateness of operationalizing service quality as the expectations – performances gap score, and the scale’s applicability to a retail setting (Bakakus and Boller, 1992; Finn and Lamb, 1991; Reeves and Bednar 1994).

Measuring the quality of a service can be a very difficult exercise. Unlike product where there are specific specifications such as length, depth, width, weight, and colour etc, a service can have numerous intangible or qualitative specifications. In addition there is expectation of the customer with regards the service, which can vary considerably based on a range of factors such as prior experience, personal needs and what other people may have told them.
Clearly, from a best value perspective the measurement of service quality in the service sector should take into account customer expectations of service as well as perceptions of service. However, as Robinson (1999) concludes: "It is apparent that there is little consensus of opinion and much disagreement about how to measure service quality". One service quality measurement model that has been extensively applied is the Servqual model developed by Parasuraman et al. (1985, 1986, 1988, 1991, 1993, 1994; Zeithaml et al. 1990). Servqual as the most often used approach for measuring service quality has been to compare customer’s expectations before a service encounter and their perceptions of the actual service delivered (Gronroos, 1982; Lewis and Booms, 1983; Parasuraman et al, 1985). The Servqual instrument has been the predominant method used to measure consumer’s perceptions of service quality. It has five generic dimensions or factors and is stated as follows (van Iwaarden et al. 2003):

1. **Tangibles.** Physical facilities, equipment and appearance of personnel.
2. **Reliability.** Ability to perform the promised service dependably and accurately.
3. **Responsiveness.** Willingness to help customers and provide prompt service.
4. **Assurance** (including competence, courtesy, credibility and security). Knowledge and courtesy of employees and their ability to inspire trust and confidence.
5. **Empathy** (including access, communication, understanding the customer). Caring and individualized attention.

### 2.3 Procedures of Services

The importance of the service sector is emphasized in the new economy, which switched from a material to immaterial one, known as “the service economy”. Services dominate most developed economies given that significantly more than half of these countries gross domestic product in the service sector, and projected economic and job growth through the 21st century and it is expected to be dominated by services. There are an increasing number of businesses that, driven by economic opportunities and innovative ideas, shifting from selling products to providing services (Pilat, 2000). Product and service are closely linked: actually, in many cases service is the result of the use the physical product. Services are often accompanied
by physical objects which are only dedicated to the given service and cannot be sold independently. However, contracting service brings additional benefits in comparison with the purchase of a pure product, both for the providers and for the consumers, namely:

- Increasing the profitability of existing offerings,
- Attracting new customers,
- Enhancing the loyalty of the existing customers,
- Opening markets of opportunity

Service design and development issues are increasingly being recognized as important to managers. Many service providers are however hindered by the fact that their present corporate structures and processes are not designed to enable services to be efficiently developed and launched on the market. Weaknesses frequently lie in the fact that there is no official standardized process for assessing the need for a new service, designing a relevant solution, evaluating it and improving it according to the consumer’s feedback. Difficulties are frequently encountered because the new services offered by firms that are not clearly defined; there are no unequivocal descriptions of the service contents, the relevant processes and the necessary resources (Edvardsson, 2000).

### 2.4 New Service Development

The topic of new service development has long been largely neglected, not just in practice but also in academic research. New service development is the rationale development of new service products to the supplier or to customers (Johne, 1998). In general, service companies do not have formal processes for the development of services as do manufacturing companies for their product design activities.

Edvardsson stated that the following three parts have to be considered in service design:

- **The service concept:** includes the offers made to customers and the needs that are fulfilled by the services
- **The service system:** includes resources and infrastructure enabling delivery of the service
The service process: involves activities undertaken to realise and deliver the service they have and suggested that the process should involve integrated teams encompassing several areas of skills and expertise. The process starts with a service-idea-generation phase, in which ideas are formulated and evaluated. Before going on to service design, there is a need to evaluate the ideas to be in accordance with the strategy and culture. The last stage includes implementing the service into the service system through, for example, internal and external marketing and training processes. According to Edvardsson, understanding customer needs is vital. Having a service strategy and culture in line with the customer’s values and perceptions is important for founding the realization of the service.

Then, services are very often defined in terms of poorly articulated oral and written abstractions. Marketers are not always very good at creating advertising programs rather than actually creating and managing services. A system that documents the structure of the service maps all processes into an objective and explicit manner and captures the entire essential functions, is required. That is why the service blueprinting method has been introduced (Shostack, 1987).

2.5 Blueprinting

Some tools are available for mapping out the service process, such as service blueprinting or service mapping. Blueprinting is a method invented by Shostack and developed further by Kingman-Brundage to visualize expected and/or actual service processes (Kingman-Brundage, 1995).

Service Blueprint is defined as “a picture or map that accurately portrays the service system so that the different people involved in its development can understand and deal with it objectively regardless of their roles or their individual point of view”. It depicts the process of service delivery, roles of customers, roles of service employees, and visible components of service. Service Blueprint answers these questions: Who does What, To Whom, How often, under what conditions (Nabil, 2005).
Components of Service Blueprint

There are five components of a typical service Blueprint:

- Customer Actions,
- Onstage/Visible Contact Employee Actions,
- Backstage/Invisible Contact Employee Actions,
- Support Processes and
- Physical Evidence

“Customer actions” include all of the steps that customers take as part of the service delivery process. Customer actions are represented chronologically across the top of the blueprint. What makes blueprinting different from other flowcharting approaches is that the actions of the customer are central to the creation of the blueprint and as such they are typically laid out first so that all other activities can be seen as supporting the value proposition offered to or co-created with the customer.

The second critical component is the “onstage/visible contact employee actions” separated from the customer by the line of interaction. Those actions of frontline contact employees that occur as part of a face-to-face encounter are depicted as onstage contact employee actions. Every time the line of interaction is crossed via a link from the customer to a contact employee (or company self-service technology, etc) a moment of truth has occurred.

The next important component of the blueprint is the “backstage/invisible contact employee actions” separated from the onstage actions by the very important line of visibility. Everything that appears above the line of visibility is seen by the customer, while everything below it is invisible. Below the line of visibility, all of the other contact employee actions are described, both those that involve non-visible interaction with customers (e.g., telephone calls) as well as any other activities that contact employees do so as to prepare to serve customers or that are part of their role responsibilities.

The fourth significant component of the blueprint is “support processes” separated from contact employees by the internal line of interaction. These are all of the activities conducted by individuals and units within the company who are not contact employees but that need to happen in order for the service to be delivered. Vertical
lines from the support area connecting with other areas of the blueprint show the inter-functional connections and support that are necessary to delivering the service to the final customer.

Last but not least, for each customer action, and every moment of truth, the “physical evidence” that customers come in contact with is described at the very top of the blueprint. These are all the tangibles that customers are exposed to that can influence their quality perceptions (Bitner et al., 2007).

Blueprint is a two-dimensional picture of service process. The horizontal axis represents the chronology of actions conducted by the customer and provider of the service. The vertical axis distinguishes between different areas of action separated by different lines. In reference to the application of blueprinting in different purposes in the latest years, three stages of development separated by lines can be identified as follows:

- **Line of interaction:** separates the customer’s actions area from the supplier’s action area. Above this line, we find activities, choices, needs and interactions performed by customers.

- **Line of visibility:** distinguish between actions visible and invisible for customers. Above this line one can find the “On-stage” contact and employees’ actions (Front Office).

- **Line of internal interaction:** distinguishes between front office and back office activities. Above this line one can find the “Backstage” contact and employees’ actions.

- **Support processes:** processes necessary for delivering the service and carried out beneath the line of internal interaction.
The traditional Blueprint of the third stage was revised by certain authors. They said that it is not homogeneously structured and have proposed two additional action areas separated by horizontal lines (Kingman-Brundage, 1996; Zeithaml, 2000).

- The line of implementation: separates management zone (planning, managing and controlling) and support zone (support activities).

- The line of order penetration: beneath the line of internal interaction, separates consumer-induced from customer-independent activities.

The integration of two additional lines is the result of the lack of differentiation between customer-induced and customer-independent activities in the traditional blueprint. The revised blueprint shows activities concerning the production structure of service operations and refers rather to the value chain of services than to the structure of service process.

Service Blueprint simplifies service complexities by displaying the operation of existing system. When the current operation is explicit, managers can make rational choices about how they will operate in the future. Blueprints can assist business unit managers in the decision making activities associated with strategy setting, allocation of resources, integration of service functions and evaluation of performance overall. It is also useful for marketing and communication people as a guide to the key service components contributing to consumer’s satisfaction and for human resource managers in the preparation of job descriptions.
Some important points when constructing a blueprint schedule

It is very crucial when designing a service blueprint to have it both from the side of customers and employees. If this does not exist the management fails to understand the consumer’s perceptions of what they expect. At the same time from the employees point of view is also important because it identifies the parts of the system which cannot be seen by the customers.

**One sided blueprint:** based only on managements perceptions of how the sequence of events should occur.

Both employees and customers are following scripts.

**The script Theory:** indicates that the customers have specific purchasing scripts in their minds that lead them to specific behavior when they come in contact with the service encounter. The people who are dealing with this believe that action sequences or scripts as they called, guide the customers to interpret the information given, the development of expectations and finally the depiction of appropriate behavior routines.

Also service employees possess scripts that guide their behavior as they come in contact with the customers.

We have two types of scripts:

1. **Convergent scripts:** employee and customer scripts that are not collide and improve the satisfaction of the customers and the quality of service between customer and service operations.
2. **Divergent scripts:** employee and customer’s scripts collide and indicate areas where customer’s expectations are not fulfilled and the evaluation of the service quality is lower.

Taking into account both consumers and employees scripts it is a very useful tool in order to analyze the service encounter.
**Scripts provide the fundamental for:**

1. Scheduling service encounter
2. Setting goals and objectives
3. Developing behaviors that will enhance the opportunity for a successful exchange.
4. Evaluate the effectiveness of the current service delivery system.

**A two-sided blueprint is preferred because:** It takes into consideration both the employees and customers perceptions of how the sequence of the events should be conducted. With this procedure both employees and customers are able to mention possible service activities that pose positive or negative reaction through the service encounter. After that the script norms are formulated.

**Script norms:** Grouping together events that are being mentioned both by customers and employees and after that setting them how they should be occurred.

The understanding of the script norms is very useful for the person who is going to design the blueprint process because it gives him/her the opportunity to compare the frequency of events that are mentioned from both the employees and the customers.

By this way possible gaps can be identified which exist between customers; and employees perceptions.

The second step of blueprinting is to examine steps in the process at which the system can fail. Those failpoints can be reduced in number by analyze them and consulting the employees on how they can avoid them.

The third and final part is to specify the timeframe of service execution. This relates to the cost component and the time required in order for the service to be completed.

When the execution times are set, the manager is able to analyze how profitable the system can be by specifying the costs of inputs in order for the system to operate. The final blueprint allows the planer to estimate of how profitable the system can be and also the effects on profitability if a component of the system will change.
Also the blueprinting method is used for a new product development. When the final blueprint is finished, then many suggestions can be made in order to develop new products.

**New product development** in a service firm can be introduced threw divergence and complexity.

**Complexity**: an indicator of the number and intricacy of the steps and sequences that define the process.

**Divergence**: an indicator of how freedom the employees have when they provide the service.

### 2.5.1 Organizational Culture Relationships and Blueprinting Method

According to the existing literature, culture is defined as a unique combination of common claims, values and norms that shape the socialization, symbols, language, history and common practices of a group of people. Key elements of culture and the way in which they are attached, can be observed in one company. In this case we refer to the corporate or organizational culture of the company (Trice & Beyer, 1992, Ashkanasy & Jackson, 2001).

**Types of organizational culture**

Through decades of empirical research, scholars have established abundant links between organizational culture and organizational performance. While previously businesses were either unaware of culture’s importance or believed it is too difficult to manage, today they recognize that it can be used for competitive advantage. By leveraging their culture of innovation toward product as well as internal processes, they have been able to survive — despite incredible competition — as well as venture into new and profitable markets. But in order to use culture strategically, a company first needs to understand its culture (Tharp, 2015).
Collaborate (Clan) Culture: An open and friendly place to work where people share a lot of themselves. It is like an extended family. Leaders are considered to be mentors or even parental figures. Group loyalty and sense of tradition are strong. There is an emphasis on the long-term benefits of human resources development and great importance is given to group cohesion. There is a strong concern for people. The organization places a premium on teamwork, participation, and references.

Create (Adhocracy) Culture: A dynamic, entrepreneurial, and creative place to work. Innovation and risk-taking are embraced by employees and leaders. A commitment to experimentation and thinking differently are what unify the organization. They strive to be on the leading edge. The long-term emphasis is on growth and acquiring new resources. Success means gaining unique and new products or services. Being an industry leader is important. Individual initiative and freedom are encouraged.

Control (Hierarchy) Culture: A highly structured and formal place to work. Rules and procedures govern behaviour. Leaders strive to be good coordinators and organizers who are efficiency-minded. Maintaining a smooth-running organization is most critical. Formal policies are what hold the group together. Stability, performance, and efficient operations are the long-term goals. Success means dependable delivery, smooth scheduling, and low cost. Management wants security and predictability.

Compete (Market) Culture: A results-driven organization focused on job completion. People are competitive and goal-oriented. Leaders are demanding, hard-driving, and productive. The emphasis on winning unifies the organization. Reputation and success are common concerns. Long-term focus is on competitive action and achievement of measurable goals and targets. Success means market share and penetration. Competitive pricing and market leadership are important (Fekete, 2001).

The main question at this point is how the organizational culture in a company affects the service processes. The answer to this question is given by the understanding of the concept of culture. According to Hellriegel, Jackson, and Slocum (2005), there is strong organizational culture when the company is solid. Also, as stated clearly in the existing literature, the organizational culture of a company is reflected in the degree of all procedures within (Morand, 1995, Hooijberg and Petrock, 1993). Therefore, in an organization that is working properly, the procedures followed by everyone during the
provision of a service should be consistent with the corporate culture.

The process of blueprinting is a visualization tool to the way in which employees should work through the mechanism of provision of services. The construction of a blueprint should be consistent with the kind of culture that exists in the company. With this argument, agree the results of relevant research proving that organizational culture has a strong influence on programming activities within the company (McDonald, 1982, Jessup and Kukalis, 1990). Indeed, the corporate culture and unity seems to be very important factors for success in any attempt to formalize a programming process (Chae and Hill, 1997).

According to Stephen H. Baum (1990), it makes no sense for someone to portray a service through a blueprint, if the other items relating to the procedures for the service don’t agree with it. In essence, a blueprint of a service is nothing more than a graphic representation of the company's policies on procedures for rendering the services.

2.6 Servuction Model

The servuction model, developed by Eiglier and Langeard (1987), emphasizes experiential aspects of service consumption and is based on the idea of organizations providing consumers with complex bundles of benefits. The service features provided by an organization providing the service are divided into two parts – visible and invisible. The visible part consists of the physical environment within which the service experience occurs, and the service providers or contact personnel who interact with the consumer during the service experience. The visible part of the organization is supported by the invisible part, comprising the support infrastructure which enables the visible part of the organization to function. The model is completed by the introduction of other consumers, with whom the original consumer may interact within the system. This is important, because in many service encounters, such as tourism and shopping, the actions of fellow consumers can contribute greatly to the overall encounter. Everyone and everything that comes into contact with the consumer is effectively delivering the service. Bateson has noted that identifying the Servuction system can be difficult because of the often large number of contacts between the service provider and the customers, which may be significantly underestimated (Bateson, 1989).
**Servicescape:** It refers to the use of physical evidence to design service environments. It consists of ambient conditions such as music, inanimate objects that help the firm in completing its tasks, such as furnishing and business equipment. All non-living features present during service encounter.

**Contact Personnel:** Employees other than primary providers that interact with consumer.

**Service Provider:** Primary provider of core service.

**Other Customers:** Recipient of bundle of benefits created through service experience and other customers who are part of previous customers’ experience.

Servuction Model has the following characteristics:
- A model to illustrate the factors influencing the service experience.
- Includes those factors that are visible to the customer and those that are not.
- Visible component is of three parts: inanimate environment, contact personnel/service providers and other customers.
- Invisible component consists of the invisible organizations and the systems.
- Demonstrates that consumers are an integral part of the service process, through either active or passive participation.

**The Inanimate Environment-Servicescape:**
- All non-living features present in the service encounter.
- Create tangibility in intangible service parameters
- Furniture, flooring, lightning, music, carpets, stationery, clothes worn by service providers.
- Consumers look for tangible clues surrounding the service on which to base their service performance evaluation.

**Contact Personnel / Service Providers:**
- Contact Personnel: employees other than the service provider briefly interacting with the customer
- Service providers: primary service providers
- Could be at services provider's location or at consumer's location. Whether the service is provided at the provider's location or the customer's location, the impact of the service is huge.
Other Customers:

- Consumption of services is called as "Shared Experiences" since they often occur in the presence of other customers.
- Other customer experiences can impact the service experience of the first customer.

Invisible Organizations and Systems:

- Visible components of service firms have to be complemented with invisible components.
- The invisible components reflect the rules, regulations and processes of the organization.
- Though invisible, they have a great impact on the customer's experience (Hoffman & Bateson 2010).

Physical Evidence

Physical Evidence is the final element of the three additions to the basic marketing mix as proposed by Booms and Bitner (1981). Physical evidence is "The environment in which the service is delivered and where the firm and customer interact, and any tangible components that facilitate performance or communication of the service" (Zeitham et al. 2008).

Because services are intangible and usually cannot be tried prior to purchase, customers look for tangible evidence of what they are about to experience in a given service encounter (Langeard et al. 1981; Shostack 1977). Physical evidence such as environmental design, decor, signage and business cards / stationery sends messages that help to establish the firm's image and influence the customer's expectations (Baker 1987; Booms and Bitner 1982; Shostack 1977).

Due to the intangibility of services, service quality is often difficult for consumers to evaluate objectively. As a result, consumers often rely on the tangible evidence that surrounds the service to help them from their evaluations. The role of physical evidence in the marketing of intangibles is multifaceted. When developing Servicescape, physical evidence is comprised of three broad categories:
- Facility exterior includes the exterior design, signage, parking, landscaping, and the surrounding environment.

- The facility interior includes elements such as the interior design, equipment used to serve the customer directly or to run the business, signage, layout, air quality, and temperature.

- Other tangibles that are part of the firm’s physical evidence include such items as business cards, stationery, billing statements, reports, employee appearance, uniforms, and brochures.

The extensive use of physical evidence varies by the type of service firm. Regardless of the variation in usage, all service firms need to recognize the importance of managing their physical evidence in its multi-faceted role of:

- Packaging the service.
- Facilitating the flow of the service delivery process.
- Socializing customers and employees alike in terms of their respective roles, behaviours and relationships.
- Differentiating the firm from its competitors.

### 2.7 Blueprinting and its effect on service quality

Delivering excellent service is a winning strategy. Quality service sustains customer’s confidence and is essential for a competitive advantage. Yet many companies are struggling to improve services, wasting money on ill-conceived service programs and undermining credibility with management rhetoric not backed up with action. Are there guidelines to help managers chart a service-improvement strategy for their organizations? Of course there are. With a blueprint you understand the totality of a service as a process. It provides a graphical depiction of the services. The service system blueprint simplifies service complexities by displaying the operation of an existing system. The benefits of service blueprinting will be explained in the next paragraphs.

In blueprint, key action areas are separated by horizontal lines — the line of interaction represents the direct interaction between the customer and the organization. It illuminates the customer’s role and demonstrates where the customer
experiences quality. The line of visibility separates activities of the front office where customers obtain tangible evidence of the service from the back office processing (Stephen H. Baum, 1990). Thus, line of visibility determines what customers should see and which employee will be in contact with customers. The service blueprint through line of internal interaction clarifies interfaces across departmental lines thereby strengthening continuous quality improvement.

A blueprint is useful in several ways in managing a service. A blueprint can be used to improve the design for an existing service or to design a new service. When the current operation is explicit, managers know how they will operate in the future. The service system blueprint is task oriented. It describes about the object of the organization and enables the company to face its competition. It performs the task in such a way that the customers are attracted towards the organization (Stephen H. Baum, 1990). It serves as a guide for implementing the service plan by showing the sequence of steps needed to deliver a service. It coordinates the work done by the service personnel in the organization by pointing out their role in the overall system.

Service unit managers employ blueprints in their decision-making activities. Decisions on setting the right strategy, resources allocation, integration of service functions, and performance evaluation, are taken with the help of service blueprints. Detailed service blueprints help marketing and communication people. Marketing managers employ blueprint in consumer research in order to identify the key elements contributing to consumer satisfaction. They also use them for the development of consumer materials for conveying the invisible actions (Mark T Spence, Sudhir H Kale. 2008).

Human resource managers use service blueprints in the preparation of job description, job specification, job evaluation, performance standards, training and appraisal schemes and compensation schemes.

Blueprinting reinforces a customer-oriented focus among employees. It helps in identifying weak links in the chain of service activities and facilitates continuous quality improvement. Also illuminates the elements and connections that constitute the service leading to effective strategic discussions between the service personnel and customers and provides a concrete basis for identifying and assessing cost,
revenue and capital invested in each element of the service (James A. Verbrugge, David A. Whidbee, Roberto Friedmann. 1995).

Blueprint supports both external and internal marketing. The advertising agency can select essential message for communication through an overview of a service. It provides an overview so employees can relate “what I do” to the service viewed as an integrated whole, thus reinforcing a customer-oriented focus among employees.

Identifies fail points, that is, weak links of the chain of service activities, which points can be the target of continuous quality improvement.

Stimulates strategic discussions by illuminating the elements and connections that constitute the service. Those who participate in strategic sessions tend to exaggerate the significance of their own special function and perspective unless a common ground for an integrated view of the service is provided.

Finally a services blueprinting provides a basis for identifying and assessing cost, revenue, and capital invested in each element of the service. Constitutes a rational basis for both external and internal marketing. For example, the service map makes it easier for an advertising agency or an in house promotion team to overview a service and select essential messages for communication. Facilitates top-down and bottom-up approach to quality improvement. It enables mangers to identify, channel, and support quality improvement efforts of grass roots employees working on both frontline and support teams. Employee work teams can create service maps and thus more clearly apply and communicate their experience and suggestions for improvements (Polina Baranova, Sue Morrison, Jean Mutton. 2011).

Blueprinting is not just something for service-oriented businesses. Any company can use it because every company tends to be a service business when you really think about what they do. A company might not be focused on providing services for external customers, but every company provides internal services. Developing a comprehensive service blueprint requires collaboration across an entire organization, with input from front-line employees, middle management and senior management. This process of bringing people together within the organization that don’t tend to talk to one another normally gives them a picture of what the customer experience are that
are different than they get through other techniques. Service blueprinting is also flexible and can be modified to address a company’s unique situation. Examples include a business that interfaces exclusively with customers online or one that has to target the needs of different types of customers (Mark Spence, Sudhir H Kale. 2008).

The use of service blueprints can really improve the quality of the services that a company provides to its customers. However, the outcome of a service blueprinting process can be positive, only if the responsible managerial team does not neglect the technique's strategic aspects.

To that end, growing and established businesses and looking to achieve consistency and reliability across their service offerings should invest in enabling the aforementioned strategic drivers. These strategies will ensure the success of the business service blueprint and will make the continuous monitoring and refinement of the blueprint much easier, leading to improved service procedures that totally satisfy customer’s needs.
Chapter 3: Context of Study

Coffee Island Business Background

3.1 The Beginning

In 1999 in the center of Patra a different coffee shop with a modern perspective has opened. It was the idea of a group of people who wanted to take the idea of coffee in a different dimension. It was an alternative suggestion which was highly accepted from those who think that coffee is an integral part of their everyday life. The first coffee store was only the beginning.

Till today Coffee Island gives the opportunity to its customers to taste a wide range of coffee flavors and also the chance to buy various useful items in order to prepare a tasteful coffee. Today’s success is translated into numbers with almost 287 Coffee Island stores in Greece and not only.

Responding to their clients and partners they have adopted a new visual identity (logo redesign and packaging), a modern communicative profile and of course a different architectural style in their stores. With the cooperation of the architectural office KOURKOULA-KOKKINOU have managed to transform the Coffee Island stores into friendly places where people will be able to enjoy their coffee drink.

3.2 Critical points in their way to success

2006: Establish their own production unit for the production of the coffee, basically investing in equipment and human knowledge especially from Italy.

2009: First store in Nicosia and within 3 years they manage to create a strong network with 27 stores in Cyprus.

2010: Renovation of the stores and incorporation of coffee on the go services adopting the today concept, which combines the traditional coffee shop with the style of a modern espresso bar. They were able to satisfy their customers’ needs and that was the reason why they have their preference.
2013: Creation of 2 modern units of processing and packaging in the area of Patras, expansion of their warehouse facilities, investing in new technology gave the opportunity to ensure high quality in the increased production, resulting from the fast expansion of the network of their stores.

2013-2014: Their success increases due to the fact of their growing network

Awards

2013, 2014 and in the year of 2015 the award of the EUROPEAN BUSINESS AWARD- NATIONAL CHAMPION

3.3 Philosophy

“We believe and invest in coffee as science”

Supplying green beans from the best farms in the world, creation of blends, finding the ideal roasting curve, the ritual preparation of beverages, constant checking, measurements, design and set-up of a store, training staff of new and old stores and their continuous support all are dealt with a scientific way and attention to detail.

They constantly strive to enrich our knowledge in line with the internationally recognized certification standards. Therefore, we have managed to become members of the Coffee Association of Europe and the Coffee Association of America and hold ISO 22000:2005. In addition, three members of our company hold the SCAE Coffee Diploma Award. All the above activities aim to maintain and develop our network in a steady and sustainable way, based on three pillars that constitute our basic principles:

1. Ordering the coffee in its raw form from the best farms in the world.
2. Creation of new blends
3. The write temperature that the coffee should be roasted.
4. The way that coffee beverages are prepared.
5. Constant checking.
6. Design and set up of a store
7. Training of the people who already work and those who are new employees.
8. Constant support
9. Efforts to expand their knowledge according in line with internationally recognized certification standards.
10. ISO22000:2015

All those above have the main purpose the retain and the stable expand of the network by taking into account their three basic rules:

1. Respect to the customer, offer high quality products and services.
2. Respect to the entrepreneur, who trusts our network to expand his/her plants.
3. Combination of the traditional coffee shop which was always an integral part of the Greek neighborhood with the modern espresso bar.

3.4 Facilities

The training center

As the need for the collaborators and the new stores to be well prepared is increasing it was of high importance a new place to be found in order to fulfill the needs of the training. The old training center which was placed in the premises of COFFEE ISLAND in Patra was relocated in an independent place where at the same time more people would be able to be well trained.

The training center includes: Seminar room, barista lab with professional espresso machines and brewing bar, coffee shop lab with storage cafe silos and brinders for all types of coffee and a special place where useful objects for the preparation of a tasteful coffee and tea are exposed.

The main purpose of this procedure is the write preparation of the trainees when they would be exposed in reality (little secrets when they work in a coffee island store, preparation of the drinks, operation of the machines, etc).

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3.5 The Laboratory

Their laboratory is placed in the central premises in Patra. The laboratory is divided into the following rooms:

1. A room where the samples of coffee are being evaluated before they are transferred into the production unit or to the sample roaster for the burning process.

2. Sample roaster: All the types of the raw coffee seeds are passing through a procedure in order for the experts to discover their real scent. The use a trusty neotec chromatographer in order to identify the roasting degree of each type of the raw coffee seeds.

3. Espresso and brew Bar (preparation of espresso and extraction methods): Two espresso machines are always ready to turn the coffee with the help of filtered water into the common known espresso coffee. At the same time for each extracting method of filter coffee the use the write machines. All the beverages are passing through a brew chart with the write equipment (refract meter) and the results are counted with the taste procedure which is the following stage. Of course they examine the impact of the water to the taste of the coffee.

4. Cupping Room: A place where according to the SCAA (SPECIALITY COFFEE ASSOSIATION AMERICA) the tests that have to do with the taste of the coffee through different ways of preparation (espresso, brewed, Brazilian), as well as for the different types of tea beverages. The intensity of the light, the humidity, the temperature and the scents inside are under control in order to prevent any mistake in the taste examination.

3.5 Processing Coffee

The revelation of the coffee’s secret is not so easy. It needs a lot of effort, willing, persistence and investment in people and equipment, dreaming and passion for the coffee products. The COFFEE ISLAND company is trying to differ itself from the competitors in its coffee-on-the-go stores with her own production units. By this way it has the total control of the coffee products that are being produced. These premises are located in the centre of Patra and with the continuous investment in equipment give the opportunity to the company to establish the quality in its products in terms of
increasing her production. The two units possess two machines for the roasting of the coffee, coffee storage silos and packaging machines. The units are certified from the ISO22000 standard for the food safety management.

3.6 Franchising

Despite the fact that the today’s market economical conditions are not so prosperous and such a movement involves a great amount of danger, the expansion of their network the last 3 years which was awarded in 2012 and 2013 is a strong proof for any who want to invest. High quality products, competitive prices, the philosophy in their coffee stores and the continuous investment in the coffee knowledge, COFFEE ISLAND is expanding its network very carefully depending on it’s strategically plan.

COFFEE ISLAND offers opportunities to its collaborators because it is a safe investment with a small beginning capital and also quick amortization.

Mr. Alexandros Kleidaras took the opportunity and stared a franchise coffee shop in Aggelaki Street in Thessaloniki. By his permission we are going to make a blueprint design of his business describing the whole procedure from the customer order, to the making and delivery or the order. We will try to find at least 3 mistakes or bottlenecks and we will suggest a new service for the business.

3.7 Strategy Plan

Mission

Coffee Island’s mission is to provide a neighborhood coffee shop where people can have coffee to go or enjoy at specified and standardized coffee shops. They exist to attract and maintain customers. When they adhere to this maxim, everything else will fall into place. Their services will exceed the expectations of their customers.
**Marketing Objectives**

Develop brand awareness through a steady, mouth to mouth increase of new customers.

Develop an increase in sales while achieving a status quo state or decrease in marketing expenses.

**Financial Objectives**

A double digit growth rate for each future year.

Reduce the variable costs through efficiency gains.

Reach profitability within the first year.

**Marketing Mix**

Coffee Island’s marketing mix is comprised of these following approaches to pricing, distribution, advertising and promotion and customer service.

**Pricing:** the pricing scheme is based on standard industry practices.

**Distribution:** All services and products will be distributed from coffee island retail space.

**Advertising and Promotion:** the most successful advertising will be the word of mouth. Additionally, strategic relationships will be developed with companies relevant to coffee.

**Customer service:** Obsessive customer attention is the most important. The Coffee Island’s philosophy is to do whatever needs to be done to impress the customers. While this could reduce short term profits, it will strengthen long-term profitability.

[www.coffeeisland.com](http://www.coffeeisland.com)
Chapter 4: Methodology

Having established the theoretical background in the previous chapter, the literature review has concluded with the presentation and discussion of Coffee Island on how blueprinting can affect service quality. In this respect, the methodology chapter will now outline and defend the research that have been adopted in order to answer the research question of this thesis by investigating the customers satisfaction of the branch and how they react to the changes after blueprinting procedure. As such, this chapter will have 2 studies. Study 1 will be identifying key and physical elements of the coffee shop, leading to blueprinting draw and identifying possible fail points and bottlenecks. In study 2 will be presented possible solutions and a questionnaire, taking sample of Coffee Island’s customers measuring their satisfaction on service quality on the possible changes.
4.1 Study 1

Key-Elements and Physical Evidence

**PhysicaL Elements:** What someone sees when enters the Coffee Island place, the tangible aspects, the environment and the Servicescape.

**Environment:** What someone sees or observes when is inside the Coffee Island place.

The preparation of the coffee is being made in front of the customer. The customer enters the Coffee Island shop, makes his/her order, personnel prepare the coffee, they handle it to the customer after that he/she pays the bill and finally there is a choice to leave or stay at the shop to enjoy the drink. In addition a customer has the choice to buy the type of the coffee or the tea he/she prefers and also other tangible products like:
a. Food: cookies, candies, sandwiches etc.
b. A wide variety of tools that a person can use in order to prepare a tasteful drink. Not forget to mention the beautiful coffee cups and tea cups.

**Tangible aspects:** Elements that have a material substance like:

a. Elevated tables and chairs inside the Coffee Island.

b. A large espresso machine

c. Impressive paper cups for coffee and tea.
d. A counter where the coffee or the tea are being prepared and packaged in order to handle them to the customer.

e. A counter where the coffee drink or the tea is being served to the final customer. Also at that point the customer pays the final bill.

f. Shelves where the products are being placed and from there customers can make a choice to buy what they want apart from the coffee and tea.

g. A counter where the coffee is being grinded with the right machine and from that point the customer can buy the preferred quantity of coffee or tea in a retail price.

h. A refrigerator with cold drinks.

**Servicescape:** It is a place of approximately 30 sq meters with extra space of 20 sq meters for the inventory. The walls of Coffee Island are being painted with bright yellow color which may symbolize the joy, the happiness and the hope. That makes the customers feel comfortable when they enter the Coffee Island store. Apart from the walls, the customers can also observe the drawings on the walls which depict brown coffee seeds and also the mottos of the company. The most important thing at this part is the history which lies beyond the preparation of the coffee and it is explained on the walls with large impressive letters. Inside the store someone can see the company’s advertising posters and also the prices of the products that are offered.

**Smells:** The coffee seeds, which are going to be sold to the customers, leave inside the place a special and intriguing smell when they are being grinded. That creates a pleasant atmosphere and provokes the people to think that the idea of having such a special product in their everyday life is important.

**The lightening:** When the customer enters the store is able to see the embedded large round lights in the walls, which enlighten the whole place and create a pleasant atmosphere. It is also remarkable to mention that from the ceiling are hanging several bulbs covered with fuzee lampshades. It’s a different way to attract the people.

**Music:** Inside the Coffee Island store there is no music although it would be nice for the customers to have a music background while enjoying their coffee or waiting for the preparation of their drink. That might be an important fail-point for the shop.
4.1.1 INVENTORY

They use FIFO system for their inventory control which means first in first out. This means that the goods which are first purchased, in this case the coffee and the tea are those which leave first. They have few products in the inventory and each Thursday they are ordering what they need depending on the store needs. The storage of the products is easy, because of the lack of big amount of products. In addition there is an extra space for the cleaning products they use. They also order in large quantities the cups they use in order to serve the coffee and the tea to their customers. The quantity of coffee they order each week is approximately 50 kilograms.
4.1.2 ACCESS

**Network:** The specific Coffee Island store covers a large territory because of its location. It is placed near the Aristotle University and University of Macedonia so lots of people and especially students go there to enjoy a drink. Also there is a wide range of addresses close to the store that they deliver coffee such as Aggelaki Street, Sbolou Street and Egnatia Avenue where a lot of businesses and shops order coffee from Aggelaki Coffee Island store.

**Hardware:** In order to advertise the store they use many types of methods like posters, leaflets, delivery menus and also advertisements on the buses, which are considered as a clever way to attract many customers at once.

**Software:** The Company uses the internet for advertising. When people search through the internet for the company they can enter the official website and discover everything they need to know. Also the company has its own page in facebook. Many people have facebook accounts and especially the younger ones who are interested in everything new that has to do with new products.

4.1.3 Constructing a blueprint (flowchart)

1. Decide the service that is going to be blueprinted.
2. Decide who is going to be involved in the blueprint process.
3. Depict the service from the customers’ point of view so as to have a clear view of their way of thinking.
4. Depict the actions of the contact employees both onstage and backstage for a clearer view of the process in case a change is needed to be done.
5. Identification of the support function that is needed.
6. Construct the blueprint according to the type of service.
7. Customers are the most crucial part when designing a service blueprint, so they should have evidence in order to evaluate the offered service.

**Generally the blueprint method is used in order to depict everything that has to do with customer’s actions and support processes.**
4.1.4 Coffee Island’s Blueprint

Figure 2 - Coffee Island’s Blueprint
4.1.5 POSSIBLE FAIL-POINTS AND BOTTLENECKS

No music inside the Coffee Island store:

Nobody wonders why cafeterias play the music they play. There are certain things to be considered when deciding on what their customers listen to. Just as when deciding what colours to paint the area, or how to design the menu. The first rule is that the music chosen for the establishment, must project the kind of image that business would like to project in order to maintain a consistent brand image and consistent experience for the customer. The possible fail point of not having any music background, might affect the overall experience for the customer even if this element is intangible.

As the guardian points out, “sound is the final frontier in presentation. Cafeterias agonise over menus, furniture and lighting, yet often any old CD will be stuck on for background music with nary a thought”, but things are changing. Music is an area of research that has been getting a lot of attention lately, as businesses start taking the music they play in their establishments increasingly seriously.

Furthermore, customers who enter Coffee Island for a takeout order, waiting either for their turn to order or waiting their order to be prepared, listening to music make their state of mind less impatient and complete the best experience they could have. Finally with music background employees are vigilance and they are more productive and efficient to what they do.

No on-line service:

We are in an era that is advancing in technology with every passing day. Ordering food or beverages online is the next big thing today. There are a several reasons for someone to order their coffee online. The major reason is someone to order from a nearby coffee shop and have it delivered at their doorstep without stepping out and leaving the comfort of his home. Having no online ordering system could be a disadvantage for the business by taking into account the fact that the customer needs flexibility every time during the day. This gives give a competitive advantage to the business for:
• Efficiency: With orders being taken online, less people are needed to answer the phones. Employees can concentrate on other important activities. Efficient operation and improved service quality.

• Accuracy: Fewer mistakes in taking down the order which results in getting the items customers ordered right.

• Faster & Convenient: Customers don’t have to wait in queue or hold on to the phone. They just visit the website, browse the menu, select their favourites and in few clicks the order gets placed. There is a potential increase in revenue, more repeat business, more volume, more happy customers.

There are not enough tables and chairs outside the store:

Although there is space for placing them, yet it is not implemented. Coffee Island is more common for a takeout coffee. Many other cafeterias of the brand though, have sitting areas, either big or small. For the specific branch there are only 3 small high tables inside the store in spite the fact there is space for more. The space outside the cafeteria is suitable for placing at least 5 tables for a capacity of 20 people. By doing this business becomes competitive to other cafeterias in the area and gives the chance to the customers to enjoy their coffee in the establishment.

Bottleneck through rush hours:

There are specific time periods inside the day where lots of customers enter the store and that creates possible bottlenecks. This fail point creates a bottleneck that can create a queue and a long waiting time for the customer to be served. The business need to hire extra part time employee during specific time periods (10:00 am-14:00 pm) or even buy an extra espresso machine for the whole operation convenience. This means less responsive time, less queue and of course in the long term higher service quality and happier customers.
4.2 Study 2

After completing study 1, finding the key elements and the physical evidence led to the construction of the coffee shop’s blueprinting which led to finding three fail points and one bottleneck. Having a conversation with the business manager we decided to make some changes at the coffee shop and give a 4 month trial period to see how these changes affect the business and how furthermore affect the service quality. In the next chapter, I will present the solutions in detail.

4.2.1 SOLUTIONS

The first thing that I have noticed, when I entered the store was the part that has to do with music. There was no music playing on the radio or any other device, just only the noise of the machines and the conversations between the customers and the contact personnel. It is vital for an organization to use everything that is possible in order to succeed in the real world. What makes customer to consider again revisiting a place such Coffee Island is a sign of an ongoing success. Music affects people’s feelings wherever they are. Sometimes music could be used as a motivation to enter a store. As we know from the Marketing intangible things such music leads people’s senses and make them to behave in another way even they are not intent to do it. Adopting the idea of the music in the Coffee Island store would lead them to increase their everyday customers. Taking into account the fact that it is also an open store from the one side, music will guide people’s senses to visit the store. An appropriate type of music would the Lounge Music which is considered to be a way to relax from the day’s stress. People want to feel comfortable when they visit a coffee store and relaxing music is the solution. Enjoying a drink while listening to music is something different from the ordinary experience. The owners of the store should consider very carefully adding music inside their store. Customers could also express their opinion what type of music they prefer. This could be achieved by interacting with the contact personnel.

The second problem is that there is no on-line service for the customers. This could be characterized as a strong disadvantage taking into account the fact that the customers need flexibility during the day. Indeed it is expensive for a company to establish an on-line service if it doesn’t exist, but there are tradeoffs such as more orders which
indicate increased profits. It is obvious that having an on-line ordering system acquires people in order to handle the customer’s orders. Although it means more paying wages it could be profitable somehow. A possible solution would be for this on-line system to work specific days during the week or specific hours. So we came to the conclusion that the best solution is to make an agreement with the online service website called www.efood.gr the biggest online delivery website in Greece to offer their services in benefit of Coffee Island.

The third problem is that there are no enough chairs and tables for the customers to enjoy their drink, just two tables inside the store. Although it is possible to put outside the store tables and chairs it is not implemented yet. Taking into account the fact that the specific Coffee Island store is already in the progress of taking the licenses to expand their sitting area outside the store I proposed for 5 big high tables and 20 chairs. It is vital to have satisfied customers everyday and that acquires a lot of effort and innovations from the side of the owners.

The fourth problem that the Coffee Island store faces is that there is no flexibility with the handling of the customers. Coffee Island as a brand has standardized coffees and a standardized process method of making them. In other stores in Thessaloniki and abroad such as stores in Cyprus the employees can change a little bit the method of making the coffee as the customer wants. In Aggelaki Street store, the manager denies this flexibility. This can be changed due to the customer satisfaction but no further actions are made.

Finally during specific time periods many people enter the store and that creates bottlenecks, especially when they reach the cashier to pay for their order. That happens between 10:00 am till 14:00pm. Indeed is a major issue, which could lead to customer dissatisfaction. That indicates from the side of the customer who has second thoughts when revisiting the Coffee Island store. So the possible solution I proposed is to hire a part time employee for this specific period in order to reduce the waiting time of the customers. Also I proposed to buy a new espresso machine so the amount of coffee produced per hour will be increased.
4.2.2 CONVENIENCE SAMPLE

After a four month trial period, as it was planned we made a convenience sample with questions addressing to the customers. The sample was taken among 120 people for 6 days of the week including Saturday during the times 10am-12am and 6pm-8pm. For every time period 10 random Coffee Islands customers where asked specific questions to measure their satisfaction for the provided services. The questionnaire that we used is presented in the appendix section.
Chapter 5: Analysis and Discussion of Findings

Since the research method used in the study has already been presented and discussed in the methodology section, the following chapter will outline the results from the empirical estimation of Service Quality of Coffee Island, and address the research question of this thesis. Moreover, at the end of this chapter a discussion of findings would be present from both theoretical and practical aspects.

5.1 Sample Characteristics

The survey resulted in 120 valid responses that were based on the provided information of the questionnaire that we made as a convenience sample. The respondent’s age is classified in four types: below 18, between 18-25, between 26-35 and above 35. Eight customers were below 18 years old, 57 customers were between 18 and 25 years old, 41 customers were between 26 and 35 years old and 14 customers were above 35 years old.

43% of the sample was females and 57% was males. The respondent’s occupation was classified in four types: Student, Employed, Non Employed and Retired and we clearly see that the main target group are students with 52%. The next bigger percentage is the employed customers with 34% and not employed with 11% of the sample. The smallest percentage of the sample was retired customers with 3%.
5.2 Coffee Island Service Quality Satisfaction

Before we continue to Service Quality Satisfaction results on the critical questions that this thesis examines we will present two charts about the branch of Aggelaki in aspect how often do customers prefer the store there and the main reason of visiting.

HOW OFTEN CUSTOMERS VISIT COFFEE ISLAND

![Chart showing weekly visits of Coffee Island customers]

Figure 3 – Weekly Visits of Coffee Shop

A coffee shop can be a profitable business, though it's difficult for an independent store to compete with large chain operations. The number of customers a coffee shop can expect depends on many factors including location and atmosphere. However, the business depends on walk-in traffic and many extras that have nothing to do with coffee to build a customer base. An independent coffee shop owner must enjoy being around people and demand strong customer service to succeed, though a taste for coffee is also a plus. According to Al Bodigas (2014) a customer is a loyal customer if he visits his favourite coffee shop at least 3 times in a week. As we clearly see in the chat above Coffee Island has loyal customers that visit at least 3 times the coffee shop.
People pass several coffee shops on the way to their favourite one. Certainly they could save a little time and mileage by stopping at one of those, but going the extra mile is worth it to them. What makes Coffee Island worth the longer drive? Thanks to word-of-mouth advertising, Coffee Island is known for several things including their coffee, their service, and their history. But the best answer is given by the chart above which clearly states that people prefer Coffee Island for the Taste of Coffee with 38% of the sample, the good prices with 21% and the good location of the coffee shop with 19% of the sample.
5.2.1 Service Quality Dimensions

In this section we will present the third part of the questionnaire that addresses the service quality dimensions. In the next table we present the overall satisfaction for all the customers.

<table>
<thead>
<tr>
<th>DIMENSIONS</th>
<th>AVERAGE SATISFACTION PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tangible Dimension</td>
<td>4.05</td>
</tr>
<tr>
<td>Reliability Dimension</td>
<td>4.10</td>
</tr>
<tr>
<td>Responsiveness Dimension</td>
<td>4.34</td>
</tr>
<tr>
<td>Assurance Dimension</td>
<td>4.27</td>
</tr>
<tr>
<td>Empathy Dimension</td>
<td>4.12</td>
</tr>
<tr>
<td>Service Quality</td>
<td>4.32</td>
</tr>
</tbody>
</table>

There are the five dimensions customers use when evaluating service quality. In other words if providers get these dimensions right, customers will hand over the keys to their loyalty because they will receive service excellence according to what’s important to them.

The five SERVQUAL dimensions are:

- **Tangibles.** Appearance of physical facilities, equipment, personnel and communication materials
- **Reliability.** Ability to perform the promised service dependably and accurately
- **Responsiveness.** Willingness to help customers and provide prompt service
- **Assurance.** Knowledge and courtesy of employees and their ability to convey trust and confidence
- **Empathy.** Caring, individualized attention the firm provides its customers

The higher rate in the table above states that customers of Coffee Island are more satisfied with the responsiveness dimension and they like most the attention they take as individuals of the employees of Coffee Island.
5.2.2 Analysis of the changes satisfaction

Overall the main purpose of this thesis is to evaluate how customers responded to the changes occurred from the blueprinting draw we made. So in the next figures we will present the satisfaction of the customers in matters of overall service quality they received, their satisfaction on the new sitting area, their satisfaction on the new online ordering system and finally the satisfaction of the customers from the new employee that added to the staff during the rush hours.

COFFEE ISLAND OVERALL SERVICE QUALITY SATISFACTION CHART

![Figure 5 - Coffee Island’s Service Quality Satisfaction]

115 customers of the sample agreed that the overall service quality satisfaction is very good and they are satisfied with the services they get from Coffee Island. This gives the business competitive advantage and always tries to keep the percentage of satisfaction in a high level.
For the change of the outside sitting area opinions differ. Most half of the sample taken, agreed that the new sitting area is appealing and makes a difference in the service provided. 32 people did not have an opinion on the subject. But some disagreed, and from the interaction we had with them as they filling the questionnaire they expressed the opinion that it doesn’t make a difference because the sitting area finished at the end of summer and in winter has no use. I took seriously their opinion and furthermore I make another suggestion to the shop manager to place some outside heaters. Although the manager implemented my suggestion, I believe that the whole investment with give a return next summer.
NEW ONLINE ORDERING SYSTEM SATISFACTION CHART

For the change of adding online ordering system, things are clearer. Customers liked the fact that now can have another choice of how to order their beverage with simple moves instead of picking the phone and wait on hold. 39 people who didn’t have an opinion on the subject most of them stated that they don’t order for delivery from that branch because the main reason of picking coffee there and using the facilities is due to location which is very close to their university.

Figure 7 - Coffee Island’s New Ordering System Satisfaction
Finally to the question if the extra employee improves service quality the most of the customers liked this change. It’s clearly directly connected to the fact that they emphasized to the reliability dimension. The extra employee saves time, so now every customer gets individual attention in a higher level, so better service quality, so happier customers.
5.2.3 Regression Analysis

Simple analysis of the sample wasn’t enough so we decided to see if the changes affected the service quality either for the best or for the worst. Using SPSS program we entered all the data gathered and we made a regression analysis. Enter method was used and we observed some variable were not statistically significant. We run the model again with the same method but without these variables. Findings are listed below.

Before Changes Model

A linear regression was calculated to predict Service Quality based on reliability, responsiveness, assurance, tangible, empathy and two dummy variables from the variable occupation because it has 4 categories. A significant regression equation was found (F(7,112)=42.473 , p<0.001), with an R^2 of 0.726. Participants predicted service quality is equal to:

\[
\text{Servqual} = 0.128\times\text{tangible} + 0.222\times\text{reliability} + 0.389\times\text{responsiveness} + 0.282\times\text{assurance} - 0.094\times\text{empathy} + 0.092\times\text{student} + 0.282\times\text{employed} + 0.315
\]

If reliability, responsiveness, assurance, empathy, student and employed variables = 1 then \text{Servqual} = 1.566

After Changes Model

A linear regression was calculated to predict Service Quality based on reliability, responsiveness, assurance, tangible, empathy and two dummy variables from the variable occupation because it has 4 categories. A significant regression equation was found (F(7,112)=44.170 , p<0.001), with an R^2 of 0.734. Participants predicted service quality is equal to:

\[
\text{Servqual} = 0.055\times\text{tangible} + 0.157\times\text{reliability} + 0.503\times\text{responsiveness} + 0.279\times\text{assurance} - 0.107\times\text{empathy} + 0.269\times\text{student} + 0.282\times\text{employed} + 0.281
\]

If reliability, responsiveness, assurance, empathy, student and employed variables = 1 then \text{Servqual} = 1.734
Assumptions

For both models there is a connection between the variables. Service quality variable it does not follow the normal distribution because it is an average in an s-linkert scale. Errors follow the normal distribution.

Comparing the model before the changes and after the changes using the same data we clearly see that there is a significant increase on the service quality number. The remarkable fact is that responsiveness has the bigger increase number in the after changes model so customers are more satisfied with service quality after the hiring of an extra employee.


Chapter 6: Discussion and Conclusions

Inspired by the successful coffee chain of Coffee Island, this study suggested the Regression Analysis model as a conceptualization to understand how customers evaluate and respond to changes in the procedure of service offered by Coffee Island. Acknowledging the importance of customer’s experience, this thesis estimated the Regression Analysis model with customer based information obtained from 120 validity samples.

With respect to the research questions, this thesis focussed on the investigation of the dimensions of Coffee Island’s service and their importance. Based on five dimensions of measure items that formed Customer Service Quality thoroughly including empathy, tangibility, reliability, responsiveness and assurance were generated by the data collection and analysis. These five dimensions were found out to affect Customer Service Quality with almost the same weightiness. More specifically, given the fact that the interaction between consumers and the service providers becomes a key element of service delivery and thus service users see the employee service dimension was considered in our case as the most crucial important dimension.

From a marketer’s point of view, the General Services are the fundamental aspects which all of them should maintain a certain level persistently; its importance could still give marketers some inspiration of “add–on” services to survive in today’s fierce competing catering industry, as well as offering academic researchers a valid example of service design.

Satisfaction should be understood as the result of a customer’s purchase evaluation of service attributes and results show it was highly influenced by customer service quality in our case. Satisfaction showed out to have a moderate influence on customer behaviour intention. While no significant influence could be found among the relation between customer service quality and future behaviour intention.
Overall, the results offered us some valuable findings in the field of customer service quality by having an analysis of Coffee Island coffee shop. It significantly helped us understanding of the way by what changes on a service users evaluate their experience as better and in turn how these service dimensions could impact on customer’s satisfaction. Moreover, this study has successfully combined previous academic theories in a new and quite different service setting for Coffee Island, making a new Blueprint, finding fail points and bottlenecks and finally generating a new customer service quality model which might has a valuable prospect in the future. Thus, the findings provide crucial insight for both academics as well as service marketers who would like to benefit from and capitalize on the value of customer experience within a service environment.

These findings imply that recruiting competent staff may be a critical aspect for customers in judging the quality of the service. There is a positive relationship between service quality and customer satisfaction. Obtaining customer satisfaction depends to a large extent on ensuring that the firm maintains high service quality standards. Putting in place quality mechanisms has significant effect on the level of customer satisfaction. Hence the hypothesis was substantiated. Among the service quality variables that significantly affected customer satisfaction include empathy, tangibility, reliability, responsiveness and assurance.

For managers, these findings have important implications with regard to brand building strategies. The study documented that service quality is the route to customer satisfaction. Indications of a successful brand building strategy are found when companies provide quality services relative to other companies within the same industry. Thus, identifying and satisfying customer’s needs could improve services because what is offered can be used to separate the company’s own services from competitors.
References


Fekete, S., Keith, L. (2001), Companies are People, Too: Discover, Develop, and Grow Your Company’s Personality. New York: Wiley


Sakao T., Lindahl M. (2009), "Introduction to Product / Service-System Design" pp 125-130


APPENDIX
QUALITY SERVICE QUESTIONNAIRE FOR COFFEE ISLAND

1. How often do you usually visit Coffee Island? (in a week)
   1  2  3  4  5  6  7  8

2. What is the main reason for you to visit this Coffee Island?
   1. Taste of Coffee ☐
   2. Taste of Food ☐
   3. Environment ☐
   4. Service Quality ☐
   5. Free Wi-Fi ☐
   6. Location ☐
   7. Price ☐
   8. Advertisement ☐
   9. Other ☐

3. SERVICE QUALITY DIMENSIONS

For this section, please rate how strongly you agree or disagree with each of the following statements by circling the appropriate numbers

<table>
<thead>
<tr>
<th>TANGIBLE DIMENSION</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Moderate</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Service Area is clean</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2 Coffee Island has modern looking equipment</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3 Atmosphere and décor are appealing</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4 Employers in Coffee island are neat in appearance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5 Coffee Island provides detail information on products and packages</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6 Sitting area is appealing</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RELIABILITY DIMENSION</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Moderate</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Orders are provided on time</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2 Coffee Island is always available</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3 The quality of service is always good</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4 The online ordering system is efficient</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RESPONSIVENESS DIMENSION</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Moderate</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Employees immediately take action when I order</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2 Employees are always helpful to answer any question</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3 Employees are always willing to help me if I have a problem during the service</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4 The extra employee during the rush hours improves the service quality</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
## ASSURANCE DIMENSION

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Moderate</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Employees are knowledgeable about their products</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Employees are able to explain the products or the processes</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>Employees are very helpful</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>Employees greeted me warmly with smile</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

## EMPATHY DIMENSION

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Moderate</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Employees listen carefully to my needs</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Employees give individual attention</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>Coffee Island has operating hours to all its customers</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>Employees understand my needs</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

## SERVICE QUALITY

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Moderate</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Overall Coffee Island provides good quality service to its customers</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>I am satisfied with Coffee Island’s Services</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>I will continue using Coffee Island Services</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>I will recommend Coffee Island to other people</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

4. Gender
1) Male □
2) Female □

5. Age
1) Below 18 □
2) BETWEEN 18-25 □
3) BETWEEN 26-35 □
4) ABOVE 35 □

6. Occupation
1) Student □
2) Employed □
3) Non-Employed □
4) Retired □