Revitalize Your Restaurant by Enhancing its Servicescape

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Abstract

Human behaviour is stimulated by the factors enfolded in the environment he dwells in i.e. live, work, eat even sleep. Restaurant is a place where people spend sufficient time when they dine. In India restaurant are divided in different category and class. One can find fine dine Upscale and Midscale restaurants, the restaurant chains, fast food restaurant, theme restaurant, local food outlets, café and even Dhabas in the form of restaurant. Fine dining restaurant or Upscale restaurants are still less in numbers. But, in the last few decades it has been noticed that the dining out pattern is increasing in India. Therefore, many foreign restaurant chains are entering in Indian market; which is lucrative in terms of market potential and demand. But, it has become a challenge for the domestic and traditional restaurateur to beat the new competition which exists not only in the form of new offerings of dishes but also in the form of dining experience. Servicescape or physical environment emerges as a distinct factor in restaurant choice and selection. In this article researcher tried to explore the challenges of the Indian restaurant industry and will explain how Servicescape may resolve these challenges. This article will highlight how restaurant design and environment can give a new life to the domestic restaurant Industry.

Keywords: Restaurant, Servicescape, Physical Environment, Restaurant Design, Restaurant Service etc.

Introduction

India is one of the fastest growing economies of the world, where service sector contributes nearly half of its GDP. In the last few decades India is not only witnessing changes in its economy but a lot has been changed socially and culturally. Rapid urbanization, increase in disposable income, and the concept of nuclear family drastically changed the consumption pattern of Indians. According to the National Restaurant Association of India, 50% of the Indian population is eating out at least once in every three months and eight times in every month in bustling metros as compared to US (14 times), Brazil (11 times), Thailand (10 times) and China (9 times) (Kanekal, QSRs In India: How Fast Food Chains Are Changing Eating Habits of Indians!, 2015).

At present, the frequency of dining out is higher than it was in 80’s and 90’s. According to the National Restaurant Association of India, 50% of the Indian population is eating out at least once in every three months and eight times in every month in bustling metros as compared to US (14 times), Brazil (11 times), Thailand (10 times) and China (9 times) (ASSOCHAM and Kanekal, 2015). A substantial portion of Individual’s disposable income goes to the restaurant services or dining out. But, at which restaurant consumer will spend cannot be restricted. Vanniarajan (2009) confirmed that in last few years, people residing in metro cities and towns prefer to have food in restaurants. This makes restaurant industry more lucrative but highly competitive and challenging.

The Hospitality industry is the third-largest foreign exchange earner, accounting for 6.23% of India’s GDP and 8.78% of India’s total employment, according to a report by the Planning Commission (2011). Another report by National Restaurant Association of India (NRAI) and Technopak reveals that the size of the food services market in India is estimated at $48 billion in 2013. This is projected to grow at a CAGR of 11 per cent over the next five years to reach $78 billion by 2018. This market is largely unorganised. Chains account for as much as five per cent of the total market (Menon, 2013). According to the census data (GOI, 2012), 46% of India’s population comes under the age bracket of 14 to 44 which is responsible for the boom of restaurant industry (Menon, 2013). As per the articles published in The Telegraph (2013), The English daily newspaper, the Indian restaurant business is growing at a rate above the world’s average year-on-year growth, and significantly increasing its share in the global pie of revenue generated through restaurant service.

According to the white paper, brought out by management consultancy firm ‘Technopak’ in 2010, the restaurant industry in India is growing at 5-6 percent per annum. There exist a large number of unorganized
restaurants in India and if we look out at the whole picture of this industry, new dimensions are occurring regularly, quick service restaurants, Midscale, casual dining and Upscale restaurants are more common in India. Restaurant companies are also subject to constantly changing conditions including economic environment, consumer spending, changes in consumer tastes and lifestyle, and demographic trends (Megan, 2006).

In a competitive business environment, it becomes necessary to differentiate service offering from others. Something unique must exist in the offer of service provider which can appeal to customers and in turn attract them towards service provider. There are less opportunities of differentiation in restaurant services; but food is the major component of differentiation. However, except food items restaurant offering can also be differentiated through Servicescape.

After going through the challenges and opportunities of restaurant industry, practices and standards adopted by Indian vs. Global restaurateurs, and change in economic, social, behaviour and cultural aspects of Indian consumers , it becomes imperative to understand the effect of design of restaurant service in Indian restaurant perspective. This proposed research will cover the issues related to consumer behaviour, especially when they interact with Servicescape in hotels and restaurant premises.

Restaurant types and Examples
However, the Indian restaurant and food service industry is highly unorganized. There are multiple formats available. But for the study purpose researcher identified some of the commonly found restaurant formats.

<table>
<thead>
<tr>
<th>Restaurant Type</th>
<th>Description</th>
<th>Examples</th>
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<tbody>
<tr>
<td>Fine dining restaurants (Upscale)</td>
<td>Full service restaurant with a specific dedicated meal course, High Quality decor features, and highly trained staff in formal attire.</td>
<td>Bukhara and Dam Pukht by ITC Maurya etc.</td>
</tr>
<tr>
<td>Casual Dining Restaurants (Mid Scale)</td>
<td>Mid Price restaurant offered food in a causal atmosphere with table service (except in case of buffet-style restaurants). It Caters to the market segment between fine dining and quick-service restaurants.</td>
<td>Karim’s Delhi, Dastarkhwan</td>
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<tr>
<td>Bars and Lounges</td>
<td>It has its main focus on beverages, particularly alcoholic beverages. The higher end bars with premium pricing are referred to as lounges.</td>
<td>F Bar &amp; Lounges, Elevate, Steel, Mocha, Den, Hard Rock Cafe, Sports Bar and TGIF</td>
</tr>
<tr>
<td>Quick Service Restaurants</td>
<td>It offers minimal table service. Includes takeaway and home delivery formats.</td>
<td>McDonald’s, KFC, Nirula’s, Domino’s Bikanerwala, Agarwal Sweets and Pizza Hut</td>
</tr>
<tr>
<td>Food Courts</td>
<td>Multiple quick service restaurants with a common seating area. Typically present in shared spaces including malls, airports, hospitals and office complexes.</td>
<td></td>
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<tr>
<td>Cafes</td>
<td>These are the modern format beverage retailing chains including coffee bars, parlors and tea bars.</td>
<td>Barista Lavazza and Cafe Coffee Day</td>
</tr>
<tr>
<td>Theme Restaurant</td>
<td>Designed based on ethnicity</td>
<td>Chokhi Dhani, Haveli</td>
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Restaurant Revitalization
“Revitalize” meaning is to imbue (something) with new life and vitality. There are number of industrial practices, service delivery process and even the design and outlook of product changed. Cause of making these changes may be different in different industry but to survive in the business these improvement and
modification were important. If we took the example of banking Industry, computerization was the need of hour. When consumer taste something better than what they are actually experiencing then they don’t take more time to break the loyalty. In banking industry initially the private banks changes the banking practices. When government runs PSU’s realized the pressure of consumer switching, there was no option left except to adopt the changes already done by private players. And, now what we are experiencing now in banking industry was difficult to imagine before two decades.

Restaurant industry in India is also in transforming phase and the traditional practices are no more in demand. Entry of foreign food chains, increase in per capita income of Indians, people’s mobility around the globe and change in the lifestyle are some of the factors responsible for the demand of improved dining experience. Consumers are getting exposure of everything in very short span of time. In today’s digital world the information crosses geographical boundary in just a click of mouse. What is trending and trading in the United States take no time to reach in other part of the world. The standardization in service makes customers more demanding. Customers are aware about each and every component of service the restaurant offers in other part of the world. Overall, the business is transparent and restaurateurs cannot cheat customers. Another important aspect of revitalizing restaurant is the dining experience. Earlier food was the prime criteria for selecting a restaurant but now it’s about dining experience. Dining experience includes the ambience, parking, location, the facilities and service besides the food. Since, alternate of restaurant are easily available in the market. It is challenging to retain customer in the traditional set up. However, it is not always necessary to change the set up but in highly competitive restaurant industry food will no longer be the only element to survive in the industry.

Before 90’s, India had a limited number of restaurants which comes in the category of fine dining. Fine dining was confined to a particular class of people and it was a sporadic activity. Because of low disposable income and traditional value system, Indians were not very particular of dining out. Since the demand was increasing for food chains and restaurants, this sector introduced reforms in itself. Customers expected seeking the best available restaurant options in their nearby localities. The competition in the industry shifted from food to the creation of a better ambience along with an attractive ‘a la carte’. In this current study researcher’s main focus is on non food component of restaurant service. Researcher conducted a detailed study on “Effect of Servicescape on Consumer Satisfaction in Hotel Industry” and explored how the non food component of restaurant service enhances overall dining experience. There are few elements of restaurant Servicescape (Restaurant’s physical environment) which are very crucial in the setting of a restaurant. For the purpose of this study following elements are considered important to revitalize the restaurant.

1. **Temperature**

To decide the ideal temperature inside the restaurant is not an easy job. However, restaurant manager know the importance of temperature inside restaurant environment. It not only affects the consumer satisfaction level but also impacts on employees’ performance. In the context of office environment Olli, William and Lei (2006) has discussed the importance of temperature and stated that the Indoor temperature is one of the fundamental characteristic of the indoor environment. However, in Olli, William and Lei, (2006) study’s main focus was to measure the effects of temperature on work performance of the employees. Work performance of employees and to stay longer in the environment is interrelated aspects of human behaviour in study. Indoor temperature affects several human responses including thermal comfort, perceived air quality, sick building syndrome symptoms and performance at work (Olli, William, & Lei, 2006).

The studies on effect of temperature are not limited to the environmental temperature only. Researchers have also studied “temperature of food and customer satisfaction” and “environment temperature when food is served to the consumer”. Wall & Berry, (2007) in their study strongly supported that tasteful, wholesome food served at an appropriate temperature is essential to a positive dining experience; therefore management must consider the aptness of the temperature while serving food to the consumer.

Namkung & Jang (2008) reported that the food temperature had a significant effect on customer satisfaction but no effect on behavioral intention equally. However, Liu & Jang (2009) concludes that the appropriate food temperature as well as the room temperature has an effect on customer satisfaction and behavioral intentions of customers evenly.
While highlighting the importance of temperature in their study on Restaurant’s atmospheric elements, Ariffin, Bibon, & Saadiah (2011) concluded that the pleasant scent, pleasing music, comfortable temperature, low noise level and adequate lighting, all harmonizing with other elements in a restaurant, result in customers having more favourable perceptions of an operation and evaluating their experiences more positively. Therefore, in the current study, researcher takes temperature as an important element of restaurant’s revitalization. It has been observed that the temperature of the restaurant premises is one of the elements of restaurant service which is identified by the customer in an initial stage of their entry.

2. **Air Quality**

Managing air quality inside the restaurant is very essential. Nose is one of the highly active sensory organs, the quality of air later or sooner will be judged by it. The traditional Indian restaurants have an old setup. From Carpets to fan, everything is old. There are restaurants which are running in the same setup from last many years. Since, Customer stays for a pretty long time in the restaurant premises and explores the air present in its environment. Extensive cleaning and dusting is a herculean task in restaurants which have long service hours and paucity of staff. Service providers use perfume spray, room freshener and fragrances to avoid unhealthy and bad smells of kitchen, washroom and restaurant premises itself. Customers may not like these artificial fragrances. A sudden change in air quality may influence customer satisfaction. Therefore, it is advisable to maintain air quality of the restaurant so that it suits customer favourably. In a study titled as “IMPROVING AIR QUALITY AND CUSTOMER SATISFACTION IN RESTAURANTS: A DEMONSTRATION PROJECT” conducted by ‘The Center for Indoor Air Research’ of North Carolina Agricultural and Technical State University, Rojeski, Taggart, Turner and Gruber (1997) has taken Quality, Clearness, Pleasantness, Visible Smoke as air quality attributes and Room Coolness, Draftiness, Coolness of legs/feet as the environment conditions. However the purpose of this study was to measure the improvement in air quality by incorporating and introducing “Air Curtain” design concept but it highlighted the importance of air quality in restaurant environment.

In another study on Casino environment, Teeters and Boatman (1995) says that the quality of air influences consumer’s comfort in the Casino. The environment of Casino is not much different from that of the restaurant environment. This is also very relevant in restaurant context.

3. **Noise level**

People visit restaurant not only for dining purpose but also for a change. However, “change” is subjective and hence cannot be defined as it may vary from consumer to consumer. Some say they come to restaurant for having fun with food while others say they visit restaurant for having food in a pleasantly relaxed environment. In India, Upscale and Midscale restaurants are the prime destination for dining out with family and friends. However, it is an individual’s emotional requirement and social value that decides what kind of environment he or she prefers. The majority of people prefer relaxing environment in restaurant. Some customers do not even prefer noise or presence of other customers while dining. Cornish (2013) said that “Bare walls, concrete floors, thumping music - restaurants are getting noisier as they chase that elusive buzz. Experts warn that we are risking not only our hearing but even our sense of taste”. Perhaps this is so since, people do not enjoy food in noisy restaurants, with loud music. The sound of utensils irritates them while dining in an Upscale or Midscale restaurant.

Managing clamor in restaurants is one of the toughest challenges for management; it affects the consumers dining experience as well as staff member’s efficiency. There are various ways like sound proof wall design, using fabrics and other soft material furnishings, putting rubber caps on chair’s legs to control noise to an acceptable level. In western world, awareness regarding the noise level in restaurant premises is high among restaurateurs and consumers while in India we lack in such noise level standards. Cornish (2013) conducted a poll on noise level in crowded restaurants of selected cities from Australia. The poll titled “Are noisy restaurants a turn-off?” where 3413 people participated. According to the findings, 83% visitors of the restaurants (who have chosen to participate in the poll) said that a noisy restaurant detracts from the dining experience while only 2% people said that music and chatter, are all part of a FUN dining experience for them and noisy restaurants are definitely NOT a turn-off. On the other hand 15% people said that it depends on the restaurant and what you're looking for on a night out (Cornish, 2013). However this poll was conducted in...
Australia but as per our discussion during the study most of the visitors of Upscale and Midscale restaurants do not prefer noise while dining (based on the analysis of focused group and depth interview conducted by the researcher during the current study).

4. **Music and Sound**

In the past decade, the “psychology of music” and “effect of music” has been explored by many scholars of psychology and management (A Genesis of Behavioral Science by Niraj, 1998). In the study on the effects of music on perceived atmosphere and purchase intention in a restaurant, Wilson (2003) concluded that different types of music have different effects on perceived atmosphere and the amount spent by the respondents. This study was further carried out by Mandila and Gerogiannis (2012) and they tried to find out the reasons of satisfaction.

Mandila and Gerogiannis (2012) stated that the different genre of music are not particularly related to the customers’ overall satisfaction while the gender of respondents and the volume of the music being played are the two important elements of customer satisfaction. Heide & Grønhaug (2009) in their study said that music is a key factor in creating servicescape (physical environment) and it may affect the perception of atmosphere. In their study on hotel atmosphere Heide & Grønhaug (2009) found that distinctiveness is the main factor in atmosphere which may be come through different elements of the environment including music. It has been noticed that, in the past few years the taste of music among Indians is changing. They are now exploring the different genres of music. Due to an easy surfing with the internet, familiarity with the computers, increasing trends of handheld gadgets including smartphones and tablets, present Indian generation have full access to variety of Hollywood films and music albums. Moreover, the reach of regional music in metros has given Indian music lovers a vast variety to enjoy. This has made the management task more challenging in selecting and playing the music in restaurant and so the management must understand the mood and choice of their target segment while playing music. After all a pleasant background music enhances the satisfaction of dining (Namkung & Jang, 2008).

In restaurant, the loudness or the mismatch of music (the gap between what the target consumer wants to listen and what is being played) may distract the consumer from the Servicescape as well as may affect the satisfaction. Consumer face disharmony of sound when he/she enters the restaurant. Consumer needs a little time to adopt the restaurant’s environment but in this small fraction of time any unwanted sound, whether the noise of the other customers and staff or the sound of any equipments, may affect consumer’s satisfaction level. These sounds sometimes distract consumers and they find restaurant environment unpleasant. Music in backdrop helps in filling this gap (the sound level in the restaurant and in the environment from where customer is coming). Music also helps in enhancing the warmth of restaurant environment. Sound level and choice of music largely depends on the target audience. It is very much obvious that the music of a family oriented North Indian restaurant will be different from the cafe which offers herbal tea and coffee with Mexican and Thai dishes.

Studies on music and sound suggested that a balance mixture of both the elements can have wonderful results in improving restaurant environment. On contrary if they are not in tune with the target audiences’ mood and choice; it may destroy the whole concept of ambiance. In their study on physical environment, Ryu & Jang (2008) said that the music can be more highly controllable physical element than other physical elements. One cannot customize the design of the wall, flooring and furniture as promptly as the music being played.

Music is a psychosomatic therapy. People listen to music just to change their mood and to refresh and relax themselves. Music has the power to change a sad face into a smiling one. It helps in elevating the mood. Couples who come on date in the restaurant will probably prefer the romantic songs while the senior citizen will prefer the old melodies.

5. **Odour/ Fragrance/ Aroma**

Odour/ fragrances and aroma are the good and bad smell which we often find in restaurant environment.

Majority of Indian Upscale and Midscale restaurants are having closed premises. Therefore, proper ventilation is not possible in restaurants. On one hand the smell of food (aroma) positively affects consumer dining experience (affect appetite positively) but on the other hand the smell of smoke and excess aroma of different
foods sometimes disturb consumers’ dining experience. Scent and fragrances enhances the air quality and creates a pleasant fragrant environment but sometimes the particular fragrance may not appeal to consumers. A light fragrance in the environment is advisable as it maintains the air quality and also gives space to the aroma of food. Some consumers are allergic to certain smells. In this way, light fragrance can resolve this problem. Aroma of Organic food works like an appetizer. Sometimes restaurateurs use artificial aroma, which leads dissatisfaction. Therefore, to see the actual results of aroma on the level of consumer satisfaction (in the form of feedback), restaurateurs should avoid using artificial aroma on foods.

Fragrance and aroma may also be used as a marketing tool to differentiate one’s service from its competitors. Many hospitality and restaurant service providers are registering fragrance and aroma of their premises as their trademark. This helps the service provider to maintain a standard fragrance or aroma in their premises throughout their network and it also work as a tool to create differentiation in dining experience.

6. **Cleanliness**

Restaurants have a continuous invasion of customers who stay for fairly long periods. Service hours are lengthy (not less than 8-12 hrs. a day) at any Upscale and Midscale restaurant. Few restaurants serve round the clock. Cleanliness in restaurants is one of the most important elements which improves restaurant environment that leads to consumer satisfaction. To maintain consumer’s cognitive and affective satisfaction in restaurant, cleanliness becomes more important. Bitner (1992) said that customers respond to a service with either an approach or an avoidance behaviour depending upon their level of satisfaction with the service provider. This means that a consumer responds positively when he is satisfied and avoids when he is dissatisfied.

Gary & Sansolo (1993) in their study stated that in cognitive satisfaction, a clean and tidy environment conceptually creates an image of professional and superior service. Therefore to strengthen the image of the restaurant, management must maintain cleanliness. Cleaned and designed flooring and ceiling, paintings on walls and an attractive interior including the lavish and luxurious furniture becomes ravage if consumer could not find cleanliness in restaurant. Restaurant cleanliness is not limited to the dining space but also in washrooms and kitchen areas. An unwanted encounter of customers with mess and unhygienic environment will ruin all the homework management had done in making its customer feel good.

It is important to note that the service encounters involve not just social interaction but also sensory engagement, visually, olfactory and aurally. One specific non-verbal behavioral dimension that has received some attention in recent literature is employees’ appearance and cleanliness of uniform along with a clean and tidy table setting along with the style of serving.

7. **Lighting**

We always feel excited in dining at our favourite restaurant where we get efficient services with delicious and sumptuous food. While entering the restaurant, one may expect fresh aroma while seated on a comfortable sofa, greetings from smiling faces and the décor which gives you a soothing feeling. Lighting and their (brightness and darkness) levels affects consumer’s dining experience. One cannot judge the impact of few environment elements on the visible behaviour of consumers but sometimes these elements touch the subconscious emotions of consumers. Lighting is one of them. The famous Indian chef Sanjeev Kapoor’s chain restaurant ‘Yellow Chilli’ is an excellent example of enhancing the ambience through lighting effects. While conducting the depth interview for the study quite a number of respondents showed their inclination to revisit ‘Yellow Chilli’ just because of the lightening ambience. Lights play an important role in making a restaurant’s environment luxurious and striking. In a recent online article “Lights, Sound, Ambiance! How to Create the Right Atmosphere” (by Fults, 2013), rightly concluded that lighting sets the mood depending on the venue and time of day. She considered lighting the centerpiece for creating ambience of the restaurant. She has given the following lighting options to make restaurant’s environment appealing:

- **Fixtures**- Lighting fixtures ought to match with restaurant’s concept and personality or themes.
- **Dimmer switches**- Dimmer switches are admirable for tuning your lighting to the time of day. These are important for every type of restaurant.
Lanterns and candles- Bring out the romance and whimsy of the evening with lanterns and candles…if it fits your concept! (Applicable for Upscale luxurious restaurant)

Coloured light bulbs- Coloured light bulbs can accent your restaurant’s design and are strong dictators of ambiance.

Menu lights or spotlights – Highlight your menu to be sure your guests can read it at any point in the day or night. LED lights are great for this or fixtures above the table. Use spotlights to highlight different areas of your restaurant and to direct the eye to interesting features within your restaurant design.

8. Layout

Restaurant layout is an artifact of the objective and concept of the restaurant business. It consists of a well planned framework of the space and resources and design elements. Layout is one of the most important factors of restaurant success. An Upscale restaurant layout must have an upscale furnishing and designs elements. Layout must be spacious and clean. Allfoodbusiness.com has presented an article on restaurant layout and suggested the following major elements of a restaurant layout.

Entrance: The entrance encounters the first and foremost impression of the restaurant. It should be designed in such a way that it appeals guest to visit it. It should be big enough for guests to wait but not so big that it takes space away from the dining room (Anonymous). It must be ensured by the management that the entrance does not affect the natural flow of a restaurant. However, the direction of the entrance depends upon the space and location of the restaurant but the happenings inside the restaurant should be visible from the entrance.

Kitchen: Kitchen should have adequate space for all of the necessary equipment including ample room for employees to work. Necessary equipment includes ovens, stoves, broilers, fryers, dish machine, triple sinks and plenty of shelf space. A prep area and industrial sinks usually accompany dry storage space.

The kitchen should be well ventilated, lighted and large enough to accomplish the goals of the restaurant. Employees should be able to move comfortably and safely in a fast-paced, high-stress environment.

Food storage area: There must be plenty of room for food storage. This includes a walk-in refrigerator, a walk-in freezer and a dry storage area with plenty of shelf space. A new, roomy walk-in refrigerator is a wise investment for a new restaurant, since refrigeration failures are common and can lead to serious losses. Storage space should be in corner or far wall of a kitchen and preferably near manager’s office. This way, it will be more secure and less prone to theft.

Office: Manager’s office should be as small as possible without affecting the business. It should be in a secure location of the building, far from the dining room, employee area and buzz of the kitchen. It should be equipped with the displays of CCTV cameras, installed in the staff room, kitchen, dining area and in waiting lounge. This will not only ease the control but also pay a way to effective supervision of the restaurants operation.

Employee Area: There must be space for employees to congregate, store personal belongings and hang coats. There must also be room for important information to be communicated such as work schedules, managerial notices. The best place to create this space is usually in or next to the kitchen area.

Dining Room: When designing a dining room layout, few questions stand out. Tables or booths? Open or tightly packed spaces? Dark or bright colors? Modern or classic fixtures? The answer to these questions comes with the clientele your business covets. The important point is that finding a middle ground with any of these questions usually makes a dining room attractive to all customers.

A dining room should have a natural flow from the lobby to the bar to the dining room to the kitchen. Enclosed spaces and partitions generate opportunities for large parties and banquets. In many cases, a healthy combination of booths, tables, large tables and private spaces give the best chance to maximize revenue.

Bar: The bar has to fit into the concept of the restaurant. At the same time, it should stand alone as a comfortable destination for any dining experience your restaurant offers. A great bar space does both while being visually inviting and highlighting the products the bar hopes to sell (In the current study bar has not
been considered the integral part of the restaurant because of the Indian Upscale and Midscale restaurant pattern).

- **Restrooms:** Restrooms are the most underrated aspect of the design and layout of the building. Most guests, who dine in a restaurant, visit the restroom during their stay. The restroom has to have fixtures that contribute to the sense of cleanliness. It should be large enough to accommodate multiple guests without taking room away from the dining room.

According to the ACSI (American Customer Satisfaction Index) Restaurant layout is one of the benchmarks on which restaurant customer evaluate their satisfaction in full service restaurant (ACSI). An effective and managed restaurant layout not only enhances customer dining experience but also help employees to serve customers in a better way. It makes customer and serving staff movement easy. Therefore, they can enjoy the ambiance of the restaurant and feel relaxed (Cruz, Hernandez, & Balagtas, 2011). In their study on restaurant, Ryu & Jang (2008) concluded that restaurant layout influenced the degree of pleasure.

9. **Cutleries and tableware**

Cutlery is an important element of dining at Mid Scale and Up Scale restaurant. We expect consumers of this segment to know how to use a particular cutlery for a particular dish. If they do not find the appropriate cutlery, they are left discomforted. One may not be able to measure these feelings directly but it helps in the image building of the restaurant and for customer loyalty, management must ensure the perfect match of the cutlery at the dining table. While exploring restaurant in the concerned research area, we found different kinds of cutlery in different restaurants. The common cutlery items are dinner fork, salad fork, fish fork and table knife, seafood fork, teaspoon, tablespoon, soup spoon and dessert spoon etc. The list of cutlery leads the list of crockery which includes different types of bowls and plates. A perfect match of cutlery and crockery enhances the dining experience positively. In an article on “cutlery and its influence on taste of food” published in BBC News (Briggs, 2013), highlighted the importance of cutlery. Briggs (2013) concluded that our perception of how the food tastes is influenced by cutlery. His conclusion was based on the research of Charles Spence and Vanessa Harrar of the University of Oxford. According to Prof. Charles Spence and Dr Vanessa Harrar “Even before we put food into our mouths our brains have made a judgment about it, which affects our overall experience”. In a recent study on color and design of cutlery (by Harrar & Spence, 2013) concluded that the color and the size of the spoon changes the perception about the food (yoghurt). Taste of the food found different while consumed through different cutlery.

10. **Furniture**

Restaurant environment and furniture is mutually related subject of discussion. The imagination of Upscale or Midscale restaurants is not complete without the appropriate furniture. Bhatia (2003) has recommended three attributes for furniture- the color of furniture, furniture style and spatial configuration (the design and configuration of various elements of the furniture) which are essential in building the restaurant environment. Arrangement of furniture (spatial movement), further studied by Ariffin & Aziz (2012), added that uniqueness in furniture innovates the environment which has a relationship between hosting quality and satisfaction. Furniture also affect the perceived quality and strengthen the image of the restaurant in consumer mind. Study revealed that the comfortness of furniture and their spatial layout affects the duration of stay in the restaurant (Robson, 1999).

11. **Employee’s dress**

To maintain the uniformity among employees and to make them easily identifiable for the customers, employees’ dress is an important Servicescape element. Dressed employee looks smart and can be easily identified for ordering of the service, thereby making the customers dining experience easy and comfortable. Employee’s dress also resembles the class they belong to. In an Upscale restaurant, different class of employee caters different services. From the gatekeeper to the hospitality manager everyone should be properly dressed. In a study Ryu & Jang (2008) enlighten the employee’s dress and style and stated that the style of the employees should be congruent with the restaurant image to maximize the effect of the social elements upon customer perceptions. Style means the professional appearance and attractiveness. Employee’s dress also works as a carrier to carry the restaurant brand.
12. Menu: Colour, Design and Style

Menu is not only a tool to communicate the information about the items available in the restaurant; it is also a tangible evidence of selling. In a full service restaurant, management must focus on creativity while designing its menu. An excellent example of designing a menu can be seen at the revolving rooftop restaurant of hotel President, Mumbai. The beauty of this menu is besides giving the extraordinary name to the traditional dishes, they in detail provide the ingredients and idea about the taste of the food. In their study, Bowen and Morris (1995) measure the effectiveness of menu in selling of restaurant services. In the study “The Five Aspects Meal Model: a tool for developing meal services in restaurants” Gustafsson, Öström, Johansson, and Mossberg (2006) highlighted the importance of menu planning in restaurant service. Kivela (1994) and Gustafsson (2004), on highlighting the importance of menu suggested that the following questions have to be answered by the chef before planning: What menu is suitable for this meal considering the theme or idea of the restaurant? What type of guests do the restaurateurs expect: age, female or male, work, background, religion with an allergy and so on? What season is it? What type of menu [breakfast, lunch or dinner (special occasion)]? Does the meal represent value for money, considering the costs for the restaurant and price for the guest? What type of kitchen equipment and staff do I have and what knowledge do they have? Furthermore, the menu has to be planned and taken into account: variations and balance in foodstuffs, taste, flavours, nutrition, cooking methods, temperature, consistency, colour, form and suitable beverages (Dornenburg & Page, 1996).

13. Wall paintings and interior design

Wall paintings and captivating interior designs complete the restaurant environment. The importance of interior design has been studied by (Namkung & Jang, 2008) and they concluded that interior design is an important element in elevating the dining experience. Interior design and wall painting influence consumer while they wait for food sitting on the dining table or waiting in lounge while dining table is not vacant. The decoration of “reception hall” and “decoration of room” were two of the key part in the study of Shi & Su, (2007) besides environment.

14. Wash rooms

Wash rooms cannot be ignored while designing an up-scale or mid scale restaurant. People spend a considerable good time in restaurant and they may visit wash room in this span of time. The style (Indian or western) also affects consumer’s level of satisfaction but when it is measured at restaurant level, it does not affect the overall satisfaction. However, customers find it an important element of restaurant service. Soap dispenser, availability of toilet paper roll and hand dryer enhance customer service experience while using restaurant washrooms. Researcher could not find any authentic study on the role and importance of soap dispenser, dryer and availability of toilet paper in restaurant washroom vis. a vis. customer satisfaction but it has been noticed during the exploratory research that these things have a unique and an unexplored importance in customer satisfaction. There is a need to undertake a separate study on this aspect.

Revalidation through improved Service aspects of restaurant

1. Mode of payment (cash/e-payment)

In an Upscale and mid scale restaurant, the mode of payment also affects consumer satisfaction. A large portion of customers visited Upscale and Midscale restaurant preferred e-payment or plastic money which is very common in today’s era. The advancement in banking solution and the upliftment in the social status of Indian consumer established the trends of plastic money. The longer queue and waiting time at banking terminals and ATM machine are also responsible for this trend. As per the discussion held with many restaurant managers, sometimes customers, in advance, ask whether the option of e-payment is available in the restaurant or not. Since the target customers of these restaurants are the people belonging to the upper class or middle-upper class of the strata, these people are the regular and prime user of plastic money for payment purposes. Technological advancement and penetration of banking services made it easy for Indian customers to carry and use plastic money. Uses of e-payment affect individual consumer satisfaction level significantly. Those people who have cards in their wallet rather prefer to pay through card than in cash. Since
the consumption at restaurant cannot be planned in advance and therefore the amount of bill and the cash in wallet does not always match. This is another reason of payment through card.

2. Parking
In the last few years parking facilities emerged as one of the biggest challenges for years old established restaurants. Millions of new vehicles are coming on the road every year. People who are visiting the restaurant belong from class that owned car. The restaurants setup in 80’s or 90’s were not designed in such a framework that they can fulfill the parking space demand of today’s world. But, the impact of not having sufficient parking space is worse on the sales figure of these restaurants (Sharma, 2013). Kashyap, (2015) in his research on effect of servicescape on consumer satisfaction explore the impact of insufficient parking space on consumer satisfaction. However, the focus of his research was to measure the impact of physical environment that mainly consist the element of restaurant premises. While highlighting the importance of parking space, Daykin (2013) and Chase (2014) discussed how the parking space can be utilized to improve dining experience. The old restaurant which has lost the opportunity to retain space for parking are also losing the customers.

3. Delivery of the food at doorstep
The nature of competition in restaurant business is complex. Restaurants are facing competition not only from the different formats but also their menu offerings as well as the pattern of delivery they adopt. In the era of technology where customer is ordering food online, restaurant must be present in digital world. Restaurant may also offer home delivery services in nearby locations to cater the customers. Restauranters should understand that if you are not offering home delivery services, they are losing few of their customers willingly. In one of the report of Technopak (Shukla, Yadav, & Sharma, 2014) concluded that there is a high growth in delivery focused format of food service. According to their analysis 50 percent of Dominos sales in the third quarter of 2013 came through delivery business only.

Conclusion and Findings
In this study researcher tried to present a conceptual framework for the revitalization of restaurant service. This study is based on the available literature on trends and practices of restaurant business and author’s own research work on the subject “Effect of Servicescape on Consumer Satisfaction in Hotel Industry” (Kashyap, 2015). Restaurant industry is evolving in multidimensions aspects, it is the need of hour to redesign the restaurants according to the market needs and demand. Having population of more than 1.25 billion people, Indian restaurant business is full of opportunities. Many multinational restaurant chains have entered in Indian restaurant market in the last few decades and some more are in waiting. These new ventures are not only offering varieties of cuisine but also giving a new dining experience to the customers. With the entrants of these new restaurant ventures new kind of restaurant practices are emerging as well as customer expectations are also increasing. Therefore, to encash these opportunities, restaurant must revitalize itself.

References