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Trabajo Fin de Grado

Marketing Research:
Experiential restaurants: Playing while eating.

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Summary:

The goal of this project was analysing if a restaurant based on experiential dinning would succeed in the city of Zaragoza. Having this objective in mind it was necessary to develop a market research.

There were two basic ideas proposed, one for the long-run experience (*Dynamism)* and the other one for the short-run (*Playing while eating)*. In order to cover the need of opinions and direct information, a focus group was made. The results form this technique made us split the research in two parts, one for each topic. At the end, we decided to follow the *Playing while eating* topic as there were more information available. After that decision, in order to go in depth with the topic we developed another focus group fully oriented to the *playing* topic. From that focus group we gathered a lot of useful information that had to be checked and compared using a representative sample, which made us develop a survey.

Thanks to this survey we could analyse the data in a mathematical way (using averages and percentages) that allowed us to develop the final conclusions of the research and guided us to think about some recommendations for a future.

The general conclusion of the research is that depending of the initial investment and the will to organize (as it would be complex) this project would succeed or not (following some of the recommendations of the project).

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1. Introduction

When people hear the word "restaurant", it is common to think about a place to go to enjoy a meal. It could be done alone or with someone else, but for the last years there has appeared a new trend in this kind of business: Experiential restaurants (Hampton, 2016). This means that not only the clients will enjoy their meal, they will also live new experiences related to the food, or maybe the environment, the food preparation process, etc.

The rise of experiential restaurants, or *experiential dinning*, is making the sector to evolve to a new one where common restaurants should be distinguished from those who offer more than a meal. This is the reason for which this trend is increasing among the biggest cities in order to catch new clients. Zaragoza is a really well-known city when referring to marketing, its citizens are always "used" as a test in order to guess about the success of a new product or service (Uranga, 2014). So, the possibility of developing a market research in the area of Zaragoza will bring us a clearer result.

As we should all know, the main objective of every business should be making profits. That is the key point of every business: making money through satisfying necessities, desires, or wishes. So, the main and final objective will be determining whether if this new style of business will be profitable or not. Inside the experiential dinning we can find a lot of different experiences offered, but among them, there have only been selected the two topics that are new in Zaragoza and could help the city to get inside the trend. Those topics are: *Dynamism* and *Playing while eating*.

On the one hand, since the beginning, I wanted to know if the dynamism in a restaurant would increase its profits. At my sight, dynamism is understood in this context as a relation, which is established between the client and the restaurant through its mutual interaction. For example: The elections of the costumers from the menu will have a repercussion in a future for the whole establishment; maybe through changes on the menu, on the prices… whatever it has been established.

When talking about *dynamism*, this research can be very useful in order to know if the clients can develop loyalty to a restaurant. Commonly it is easier to find loyalty to sandwich restaurants or coffee shops, but when it comes to restaurants it is not that

common, so this research will be useful to determine if there is a way to develop that loyalty that would be profitable for both agents. Supposing that it is possible, this research will also be a guide to make it. The main example is through thematic environment and interaction, but there could be the possibility of finding new methodologies to apply. To make it simple, the research is about whether if implementing a long run system will allow the restaurant to have greater profits and to have a closer relation with the client, to make him feel important by allowing his elections to be relevant.

On the other hand, it is found the other topic I was proposed to make a research. It is about a new kind of experiential restaurant which is based on playing while eating. To have clearer view: arriving to a restaurant where you are expected to eat while playing a game, of course, expecting a reward if the game is completed or won. This topic could be weird if we pay attention to table manners, because it is not polite to play while eating, but this topic has the potential to turn out into profits, so, this should be taken into advantage.

The main difference with the other topic is "its length". This means that while the dynamism topic was a long run experience which could be enjoyed during the activity itself and after, this one is a short run experience. The decisions will not affect the menu or its organization, this will offer a new experience which is based on the experience while enjoying the service. To sum up: this research will be useful to know if people really want to play a game while eating. ¿Is this possible? If it is, the research will show us how could be possible to meet the expectations of the customers and how could be kept that business alive with a system of rewards and prizes.

Both topics are worth to study because its relevance nowadays regarding these new sectors I mentioned before. This experiential dinning offers the possibility of making profits and innovating at the same time, so that is why this trend is slowly growing in our country and the reason and motivation to make the market research.

2. Content

2.1 Information needs

For this research there is a need of qualitative information, which is defined as "detailed descriptions of situations, events, people, interactions, and observed behaviours; direct quotations from people about their experiences, attitudes, beliefs, and thoughts; and excerpts of entire passages from documents, correspondence, records, and case histories" (Patton, 1990). We need opinions, information, that could be useful to guide the research in one way or another with both topics (*Dynamism* and *Playing while eating*)

To obtain this information we need a qualitative technique that is direct and non-structured. For this reason, it will be developed a focus group, which consists on bringing a small number of people together with a moderator to focus on a specific product or topic. This technique is useful to produce qualitative data. It may or not be representative of the general population (Business dictionary, s.f.).

Once qualitative information is gathered, in order to check if it can be extrapolated, we will need quantitative data that will allow us to compare the previous information through a representative sample. Quantitative data is defined as "the value of data in the form of counts or numbers where each data-set has a unique numerical value associated with it. This data is any quantifiable information that can be used for mathematical calculations and statistical analysis, such that real-life decisions can be made based on these mathematical derivations" (QuestionPro, 2019).

2.2 Gathering information phase

As mentioned before, the focus group will be developed to gather qualitative information through a non-representative sample in order to gain clues and opinions that will help us to have a clearer vision of the topic.

The first step was to contact with five volunteers that agreed on participating on the focus group discusion:

I was the moderator, and all the members were motivated and curious. That meant that I would not have to force them to participate. There were five participants. So, the focus group was developed by four adults (aged from 37 up to 59) and a young participant (23 years). This age ranks will be relevant during the whole research for understanding the analysis. Up to 30 years old (included), it is considered as "young" people as their level of income is lower. On the contrary, from 31 and on they will be considered adults as their level of income is higher. The room selected for the focus group has a huge table and some chairs around it, there is not furniture at all, so, it is a good place as it is silent and comfortable.

The development of the focus group can be found in the annex by "focus group 1", but I wil make a short summary with the most relevant and interesting points for the research and its proper analysis based on the information obtained:

The focus started with a general question to break the silence about restaurants, *Do they go to restaurants?* This was just an introductory question to make them feel comfortable and ready to share their opinions.

After this introduction to the topic I explained the first idea for the research: *Playing while eating*. At the beginning everyone was curious and started to talk about other kind of experiential restaurants. As moderator I had to retake the main topc several times, but the conclusion they obtained was that they would go and try it once, but it did not impress them at all. They stated that it would be a great idea for young people. Despite of this estatement, the youngest member disagreed by saying that its profit would not be enough to go there.

Once the first topic of study was over *(Playing while eating)*, the focus moved to the *Dynamism* topic. In order to make it easier to understand, I used an example related to an Italian restaurant and some mafia families. Everyone liked the idea, but they found some flaws in the project and concluded again that it would be interesting for young people to go and enjoy. This time the youngest member agreed but it would depend on the price and whether if the place is quiet or not.

At last, I asked about their preferences regarding to both topics. At the beginning they said that the dynamism topic was just too complex, and rejected it, but reggarding the *Playing while eating* topic it happened that a question was made and everybody

started to discuss about it, they even had to take their smartphones to google the answer. Thanks to this small talk among them, they felt really curious about this topic and all of the members finally agreed that they could enjoy it going with friends or with their families.

The focus group started with negative opinions on both topics, but during its development the opinions about the playing topic changed: At the end all of them agreed on the last topic, even the youngest participant. They experienced the game itself and enjoyed, that's why I did not cut the game as moderator; this unexpected event was also useful for the research. As negative aspects or disadvantages, I must say that regarding the dynamism project I may have given a bad example (mafia families) that could have biased the participants and make them reject the idea despite of being a much bigger and developed idea than what they could have thought. Adults are really simple, they just look for quality and something different and new, but not too complex. They also enjoy the "this is for young people", so they really feel that if something is liked by a young person, they should feel the opposite. Althought some of the members agreed on their will of trying new things, as it is stated before, they were right when they said they would go to the restaurant and try it only by recommendation. That can be confirmed when nobody had expectations about the game and then started to play around a simple question. Thanks to that, they found themselves enjoying and arguing about the answer, and finally had to use their smartphones to check the right answer. That made them think about the research twice and leave the focus group willing to know more about it and the prizes that could offer. The same way their opinion changed due to that short experience, it would be interesting to test in a future a dynamism experience to observe if the results change. Even if I wanted to do so, it is imposible to do it in this moment as it is a long-run project.

As all the members agreed with the *Playing* topic, the analysis of the focus group discussion drives to consider two approaches which will be studied within the next step. One research will be focused on *Playing while eating*, and the other one in the *dynamism*. As I already have information about the playing topic I will continue the research focusing on this topic. I expect to make another market research to find out the results of the dynamism topic in a future.

Although it was a hard decision because according to the focus group analysis, the *Dynamism* topic could have been interesting for young people (knowing that its price should be lower than the original expectations) and maybe on adults if they had experienced it; but the fact that the *Playing* topic made all the generations interested made me continue with that topic. It could be a good tool to catch as many people from different ages as possible; that is to say, its potential number of customers is bigger than in the other project. So, it was time to develop and go in-depth with that topic from that moment on.

2.3 Discussion of the results

Once we have selected our topic (*Playing while eating)*, it was necessary to go in depth into the topic, that's why I decided to make a second focus group as I needed more qualitative information about the main topic.

This focus group followed a similar structure to the previous one due to its good results, but this time there were six participants aged from 29 to 67 years. So, with exception of the youngest member, we will consider them all adults (following the age ranks that was explained before the previous focus group). The room selected was the same one used the previous time as it gave pretty good results in the environment. The role of moderator was again assumed by me.

The new structure was simple: I would ask a question and they would have to answer by turns (as they felt ready to give an answer) saying everything they thought in one turn to avoid irrelevant conversations and losing relevant data between them. *This adaptation of the focus group can be found in the annex by "Focus group 2":*

The focus group, as planned, started with a question related with the restaurant environment. The main ideas are similar to the last focus. All agreed on quality issues, and its preference for a "quiet" place where is possible to talk. Except the eldest one, who suggested "live music" while dinning; the other participants disagreed as this type of restaurant did not allow that. The key point arrives when one of the participants says that she would enjoy a good menu, then, asking the other participants, three ideas appeared: Menu, each one choosing their own dish from the menu, or serving rations to share. Another relevant fact that was mentioned is the location of the restaurant, that is a key point for elder people to go with their family.

The next question was about the games themselves. The main ideas where those related with questions like Trivial, Cluedo… Games that can be played at the table. Another idea that came in but was rejected by many participants was the role playing with cards. Related with the question games, it was also mentioned to make questions about the food that the client would be eating at that moment. The last kind of game proposed, was related to do some mini-challenges by selecting a leader or a representative per table.

The next and last section was related to the prizes. There appeared many ideas, some of them are: A bottle of wine, future discounts at the place, wine to drink inside the place, shots, dessert, tickets for the theatre or cinema, and finally, apart from the daily prize, offering the possibility of winning a semesterly prize for those families or tables that win several times. Those who win will be called in a future for more games, the "semi finale", and the final game. The prize will depend on the topic of the restaurant, if it is related to Italian cuisine the main prize could be a trip to Italy.

Regarding the general aspects it must be specified which of the three options of serving food is the most adequate for the customers and the owners, there should be a "most-likely" price, and some clues for a better location.

Regarding the games, it could be interesting splitting the targets depending on the topic of the games and its characteristics; maybe an experiment could help us at this point.

Finally, I must consider all the options that were mentioned, but I really feel curious about the "ranking", if that works, it could be a really good possibility to develop loyalty to the place, so it would be related to the "rejected" topic about dynamism.

2.4 Quantitative study

Thanks to the focus group, we gathered a lot of relevant information that will help us to orientate the project. As the sample taken was not representative, we need to gather the same information again but with a bigger sample. So, in order to go in depth with this topic I will develop a survey, so that we can compare both results and obtain quantitative information and mathematical values that will be useful to determine the result of this whole analysis. *"A Survey is defined as a research method used*

for collecting data from a pre-defined group of respondents to gain information and insights on various topics of interest." (Question Pro, 2019).

Knowing this, the survey was designed using the main results form the last focus group and in a way that is comfortable for those who fill the survey. The survey was created with google forms and launched by sending its link through social media. The number of answers grew up to 186, but one of them had to be removed due its null content. So, the final number that will be used to analyse the survey is 185. In some questions there is a division between adults (older than 30) and young people (under 31). The reason for which this age was taken as reference, as sit was said before the focus, is mainly because of the level of income, at that age people already have or start to have greater income. And, there is a generational divison that will be observed on the survey itself. The people over 30 years are 75 and those under 31 years are 110. The data sheet of the survey can be found in the Annex as *"Data sheet of the survey"*

The structure is going to be explained right after this parragraph. Every Linkert scale and rating scale will always be measured from 1 to 5. Each question will be explained and will include its answers and its analysis:

2.4.1   <u>Section 1: General aspects</u>

Before any questions appear on the survey there was a text dedicated to explain that only those from Zaragoza should fill the survey and also thank everyone for filling it. The last question of the survey is a key point that allowed us to work with ranges and segments of the sample: The respondents were asked to leave their age. This allowed me to create the graphs shown in this analysis.

After that, the first section appears: Frequency. The first question "How often do you go out to eat to a restaurant for fun?" was used to avoid those answers that show the necessity of eating out from home, for example, work. The given options to answer were "Weekly, twice a month, once a month, and hardly in a year". This will be useful to determine if the age is a relevant fact for the frequency. The answewers obtained were the following:
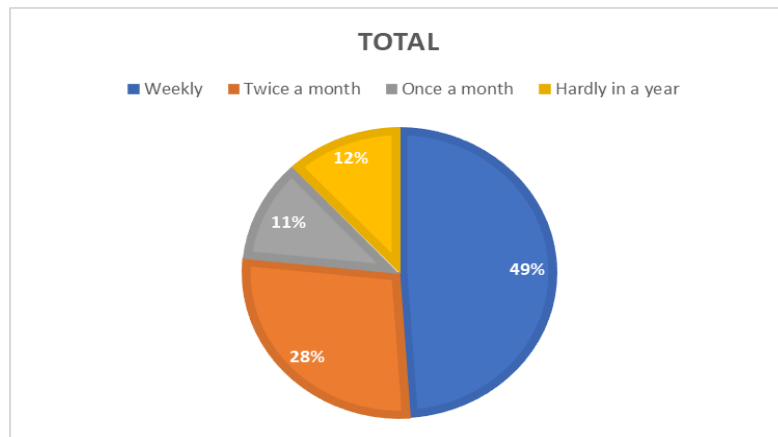
Grpah 1: Frequency

The results for the differences between young people and adults can be found in *Annex question 1*. There is not a huge difference between them, that's why the total graph is representative for both segments. As we can observe, almost half of the sample goes out to eat for fun weekly. This allows us to know that at least they have the interest on going out, so the project of the restaurant fits in that percentage. The only surprising percentage is the one related to "hardly in a year". As it can be observed in the *Annex question 1*, this is because of the adults. Young people almost achieve a 7% while the adults got a 19%. This data is kind of relevant. Adults are supposed to have a greater income, so this makes me think that some of them are just not interested about this kind of activity. It is not a huge percentage but it is still almost a 20%.

After the previous question, it is asked which kind of places do they visit most when going out to eat through a Linkert scale. The given options are sandwich´s bar, pizza´s, hamburguer´s, restaurants, tapas bar, or coffee shops. In this answer as the number of each section is diferent (75 vs 110). An average for each segment was made so that the result was accurate and realistic. The graph with the total data can be found in *Annex question 2*. The obtained data are as following:
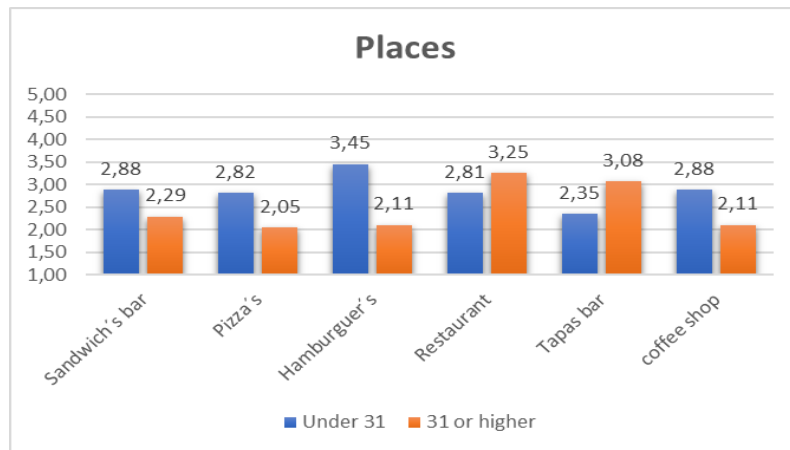
Grpah 2: Frequented places

As we observe in the graph, there is a clear distinction between both segments. Young people seek something cheap and simple to eat. Somewhere where it is possible to eat a nice amount of food at a nice price. On the other hand, the results from the focus group are confirmed: Adults seek quality. Their main choices have been restaurants and tapas pubs with a clear difference on the averages among the options. Checking for the total results, we can see that the most voted option has been the restaurant because ist average between both segments, but it is relevant to observe the differences so that the results are not confusing. To sum up, there is almost one point of difference between both segments and that must be taken into account.

The next and last question from this section was related to the location. In order to find a place that satisfies the location necesities for every age it was relevant to check the main areas: university zone, center of the city, malls, and the outskirts of the city through a checkbox question. This time I didn't split the segments as this is a common issue:
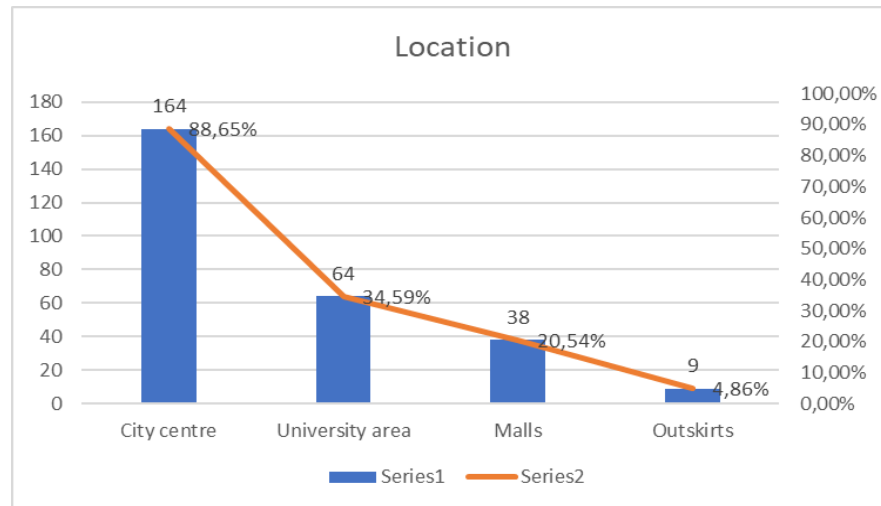
Grpah 3: Location

The results are simple. An 88% of the respondents go to the city center when going out to eat for fun. This data is pretty clear, so if this project is accepted, it should be runned in the city center.

2.4.2 <u>Section 2: Experiential restaurant approach</u>

This section is related to the restaurants as such. It will be used to introduce the concept of *"Experiential restaurant"* to the respondents. The first question is a rating scale: *"When I go to a restaurant I like to innovate and try new things"*. This is relevant so that we see the interest of possible clients. As this project is something innovative it must be known how open is the population to try new experiences. Again, we obtained percentages and averages so that the answer is accurate.
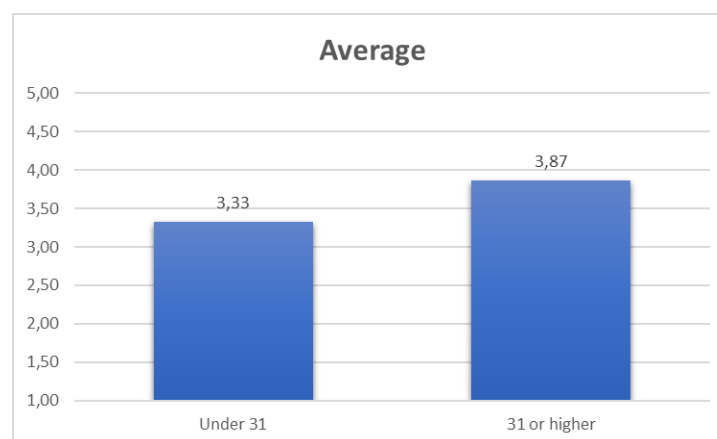

Grpah 4: Interest to try

As we observe, adults are more interested on trying new experiences, it is also shown in the higher average: 3,87 > 3,33. As it is less than a point of difference, I took their

variances: 0,81 for adults and 1,24 for the young respondents. This shows that in the case of the adults, as the variance has a lower value the data are closer to the average unlike with the young people whose variance is higher, so, this confirms what was said during the focus group: Adults are more likely to try new things regarding restaurants. On the other hand, young people, still prefers trying new things over not trying them, but the percentages are lower than those from the adults. It must be also considered that in the total percentages (which can be seen in *Annex question 4)* the most voted option is the one related to the de indifference, with a good strategy they could become curious and end up positioning for trying new experiences.

The next question was a conditional one. Depending on the answer the respondent will see one thing, or another. The main question is simple *"Have you ever heard about experiential restaurants?"*
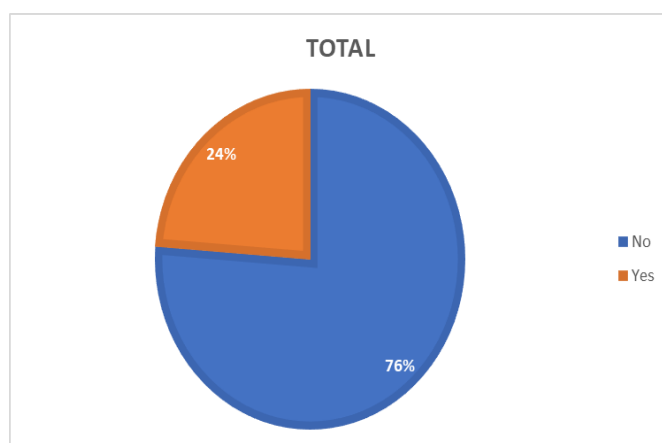

Grpah 5: Hearings about experiential restaurants

As can be observed in this graph, three quarters of the respondents did not know about it; so an explanation was needed. Only 44 participants assumed to know about this topic.

If the answer was "Yes", they were asked to answer briefly in a short sentence what they think it was. After that, there appears a definition to ensure their answer, and asks them If they had ever tried one and its level of satisfaction from 0 to 5. This is useful to check which previous knowing the respondents had about the topic. After that they will announce if they have ever tried one, which allow us to know how visible is this new trend of eating. Those who answered yes are able to evaluate the experience so that we check if they enjoyed.
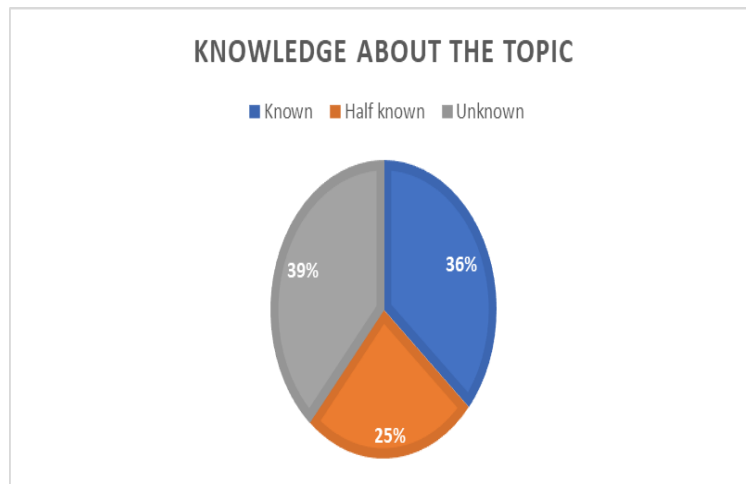
Grpah 6: Knowledge about experiential restaurants

As it is not possible to assign numbers to the answers, I evaluated them giving a value from 1 to 3, 1 if they new and 3 if they didn't or it was a really vague answer. As we observe a 61 % know about the topic or at least have a similar idea to the real definition. This let us know that this trend is slowly becoming visible in the society. The results of the next question were the following:
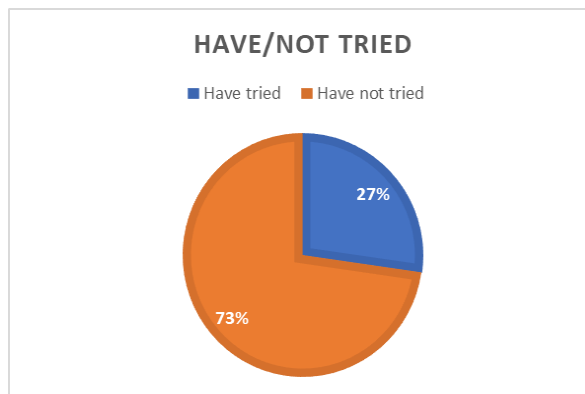

Grpah 7: Have/not tried

Almost three quarters from those 44 participants did not try one, and those 18 (27%) who had had a really high satisfaction.

This can be seen in the satisfaction average: 4,25 out of 5. This shows that those who have tried this kind of restaurants enjoy the experience, so the project would be approved once it is tried. There is not an accurate graph about this last question due to some people who said to have not tried answered their satisfaction level. At the end I deleted those values and made an average.

If the answer was "No", a definition appears. And after that a simple question is made: "*Would you like to try one?*". This question is again useful to check whether if the respondents are open to try new experiences or not.
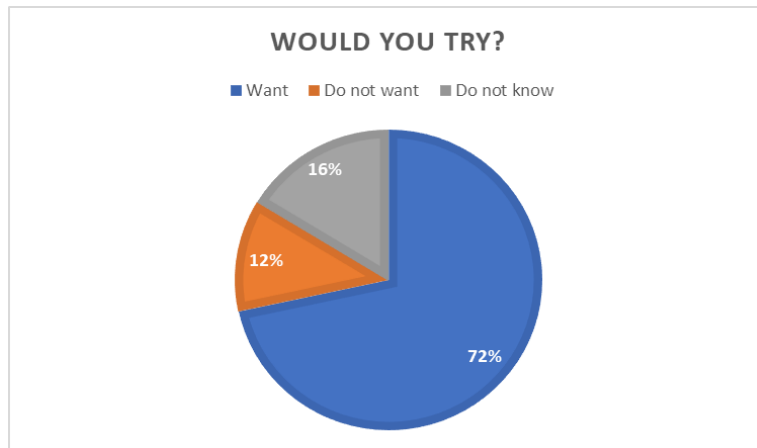

Grpah 8: Will to try

The number of respondents that did not know about this topic was way higher than those who did. From those 141 respondents almost three quarters are interested in at least living an experiential dinning once. The percentage of people which do not know what they would do could become relevant depending on the experiences from those who have tried. So, depending on the level of satisfaction form those clients, those who do not know what to do could be persuaded.

2.4.3   Section 3: Playing while eating

At the beginning of this section appears a short message explaining the *Playing while eating* restaurant. There are no questions so that the respondent can focus on it. After that, the section is dedicated to the restaurant itself. This part of the survey will help us to solve all the doubts about the restaurant and its characteristics that appeared on the previous focus groups. The first question was to evaluate about a bunch of games to play while eating. The respondent is asked to evaluate them through a Linkert scale. The given games were those related with culture questions, questions about the food that is served, mini-challenges, clue games, and role playing with cards:
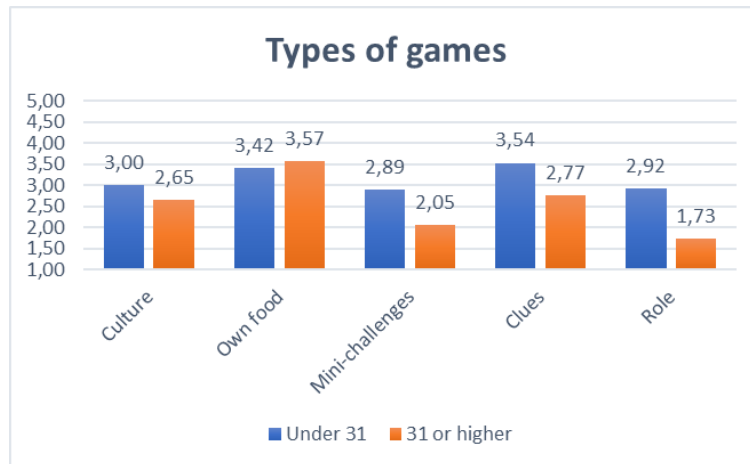
Grpah 9: Types of games

This has been made again through averages to make it representative. As we observe, the main option chosen by the young respondents is the one related to clues followed by the served food option, which is clearly the main option for the adults. What is obtained from this data is that both, young and adult people like eating and experimenting with the food, so, this option would be a good way to catch the attention from both segments. Culture questions and mini challenges are more or less equally valuable for the adults, but young people like them more. Regarding mini-challenges and role playing, the can be rejected for adults, but, for the young segment it is still attractive (it is over 2,5). So they should not be rejected completely. The total selections of the whole sample can be seen in *Annex question 9*. The total graph show us the joint preferences that could be used to catch both segments at the same time. But it should not be forgotten the obtained data from each segment.

In relation with the previous question it was also asked in a optional way if there could be another games that would be interesting to play. The answers were more or less the same, all of them mentioned playing with the senses: touching, smelling, tasting… Another mentioned idea was related to music, which could be interesting depending on the background topic.

The following question will be useful to have a clearer idea of how to serve the food. It asks whether if it is preferred to order separately with a menu card, a menu, rations to share, or an "other" option in case someone thinks something that could be useful. The answer is the following one:
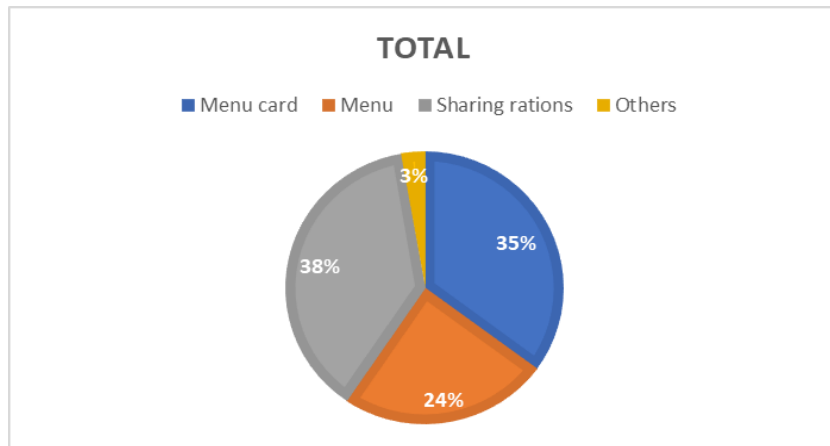
Grpah 10: Ordering food

This time the separated segments were really close, so, it will be shown the total percentages as this should be common no matter to which segment the clients belong. The only existing difference was a 10% between choosing form a menu and sharing rations. Young people prefer to order what they want instead of sharing, maybe because money issues. It is jus a 10%, but it must be mentioned. Both graphs can be found in *Annex question 10*. As we observe in this graph there is not an overall majority, sharing rations and the individual menu option are really close, so this confirms that any option will be accepted in certain degree. The "other" option was marked by 5 respondents which said food related to the topic or "Menú degustación".

The following question is related to the prize itself. It shows a bunch of prizes that must be evaluated through a Linkert scale. The prizes offered were the dessert, future discounts, something to drink (alcoholic or not), a bottle of wine (inside the restaurant), and a bottle of wine (to take away).
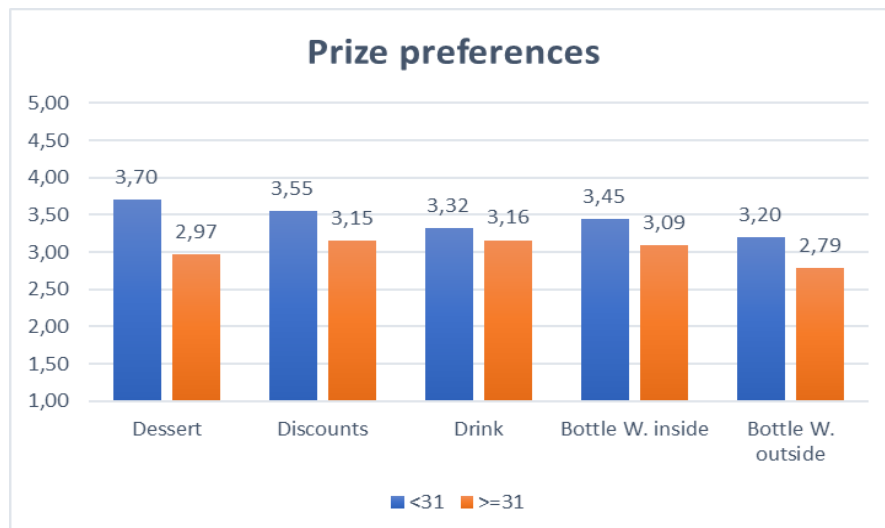
Grpah 11: Price preferences

In this case, both segments agree in their preferences, the only main difference is related with the dessert option. Young people have voted ranked that in first position, while the adults have kept their average preference for all the prizes. The only one which could be rejected is taking out a bottle. This is the most under rated option for both segments, but, a general view can be seen in the *Annex question 11*, where will be found the "total" graph with the whole sample averages. In this case we confirmed how equal are the results, they are all between 3 and 3,5 (except the last option).

The next question is also related with the price, as it is asked about the interest on winning a bigger prize every year or half a year. It would be obtained by winning several times and competing with other winners. That idea had to be valued through a rating scale. This could be interesting depending on the answers so that this could increase the loyalty to the restaurant. In *Annex question 12* can be seen the total average which is 4,10 out of five, which supports the positive results obtained in the following graph:
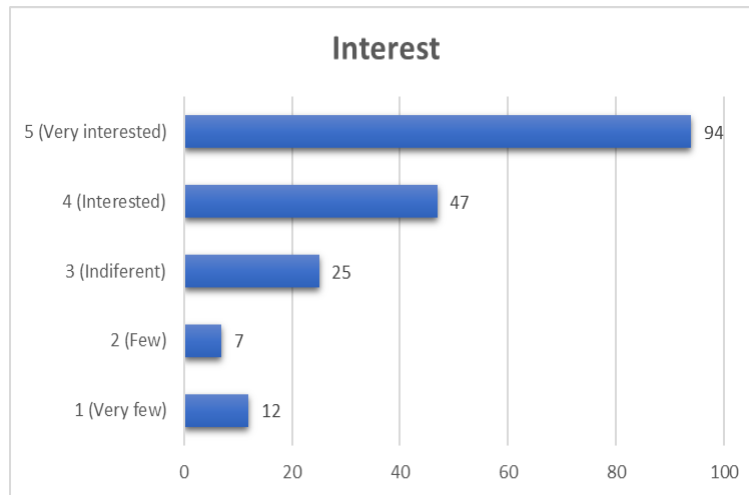
Grpah 12: Interest on major prize

As we observe, the whole sample was taken into this graph due to its common interest. Almost 100 respondents are very interested on winning or fighting for this prize, so this should be accepted or at least, considered due to its loyalty effect on the restaurant. The remaining answers are concentrated between 4 and 3, mainly, only 19 respondents answered 1 or 2, so the results for this idea are really positive.

After that question, there appears question of attendance. *"I would attend to this place…"* With my family, friends, alone, working, or the "other" option. This checkbox question can be useful to organise the potential customers in categories and make the place dynamic and original.
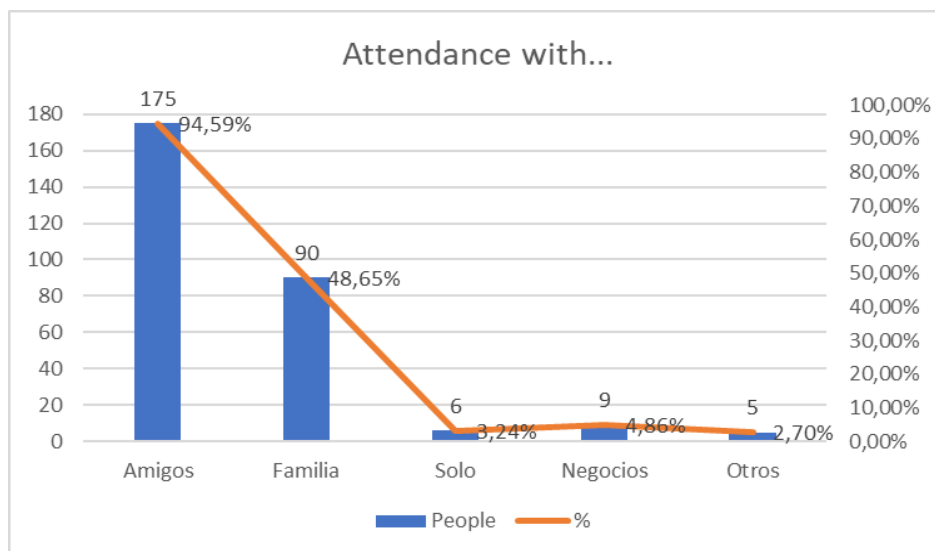

Grpah 13: Attendance with...

As we can observe, almost the 100% of the respondents would assist with their friends, and half of the sample answered with their family. So, these two options should

be the main idea when developing the project. As the solo option was not marked at all, we can state that there will not be individual games. The "other" option was marked by a few respondents that wrote "With my couple". This can be mixed with "friends" as the topic should be interesting for both segments. Finally, the business option was marked by less than ten respondents, so it is not recommendable to focus on this segment.

The last couple of questions are related to the topics on a restaurant, the first question is a rating scale about if it is relevant for the respondent having a topic on the background. After that, if the answer was 3 or higher, they were asked in an optional way to leave a topic that would be interesting for them.
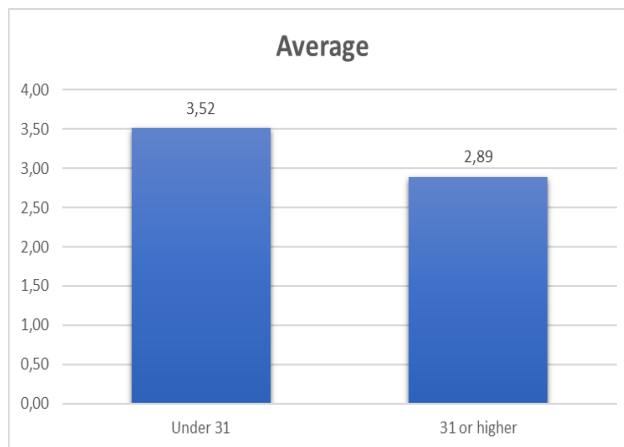
Grpah 14: Average interest on background topics
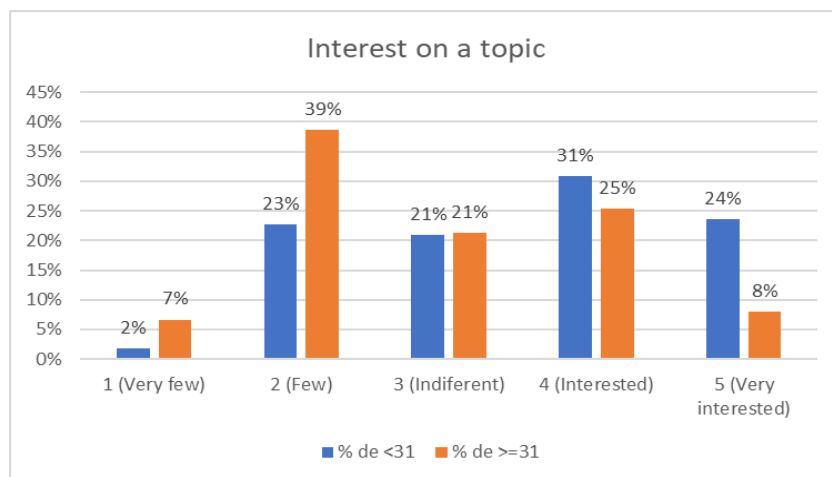
Grpah 15: Interest on background topics

As we observe there, a higher number of adults do not receive value from a background topic than those who do. This can be confirmed through the averages too, in this case both variances are similar: 1,29 for young people and 1,22 for adults, so the

data are equally closer to their averages (shown in the graphs). It must be highlighted that if we check the total graph in *Annex question 14*, we will observe that the interested and low interested are almost aced. The low option wins for only one vote, but if we sum up all the interested and very interested, we obtain a much higher percentage than the one obtained from the low and very low options. The indifference point is really equal for both segments, so, again, it would be interesting trying to develop a strategy to make them interested.

3. Conclusions

Knowing the main objective of this research, which is the viability of an experiential restaurant in Zaragoza, there were two topics through we could achieve it (*Playing while eating* and *Dynamism*). In order to check if those topics were appropriated a market research was developed.

The results of the research in the qualitative phase were, on the one hand, the total split of the research in two different ones, choosing therefore the *Playing while eating* topic and, on the other hand, that the chosen topic seemed to attract adult people. We cannot extrapolate that statement to young people as there was only one young participant. The rejected *Dynamism* topic will be now part of another market research that should be developed in a future. Still in the qualitative phase a second focus group was developed focusing on the main topic, its results showed the interest of adult people on the restaurant itself as they gave many relevant data as the way to serve the food, types of games, a variety of prizes, and an "ideal" environment. They also seemed excited about the idea of trying new things, of course, always assuming a minimum of quality in the service and at the food.

These results had to be compared with those obtained in a representative sample, so a survey was made in order to check all of these answers and analyse them through numbers. The general results showed that young people are more into the topic than adults, it can be seen on their "greater vison" of the restaurant as they gave higher values in general. It could be seen that really few people knew about experiential restaurants and this new trend, so this has been its first meeting with the topic.

Another issue would be that adults like to innovate more than the young people, but, as mentioned before, the values obtained by the adults have been lower. This could mean that this is not the kind of innovation they were looking for, or that experiential dinning is not enough trendy so that they do not receive enough positive feedbacks from friends (as it was said in the focus group, adults work through recommendation, and in the survey we proved that the average of satisfaction coming from those who have tried an experiential restaurant is nearly the maximum).

The location of the restaurant is a key point for which the restaurant could fail or succeed, that is why it must be an accessible point for everyone who is interested on going. The survey solved this issue, the whole majority of the respondents voted that the ideal location would be in the city centre. This place is the most suitable and adequate as all the people independently of their age can easily arrive to the city centre, so, this location has a higher chance of succeeding than any other.

Based on the results, there are many things that must be related between them, for example, the way of serving food should be linked to organisation of the restaurant. Depending of the game which is being played, the way of serving food will be affected. That is to say, if the game is about the food itself, there should be a single menu so that the organisation is easier. At contrary, if the game is related with culture questions, there is no problem in offering a menu card. The same resolution will be applied with the prizes, if it is a gourmet experience it makes sense to offer a gourmet bottle of wine or a gourmet dessert.

Related to the previous point, we can reject the mini-challenges game as it had a really low average for both segments, same happens with the role playing with cards, but even though, there is something to take into account that will be checked a paragraph below.

Regarding the background topic, it has been seen that its implementation is interesting for the young people and indifferent for the adults, so it should be positive to implement it. There are a lot of ideas and topics that could attract one type of customers or another. In addition, this background topic will be really relevant to determine the type of game in order to create coherence between the topic and the objectives of the game, that is why if there is a fantasy topic, it is not a bad idea to carry a role play game. The results and comments made by the respondents prove that the background topic has to be changed periodically so that it is possible to keep the restaurant in continuous innovation and swapping between segments and targets. In this way it is also possible to cover a higher number of customers.

It is relevant to be conscious of that in order to run this restaurant and make it profitable, a huge initial investment is needed, it also requires of a lot of time to

organise all the aspects with the background topic and its consequences which requires of a lot of dedication and time.

My recommendations based on the results of the research are the following:

Regarding the background topic it has been seen that there is a lot of indifferent people among the adults, my recommendation would be trying to turn that indifference into approval, so that its relevance becomes greater slowly in time.

Following the background topic, it has been proved that it will be a huge reference to determine the type of organization in that period, so it would be interesting to develop an experiment to check which topics attract which customers and create segments with all the potential customers. This will make easier the organization and will help the restaurant to focus in one or several segments each time the topic changes. Thanks to this experiment, using the attendance to the restaurant as dependent variable, it will be possible to determine whether if all the topics are worth it or not.

The last recommendation is related with the "rejected" *Dynamism* topic. The split was due to its low acceptance between the members of the focus group, but that does not mean that we can fully reject it. In order to have a clearer vision of the topic and about the experiential dinning in Zaragoza, it would be interesting to develop a full study of this topic (like this one). With the results obtained it will be possible to compare them with the ones obtained here, and also to analyse them jointly. For this reason, it is recommendable to carry another market research.

4. Limitations

The main limitations found in this research were related to the lack of resources. It can be seen in many cases, for example, the number of responses obtained was 185 from which only 75 were from adult people while the younger respondents were 110. This is unbalanced, but I do not have a bigger net of contacts in Zaragoza.

Another issue related to the lack of resources can be seen in both focus groups, the whole majority were adults according to my classification and I could not get more young participants.

The last limitation is related to a technical problem with the second focus group, which affected the way of recording it, that is why some differences between both transcriptions could be found.

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6. Annex

Focus group 1:

J- Buenos días, da comienzo el focus group. Consistirá en una reunión donde yo iré lanzando una serie de preguntas y vosotras iréis respondiendo con vuestra opinión.

X2- De acuerdo

J- En ese caso, debo decidir entre dos temáticas para el TFG, ¿vosotras vais mucho a restaurantes?

X1- No

X2- No mucho la verdad

X3- Yo sí

X4- Yo cuando puedo

X5- A veces

X2- Depende

J- ¿En qué ocasiones soléis acudir a estos restaurantes?

X3- Muchísimo los fines de semana y entre semana a medio día, por la noche entre semana nunca. Pero findes mucho.

X2- Yo un par de veces con amigos al mes, pero ahora por la edad más a comer que a cenar. Ya que se puede alargar, siempre disfruto una buena sobremesa. Y sobre todo ahora, esos bermooth toreros…

Todos asienten y dicen que sí a la vez dando la razón a X2

X1- En eso le tomo la palabra a X2. Y lo de restaurantes… depende de mi grupo de amigos, tengo amplitud que prefieren cenar, y otros que prefieren que no.

X5- Yo más a cenar, con amigos siempre en findes generalmente.

J- Entonces, ¿Soléis acudir a restaurantes con amigos antes que con familia?

Todos- Sí, con amigos.

X3- A ver, que con familia también.

X2- Pero más con amigos.

X1- En fechas eventuales más bien.

Todos asienten dando la razón

X3- Oye mira, que ha venido tal y pascual, pues se sale a cenar.

X5- Siempre más improvisado.

X3- Eso es, pero en mi caso también; somos muy de salir a comer por ahí.

X5- Ahora que me doy cuenta yo también, pero más en findes.

J- De acuerdo, os voy a comentar los dos temas de la reunión. El primero: ¿Alguna vez habéis acudido a un tipo de restaurante "distinto"? Por ejemplo, sitios en los que pagas y te haces tu comida porque te enseñan u otros tipos de restaurantes más "alternativos". Entonces, yo tengo dos tipos de restaurantes pensados: Uno sería más estándar pero con un dinamismo de fondo, y el otro sería un restaurante al que vas a jugar. Empezaré por este tema. Supongamos que acudes a un restaurante y pagas para jugar, es decir, tu te sientas con tu menú caro y te dicen que hoy se juega al cluedo. Insisto en que son todo ejemplos, quedaros con la idea. Vas comiendo, y vas sacando pistas al camarero, o en el baño, en la propia comida vas recopilando información y el primer equipo que supere el juego se lleva la cena gratis, el postre gratis, algún premio o lo que fuese.

Todas las voces a la vez, incomprensible

J- Turnos por favor.

X5- Yo iría un día a probar

X3- Yo voy a comer o a cenar, a eso no.

X4- hombre, se podría mirar.

X1 nos cuenta su historia de cómo en china fue a uno de los de hacer su comida y no le dieron instrucciones, todos comentan al respecto

J- Entonces, X5, a probar no?

X5- Eso es, pero entiendo que haya gente que le gusten esas cosas, yo es que no soy tan competitiva. Pero mucha gente disfruta peleando entre sí y tal.

X2- Además ahora eso está proliferando.

X3- Si si, pero mezclarlo con comida no me gusta.

X4- Hombre, en mi caso dependerá mucho de la calidad de la comida, si es caro y encima la comida no te gusta pues no vuelves.

Asienten todos menos X3

X5- Pero yo sí que veo a gente joven yendo, de 16 años o así.

X3- Pero ¿cómo van a pagar los de 16 años un menú caro?

J- Son todo suposiciones, ese es un ejemplo, puede ser otro caso en el que tu vas, comes sin menú o uno más barato, juegas, y si ganas te llevas el postre gratis.

X4- Si, al final lo importante es el jugar, entonces yo reconozco que no me importaría siempre y cuando la comida fuese buena y pasases un buen rato, yo creo que no me importaría ir.

X3- Yo puntualmente.

X1- Yo creo que había o ha habido un lugar que tú pagas y no sabes que vas a comer. Menú del día fresco, exquisito eso sí.

Debaten sobre estos restaurantes y sobre que siempre es en la playa, con pescado generalmente y que siempre está fresco. Siguen debatiendo

J- Lo probaría sí. Entonces, disculpa, para concluir este tema de TFG. ¿Qué juegos se os ocurren para jugar en este tipo de restaurantes a parte del cluedo?

X3- Acertijos, juegos de adivinar cosas, autores, libros, etc

X4- O con la propia comida, averiguar ingredientes, etc

X1- Si lleva x ingrediente.

X2- Que no te tengas que mover mucho, como máximo al baño.

X1- Que te vayan dando pistas sí.

X5- O en la mesa.

Asienten y vuelve a formarse el caos

J- Turnos

X5- O que tengas que interactuar con otros equipos y mesas. O algo más tipo escape room.

X1- ¿Qué es lo del escape room?

Se lo explican brevemente

X5- A mí eso, que te tengas que relacionar entre mesas me gusta.

X4- Cosas de preguntas.

J- Sí es una opción lo de competir por mesas.

X3- O incluso entre los de la propia mesa, en familia es más divertido o entre amigos ¿no?

X4- No estaría mal, no.

Problemas de audio, alguien tocó el ordenador

J- Perfecto, ahora pasamos al otro tema de TFG, voy a tratar de explicarlo con un ejemplo. Sería: El dinamismo como forma de aumentar la fidelidad al local. ¿Qué quiere decir esto? Café de la bolsa, como ejemplo: Tenías en la barra los precios de las bebidas como si fuese la bolsa, en función a la demanda el precio de cada bebida variaba al instante en la pantalla. Si todos beben X. X sube de precio, y viceversa.

X3- ¿Y eso dónde estaba hijo mío?

Debate sobre su ubicación, X4 lo conocía

X3- Ay qué gracioso…

X4- Sí, pero es más de noche.

J- Lo que busco es algo parecido, ya que en ese local tus acciones repercutían en el corto plazo. Yo busco que sea en el largo plazo mediante restaurantes temáticos. ¿Alguna vez habéis visitado alguno? Un ejemplo podría ser el Tommy Mel´s.

Todos asienten y dicen que sí y debaten sobre lo mal que ha ido el Tommy Mel´s y sus nuevas ubicaciones

X5- Yo al principio iba por la curiosidad, pero luego ya no merecía la pena lo caro que era para una comida tan "sin más".

Siguen debatiendo

X3- Para jóvenes era caro y para nosotros nos era indiferente tanto la temática como la calidad de la comida.

J- De acuerdo, entonces os lo explico en una dinámica de restaurante italiano.

X4- Me apunto.

J- jaja espera *muestro un dibujo* La temática sería la mafia. Esto sería un local entero dividido en cuatro zonas, cada una gobernada por una familia mafiosa distinta, aquí los Vanetti, aquí los Corleone, etc. Insisto, todo esto son ejemplos, no tiene por qué ser italiano, podría ser un bar vikingo o lo que fuese. Entonces, en cada sección habría una estética distinta para los camareros, el trato, etc. ¿A qué vas a ese restaurante? A comer, sin embargo siempre habrá un sector que te llame más la atención y al que quieras ir. La carta será la misma, pero este vino lo tendrá mas barato la familia Corleone por ejemplo, mientras que esta otra familia tiene otra cosa más barata. Pedirlo en otra familia supondría un coste más alto porque tendrían que "robarlo a la otra familia"

X3- Entonces vas donde te guste la bebida y listo, ¿no?

J- Claro, pero ¿qué pasa? Esto va cambiando, porque depende de la demanda de cada familia irán ganando o perdiendo poder por lo que le pueden robar el vino. O por ejemplo, al venir mucho a cenar con una de las familias te dan una tarjeta que a las 10 comidas o las que sean la puedes canjear por una comida gratis, una chapa de la familia, lo que sea, pero una recompensa; además de salir en el organigrama de la empresa como uno de los miembros. Pero puede darse el caso de que si esta familia te dice que si le traes la tarjeta de otra familia te haga un descuento por cada punto. Ahí tendrías que decidir si traicionas a tu familia o si te mantienes.

X3- Serían traiciones continuas

Risas

J- Ahí está la gracia. Igual hay alguien que no.

X3- Pero habría que ir tanto para tener esa afinidad…

J- Claro, eso es lo que voy a estudiar. La idea final es esa, vas a comer, pero hay cierta interacción de fondo. Igual un día llegas y ves que hay un evento donde puedes comer con el Don de la familia, un hombre disfrazado haciendo el papel de líder, y debes interactuar con él y ver si le sacas el postre gratis o algo. La temática de mafias al final es para entenderlo, es un ejemplo, pero también pueden ser otras temáticas. Al final no busco saber si este restaurante tendrá éxito, busco saber si esta dinámica va a tener éxito. Al final son ofertas, es márketing. Todo mediante interacciones por las redes y sabiendo que cada vez que vayas va a ser distinto. Cada familia tiene su personalidad y todo tiene y sigue "una vida", lo mismo un día se ve que una familia ha sido derrotada y llega una nueva. Entonces, mis preguntas serían: ¿llama la atención?

X3- A mi no.

X2- Yo creo que llama más a gente joven.

X4- Hace falta una continuidad.

X1- Sobre todo si yo quiero un lambrusco y mi marido una caña, no me quiero sentar en una esquina distinta, ¿entonces uno tiene que pagar su bebida más cara?

X2- No pero yo aquí si que veo a mi sobrino.

X1- En mozos sí, tú aquí, y tú allá.

X2- Eso es. Porque van en grupo, y les gusta eso. Pues a ver si hoy voy a esta familia y fastidio a estos otros que están mis otros amigos. Y el tema redes sociales lo llevan ellos. Por eso lo veo más para ellos.

X4- Y gente de 35 o así también eh?

X3 y X2- Eso es joven jaja

Caos otra vez

J- Turnos por favor.

X5- Tienen que ser jóvenes adecuados, porque muchos no disponen de ese dinero para pagar un restaurante así.

X2- Claro, ellos sí que se juntan y miran las redes sociales, pues mira, me he enterado de esto o de esto otro vamos a tal sitio. Incluso podrían separarse por grupos. Pero edad máxima 35.

X3- Si porque a nuestra edad, 50 hacia arriba, se busca o innovar y probar cosas o la calidad.

Todos asienten
X2- Y ya mas mayores, calidad y sobre todo…
X2 y X4- Tranquilidad
risas
X2- Que puedas charlar. Sin música alta etc.
X4 nos cuenta experiencia con televisiones altas y el fútbol, que no era su estilo
X3- Sin embargo, mi marido le pones 15 pantallas para ver el fútbol y es feliz.
X5- Esto se podría combinar con el otro tema que dice J, Imagina Harry Potter, son 4 casas, si vas un día y ganas esa casa gana un punto, y si consigues 4 puntos te regalan algo (uno por cada casa).
X2- Pero para eso el precio tiene que ser moderado.
X5- Claro, si no a mí no me da
risas
X2- Entonces ya no sería cenar o comer, serían unas pizzas, hamburguesas… Que eso sí que es asequible.
X5- Y sin moverse, que da mucha pereza.
Todos- Si si…
J- Entonces lo que vemos es que la temática del dinamismo es más enfocada a jóvenes.
X3- Si eso es
Caos
Debaten sobre restaurantes a los que han ido, el atípico, lo bueno que está
X3- Comida peruana rica y encima menú diario barato. Unos cebiches… Por eso también buscas cambiar un poco lo típico.
X2- Sí pero, al menos yo, cambio cuando ya me han dicho que X sitio está bien, si no, no voy.
X5- Yo igual. No te lanzas.
X4- Yo igual, no me lanzo. Y otra cosa esencial para mí: Las sillas.
Risas
X5- Para mí también y soy joven eh? Jaja
X4- Yo me siento y tengo que estar cómoda. Y ahora está de moda esta mierda de las sillas vintage y pijadas y eso te destroza el culo.
Caos
J- Turnos
Caos sobre restaurantes de sillas raras
J- Chicos, turnos.
X2- pues eso, sillas, me alegra ver que los jóvenes también lo valoráis.
X3- Y lo de innovar siempre está bien porque si no uno se cansa.
X2- Sí pero por recomendación.
Todos asienten menos X3
X3- Yo soy de descubrir.
Vuelve a relatar cómo surgió su cena en el atípico
J- Vale, entonces como tema… Si se consigue el dinamismo de forma tranquila… también podría entrar en vuestro interés ¿no?
X2- Sí.
J- Entonces, que idea os llama más, ¿Jugar o dinamismo?
X1, X3, X4- Jugar
X5- Lo otro, pero tranquilo.
X1- Lo de jugar es más repentino. Lo otro implica ir más y si no, no te enteras.
Debaten y se ríen de las tarjetas de puntos inútiles de las cafeterías y peluquerías. No se entiende en el barullo
X4- Además de cara a gente que venga de fuera, si oyen que hay un restaurante guay no van a poder volver a ver el cambio. Por trabajo.
Todos asienten
X5- Aunque yo también veo a mi tía llevándonos al de jugar a todos los sobrinos super contenta ella porque se lo ha dicho su amiga M.L.
X1- Sí Sí

X3- Y que la temática vaya cambiando.

X1- Sobre todo que no haya que moverse mucho. Que te vayan llegando las pistas o las tengas que sacar tú.

X5- Claro, y que al final de la comida des tu sobre con la respuesta final y a ver quien gana. Y luego aplausos, buen ambiente y tal.

X3- A los más pequeñajos les puede gustar también.

X4- Y de premio puede ser una botella, o el postre.

X1 nos cuenta una experiencia jugando al trivial en EEUU en un restaurante. Empieza a formular preguntas que todos los presentes empiezan a debatir durante varios minutos

X5- Mira, ¿ves? Este tipo de preguntas jaja

Risas

"La plaza peatonal más grande de Europa". Debaten durante minutos hasta que se ven forzados a buscar en el móvil

X1- Entonces según las gentes que vayan las preguntas pueden variar, ¿que son mayores?, cotilleos.

X3- ¿Pequeños? Youtubers y cosas así, de esta forma también son partícipes.

X5- Exacto, que puedas ir en familia y que cada miembro pueda aportar algo.

X4 encuentra la respuesta a lo de la plaza y la lee: Plaza roja de Moscú, por delante de la Plaza del Pilar. Debate y alegría por ser los segundos de Europa

X3- Bueno, estas cosicas así animan

J- Grabado queda.

X2- Ostras está muy divertido

X1- Si si

X3- Pero con comida temática para no cansar, y ya de ahí a anunciarlo por redes. Yo iría seguro con amigos algunos findes.

X5- Yo igual eh, tanto con familia como amigos.

X2- Mi familia se anima a un bombardeo.

X3- Como la mía.

J- Bueno, pues muchas gracias, cierro ya la grabación.

X5- Pues al final nos hemos ido calentando y nos ha gustado oye.

Fin de la grabación

Focus Group 2

J- En vista a las circunstancias hoy seguiremos el orden que os vaya dictando: Primero lanzaré una pregunta, y después en orden irán respondiendo por turnos, ¿De acuerdo?

X6- Perfecto, J

Introduzco el tipo de restaurante como en el anterior focus

J- ¿Cuando acudís a un restaurante, valoráis la temática, decoración, ambiente, etc?

X1- A mi la temática me es un poco indiferente, yo busco un sitio barato y bueno. Además, para este tipo de restaurante tendría que ir por recomendación, la verdad que no soy muy de innovar, si eso acercarme a mirar, pero poco más.

X2- Yo lo que más valoro es el ruido, que no exista

X4 y X5 asienten

X2- Pero, a mi por ejemplo, si que me gusta una buena temática, yo con mi familia juego a juegos de rol y nos podemos pegar horas, pero antes que eso está la calidad y que la comida sea acorde a la temática, eso le da mucha potencia.

X3- Yo sobre todo, alergias, que haya comida para todo el mundo, o para celiacos. Alguna vez no han podido comer amigas mías por ese asunto. Coincido con X1 en que a mi edad ya lo de la temática me da más igual, si a mis amigas o familia les gusta pues adelante. También la ubicación importa bastante, el espacio, una buena atención por parte del servicio y ya como capricho me gusta la música en directo.

X5- Pero en este tipo de restaurantes no pega mucho ¿no?

X3- Yo como capricho jaja

X4- Bueno vale… Yo valoro muchísimo la calidad de la comida, si comes bien al final mejora la imagen siempre, y si encima ya me llevo un premio pues mejor. También valoro un ambiente majo, sin música alta, sillas cómodas y algún menú así baratillo que esté bien.

J- Lo del menú iba más tarde pero ahora que lo has sacado podéis opinar.

X6- Yo para este tipo de restaurante un menú y vas que chutas, vamos, ¿para qué mas?

X5- Hombre a mí se me ocurre sacar cosas para picar y que cada uno coma un poco de todo.

X1- Pero luego para pagar es un caos, mejor que cada uno se pida lo suyo y listo.

J- ¿Con menú o sin menú?

X1- Sin, sin

X2, X3- Pues yo prefiero menú también.

J- Tomo nota. X5, puedes continuar con la pregunta que hice antes.

X5- La del ambiente no? Pues yo fíjate que también valoro mucho la calidad pero coincido con X3 en lo de la ubicación. Y por no repetir cosas que ya han dicho añadiré que valoro la profesionalidad del sitio. Que tengan personalidad pero que a la vez se note que saben lo que hacen.

X6- Por fin me toca hablar jaja, yo en verdad voy siempre sobre la marcha puedo entrar en cualquier sitio a probar. Por otro lado, la calidad influye muchísimo y como ya he dicho, un menú "apañadico" para jugar va perfecto, igual que puedas elegir entre un par, pero vamos… En lo demás coincido con X1.

J- De acuerdo, pues muchas gracias, ahora os lanzo la siguiente pregunta: ¿Si entráis a este tipo de restaurante, a qué tipos de juegos esperáis jugar? ¿A qué os gustaría jugar?

Silencio

X4- Pues estaría guay algo tipo preguntas que guarde relación con la comida, tipo: "¿Qué ingredientes lleva este plato?" o algo así en relación a lo que te estas comiendo, así aprendes. También podría ser temático, se avisa por las redes sociales y así cada uno acude a lo que le gusta, por ejemplo "Esta semana en este sitio hacemos la semana del corazón", pues todo señoras mayores y gente de mi edad como locas a ver si ganamos, lo mismo con temas para más juventud, como serían videojuegos, series o cosas así.

X1- A mí eso me gusta, también se me ocurre competir entre mesas e incluso llegar a hacer mini-pruebas tipo concurso. Pero sí, lo que dice X4 es buena idea.

X2- Yo juegos de rol con cartas, y personajes y tal, son un poco raros al principio, pero luego son muy divertidos.

X6- ¿Pero a eso como se juega?

No tan breve explicación de como se juega y su extensa duración

X5- Pero eso dura mucho, y a mi por lo menos no me llama mucho.

X2- Hay que probarlo, pero no a todo el mundo le gusta, claro. Además, mejor que entre mesas que compitan entre ellos.

X3- Yo no juego, la verdad, lo de relacionarse con otras mesas pues aún… pero a mi edad ya… si eso que jueguen mis hijos y nietos.

Risas

X5- Yo algo simple la verdad, que no haya que menearse en exceso, entre mesas y que exista un representante o algo si hay que hacer pruebas.

X6- Yo coincido, pero ojo a las edades, no puedes hacer todo con todos, necesitas saber qué público vas a tener, por eso con un trivial puedes cubrir todas las edades más o menos. Puedes anunciarlo como comida en familia.

J- Perfecto, gracias. Y ya la última pregunta que os tengo preparada: ¿Qué esperáis conseguir de premio si ganáis?

X1- Descuentos en la comida o vales de descuento para futuras comidas ¿no?

X2- Yo algo más tangible e inmediato, una botellita, un postre, vales por una cena, o una botella para beber ahí, tipo la copita de después.

X4- Yo añado a todo eso décimos de lotería, que oye, nunca se sabe ¿no?

X6- Yo añadiría unas entraditas al cine, al teatro, algo así. Depende un poco de la temática.

X3- Ah mira, si, eso ya me llama más la atención, lo del teatro me gusta.

X4- Pues yo voy un poco más lejos, que el que gane se lleve un premio de los que han dicho los demás, pero que entren en un ranking trimestral y que se hagan como semifinales, finales, hasta

que gane una mesa, así se ven obligados a volver y que el premio "gordo" sea pues... si la temática es italiana, un viaje a Italia, ¿sabes? Algo que guarde relación con la temática, seguro que se te ocurre algo, que eres muy creativo.
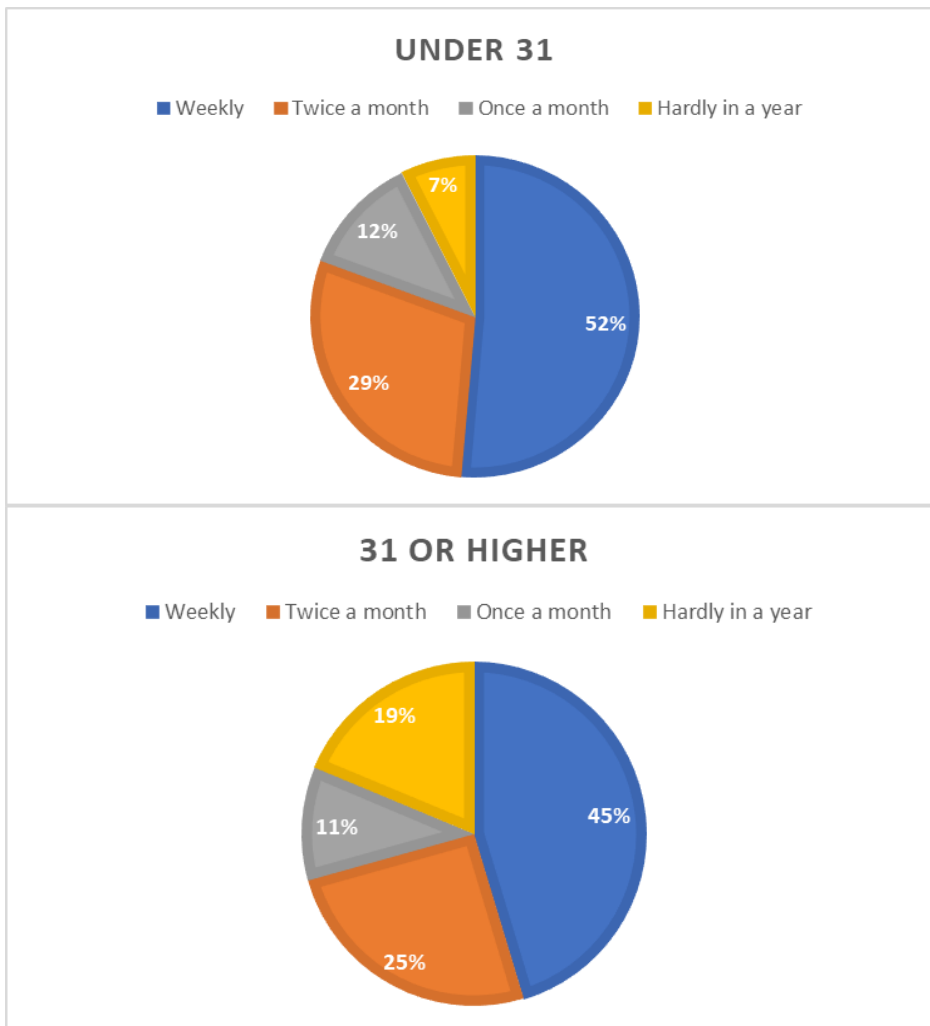**Todo el mundo asiente e insisten en que es buena idea, que ellos lucharían por el premio**
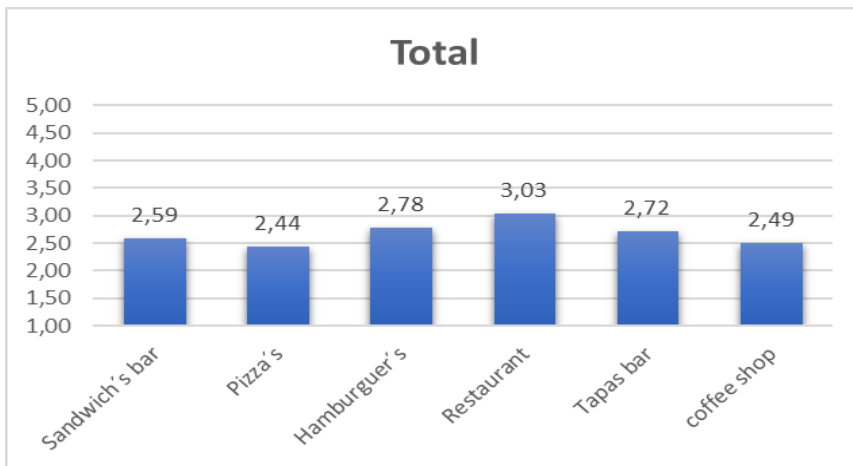*J- Pues esto es todo, muchas gracias por vuestra participación.*

Data sheet of the survey:

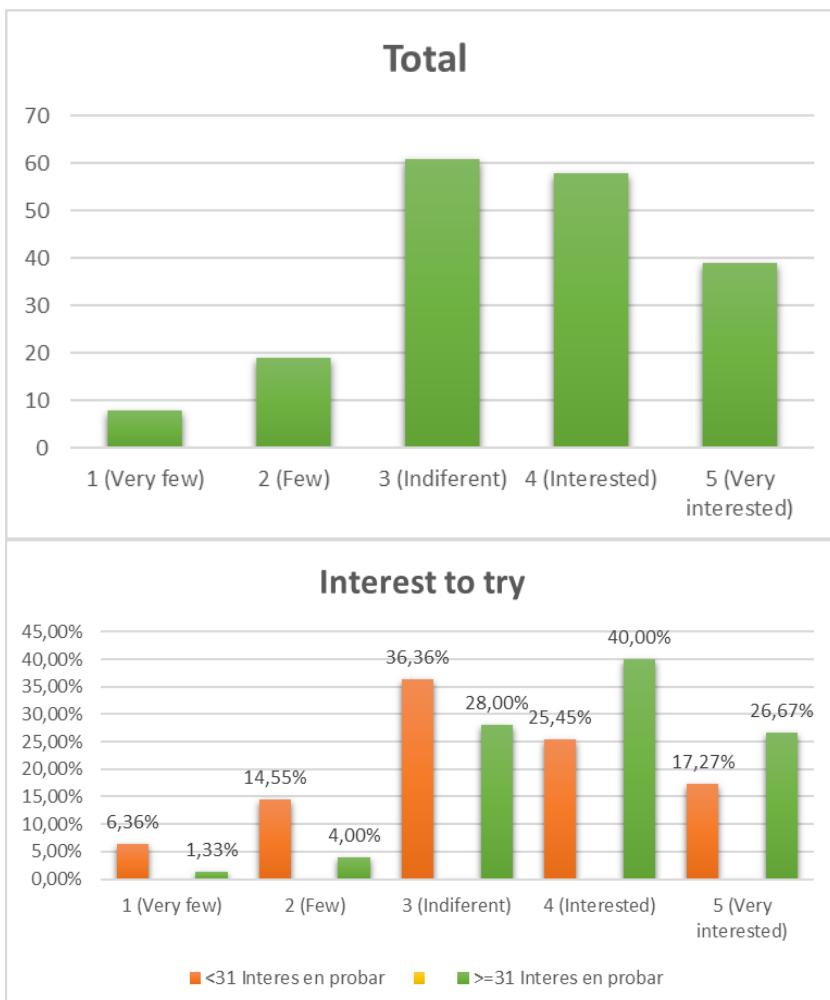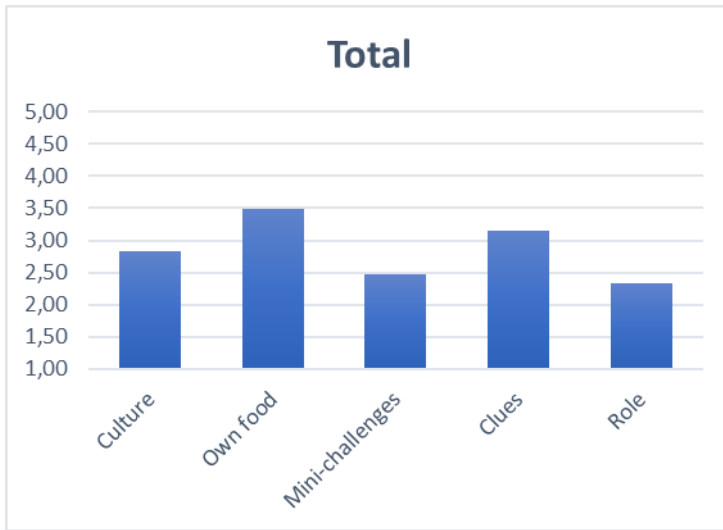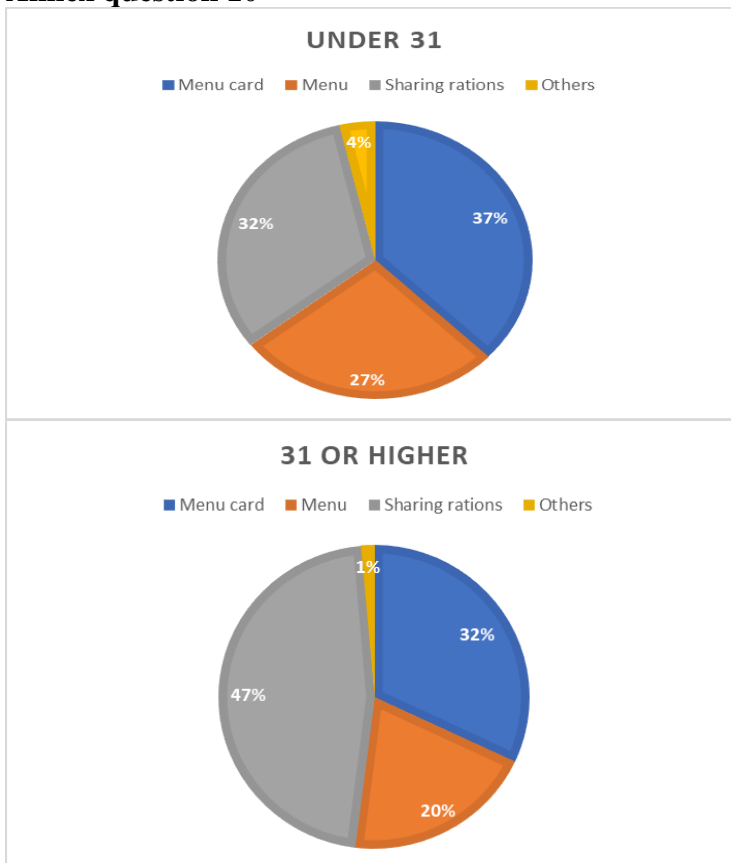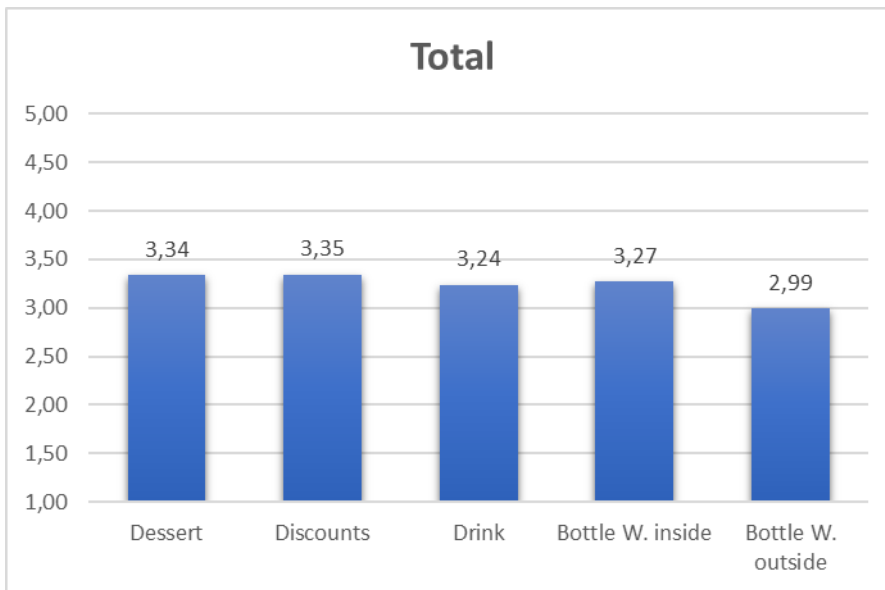| Data sheet of the survey	
Data collection method:	Online survey through google forms
Types of questions:	Linkert scales, rating scales, checkboxes and short answers
Target population:	Citzens of Zaragoza
Scope:	Zaragoza
Date:	21st of may - 24th of may
Sample obtained:	185 responses
Topic:	Experientali dining: Playing while eating

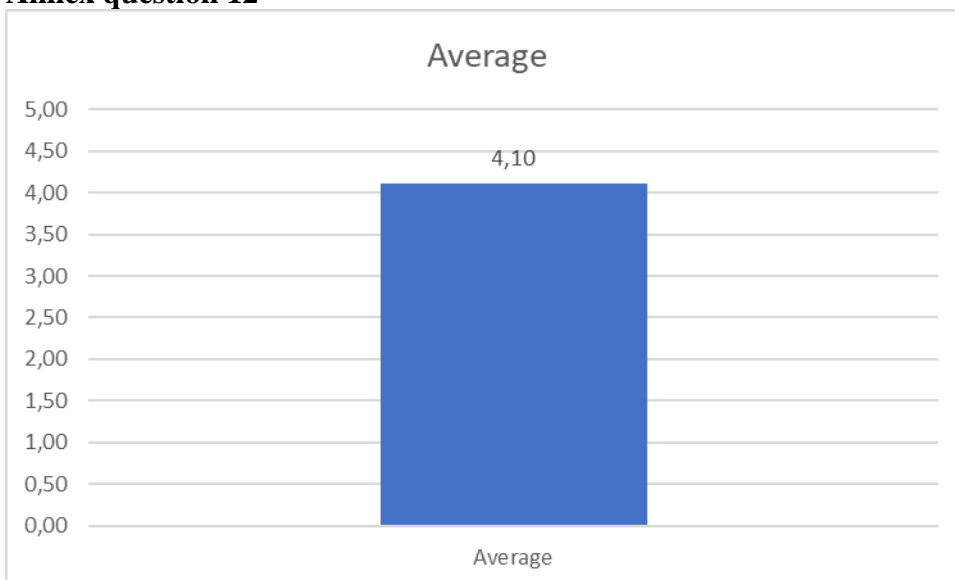**Annex question 1:**

Annex question 2

Annex question 4

Annex question 9

Annex question 10

Annex question 11

Total

	Dessert	Discounts	Drink	Bottle W. inside	Bottle W. outside
	3,34	3,35	3,24	3,27	2,99

Annex question 12

Average

	Average
	4,10

Annex question 14

Total

5 (Very interested)	32
4 (Interested)	53
3 (Indiferent)	39
2 (Few)	54
1 (Very few)	7