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A Restaurant in the World of Digitalization
- a Case Study of the impact of digitalization on overall service quality

Management of Creative Business Processes

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EXECUTIVE SUMMARY

This research represents the case of digital development effects in the restaurant industry in Copenhagen, and set out to understand the digital consequences for the creative service industry. Using qualitative methods, the study provides an explanation of the contribution of digitalization to the overall quality of service between customer and service provider. The case of restaurant Relæ, was selected based on the results from a pilot test, as it was the restaurant with the worst online rankings on review websites, employing netnography as the primary data collection method, to grasp the complexity of online sources and the influence on Relæ.

Theoretically, this study provides an insight into the theoretical impact of consumer increased empowerment on the customer journey, the service consumption stages and their decision-making process in context of Relæ's digital behavior. The dynamics uncovered were further discussed, in terms of managing legitimacy, service recovery and thus also the online reputation.

Methodologically, this case study's prime focus is the online interactions relating Relæ for the past two years. Specifically, understanding both the company-controlled information, which is the company's social media, public media information such as articles, blogs, food reviews, as well as customers' ability to produce, consume and evaluate restaurants based on other people's experiences experiences taken into account to understand the changes in this industry, and the publicly generated information.

This findings shows that the relationship between consumer online behavior and perceived service quality is related due to the digitalization and that the customer's journey should be seen as a continuous action, why other customers' perception of the quality of service, can have an affect the new customers purchasing process and that Relæ must take action, in becoming an online agent advocating and managing the user-generated content to succeed in managing their reputation, leading to higher service quality.

FOREWORD

My great interest in food is not doubted in my social circle. I love how a meal can bring people together, to explore new eateries, and whatever the gastronomic level, it always comprises an experience. Therefore, I wanted my thesis to unite my interest in gastronomy with my academic world.

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1. INTRODUCTION

As a result of the New Nordic cuisine, Copenhagen is placed on the world map of gastronomic destinations and the Danes have a different approach to eating out with a "go-out culture". Along with the introduction of Web 2.0, the number of opportunities has expanded for consumers; other consumers' opinions and experiences are shared online, which gives consumers an opportunity to examine, assess and compare the various services or experiences before consuming it. Thus, the "customer to customer" marketing and knowledge becomes an extremely crucial factor. The consequences of whether a restaurant satisfies their guest is therefore greater than ever, as these experiences are now being shared to an, previously unseen, extent online. Interestingly, is that one of the main theories within the creative service academic field, have not adjusted their theoretical framework to the digital context which calls for further examination of which, this thesis sets out to explore.

Digital medias such as Facebook, Instagram, blogs and review websites has not only increased the access to information but also allowed the consumers to create content and amplify their voices, to anyone willing to listen. As a result, companies need to be aware of digital factors in their organizational and strategic considerations, as well as the design of their service, as it may have a major impact on their digital appearance. A decisive factor in creating a good reputation is the right service design that for a restaurant, starts before the performance of the meal and ends way after the guests leave the restaurant.

In order understand what touchpoints the customer experiences, the customer journey is analyzed combined with the service consumption model in a online context. In specific, the focal point will to grasp how an organization's online reputation have been impacted by digitalization and how restaurants respond to maintain their image and legitimacy.

1.1 Research Outline

Christensen and Pedersen (2013) claims that *"in today's world, in which the overwhelming number of products and services on offer results in an information overload concerning the numerous options and choices made available, why the consumer searches for help and directions about what to choose and how to distinguish quality from inferior goods"* (p. 236).

In the cultural-creative industries are the tastemakers, for what counts as good taste defined as cultural intermediaries (Matthews and Maguire, 2014), working at the intersection of culture and

economy, performing critical operations in the production and promotion of consumption, by constructing legitimacy and adding value through their qualification of goods or services. According to Caves (2002) is *"a creative product is an experience good [...] but the buyer's satisfaction will be a subjective reaction."* (p. 3) … and the *"consumption of creative goods, like all other goods, depends on "tastes", but for creative goods those tastes emerge from distinctive processes"* (p. 173).

Taste and quality within the fine-dining category, are often determined by the two restaurant ranking systems, the Michelin Red Guide and San Pellegrino World's 50 Best, where *"both ranking system evaluate and rate restaurants according to their judgments of the good, service, physical surroundings and so forth"* and mediating the system of production and consumption (Christensen and Strandgaard Pedersen, 2013 p. 235).

Nevertheless, due to the digitalization and the information-based power, customer also contribute to reducing information asymmetry and thus, helping and guiding other consumers in what to choose in relation to taste, but also where to get the most value for money.

The objective of this research is therefore to understand how the digitalization has contributed to the overall service quality between customer and service provider and how Relæ has experienced this change. The aim of this thesis to examine how this has changed the restaurant's approach to online communication, the service and moreover examine how they respond to the changes in the market and to what extent they have changed their strategy and organization. Thus, I base this thesis on the following research objective.

1.1.1 Research Objectives

"How can digitalization contribute to the overall service quality between customer and service provider?"

To understand the dynamics of this, further research questions and aspects, which are essential for the process of finding answers to the research objective is outlined below:

- What are the theoretical implications of the consumers increased power on the service customer journey?
- Based on Relæ's digital behavior, what are the implications and interrelatedness between managing legitimacy, service recovery and online reputation?

- What is the relationship between consumer's online behavior and perceived service quality, and what are the facilitators and restrictors of this?

With these questions, a deeper understanding of how the technological development has resulted in increased consumers' power and identify how Relæ has responded to this digital challenge, and which implications this viable development has had for overall service quality.

The first part will take a point of departure in the online world, from there exploring the theoretical concepts of service consumption, customer journey and service performance in relation to the new consumer power. Then, the methodological considerations will be presented, employing qualitative netnographic research and vast number of secondary data, contributing to the analysis of the case study, consequently contributing to the discussion of findings and enablers and restrictors of the online world and service understanding.

1.2 Introduction to Methodology

This research takes a point of departure in the social constructivist paradigm, as applying the lenses of the world being a social construction enables an understanding of the dynamics of the online communication of which this thesis resonates within the service paradigm. This study furthers strives to be dual in its development, as it is explorative of nature when searching for understanding of observations of online communication, whilst further striving to manifest this with insights for further research and thus also more generalizable purposes. The methods applied are dominantly qualitative, as employing netnography in two different steps, whilst adding contextual insights through a vast collection of secondary data. Specifically, the first data collected through the netnographic method is motivated by piloting three possible case restaurants, and understanding the general online communication and interactions available online, here the three, similar positioned restaurants, Kadeau, Relæ and Noma are compared in an online context, ultimately leading towards Relæ as the case study with greatest potential to understand the power dynamics of the consumer through. This pilot test, further enabled the structure of the theory collected when formulating a theoretical framework for further deepening the understanding on this online phenomena, employing the inductive approach first.

Subsequently, further netnographic data collection and analysis was called for, upon developing the theoretical framework, adding the deductive approach to the methodological frame. Throughout this research, the abductive approach was embedded, when constantly revisiting, reviewing and modulating the results, theory employed, and when understanding the findings. Lastly, the validity

and reliability have been ensured, by examining and planning the research design according to the research objectives.

1.3 Introduction to Theoretical framework

Research on the digitalization's' contribution to service quality is the crucial point in the theoretical framework of this thesis. This is also the reasoning why the theoretical constructs, shall be viewed in an online context, by using existing theory of consumer's increased power and service consumption. Additionally, is the reason for introducing this theme of theory in an online context, to understand the contributions and implications caused by the digitalization, which is a newer way of understanding the traditional service theories. Furthermore, is the interrelatedness between the theories of managing legitimacy and service recovery and how these can affect online reputation, is used for this thesis in order to understand the consumer-company relation deeper. For this thesis, it is elected that theoretical framework will only be considering the consumer's perception of service performance, in order to understand the possible influences of the increasing consumer power in the online context.

1.4 Case

This chapter will contain the selection criteria's of choosing a case, followed by an introduction of Relæ. Here, the different circumstances that were considered in order to select an appropriate case will be explained and subsequently Relæ as case study.

1.4.1 Case Selection

Since this study aims at understanding the impact of digitalization on the restaurant industry and the consumer behavior online, it was important to choose a case where it was possible to gain insight into how this is interrelated. Therefore, were the presence of accessible information about the company online crucial. Additionally, will the case be used in order to understand the interrelatedness between managing legitimacy, service recovery and online reputation through theoretical approaches and due to the choice of research design. Since the aim of this thesis is to study the digitalization's' impact on the restaurant industry, this was an important criterion to keep in mind, when searching for an appropriate case. Therefore, was the search based on Frederiksen's (2015) positioning map of the producers of the Culinary Field in Copenhagen.

Frederiksen (2015) has depicted the differences in food businesses along two axes, where "*vertical food companies differ in price they charge, from low to high*" and the "*horizontal varies from the content of what is produced to the form in which it is served*" (p. 27). Further Frederiksen (2015) on the horizontal axis distinguishes between "*dining options where the producer's primary raison d'être is the content of the*

food" and *"dining options where the producers' primary raison d'être is the form of how the food is delivered*" (p. 27). The vertical axis indicating the price level consists, according to Frederiksen (2015), at the top, of the producers who typically strive for a high gastronomic level, why the restaurants positioned in the "Haute Cuisine" field, are the fine dining options including Michelin star restaurants.

High price

NOMA

Relæ

Kadeau

Geranium

Haute Cuisine   Gastronomy for All

Kiin Kiin

Meilcke & Hurtigkarl

Content ←   → **Form**

Low price
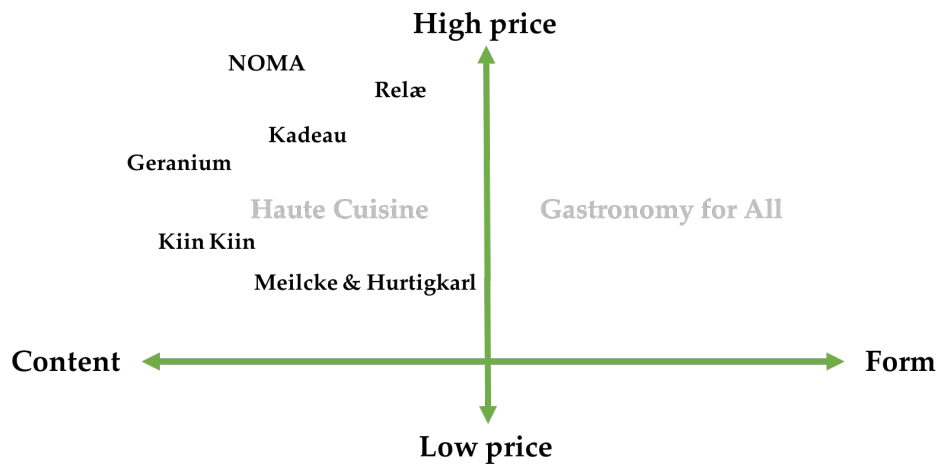
Figure 1.1 - The Producers of the Culinary Field in Copenhagen, Frederiksen, 2015

Based on this positioning and the existing knowledge about service quality, it was obvious to search for a case within the field of haute cuisine. The basis for this is that service expectations often increase along with the price, why it has to be considered as one of the most important service attributes. Therefore, it may also be harder for these service providers to satisfy customers as their expectations may be incorrect based on the price and their Michelin star, which may lead to dissatisfaction.

The volume of the reviews online was a relevant indicator when finding a case, as the number of qualitative interaction and these reviews, are indicating the level of satisfaction with a restaurant. Therefore, a pilot test was formed and based on real-world observations as it is considered that digitalization's' impact on the restaurant industry has been high, due to the transparency and amount of information it has caused. The motivation behind this pilot test was to understand three cases of restaurants, their communication and the interactions available online to further go into depth with.

Three possible cases of restaurants, similarly positioned within the haute cuisine field of Copenhagen by Frederiksen (2015) were compared - Relæ, Kadeau and Noma. To get an indication of which of the restaurants that had the poorest perceived service performance of the three, Facebook and Tripadvisor were observed (Appendix 9.2). That the level of the piloted data was limited to three cases, enabled an investigating and thereby an understanding of the impact of

digitalization and accessible information and was done to understand the types of interactions in reviews on Tripadvisor and Facebook.

SOCIAL MEDIA FOLLOWERS					
RELÆ		**KADEAU**		**NOMA**	
Facebook		**Facebook**		**Facebook**	
Likes	13672	Likes	14892	Likes	66742
Followers	13635	Followers	14736	Followers	67482
Stars	4,5	Stars	4,7	Stars	4,9
Reviews	486	Reviews	440	Reviews	424
Instagram		**Instagram**		**Instagram**	
@restrelae		@restaurantkadeau		@nomacph	
Followers	6914	Followers	19100	Followers	386000
Posts	35	Posts	147	Posts	693
Activity on story	Yes	Activity on story		Activity on story	Yes
@chrifrapug		@nicolai_kadeau		@reneredzepinoma	
Followers	22800	Followers	20700	Followers	533000
Posts	1257	Posts	393	Posts	597
Activity on story	Ja	Activity on story		Activity on story	Ja

Figure 1.2 - Followers on social media 28/8/17

Likewise, their social media were monitored to gain an insight of their online communications. The observed data were used to calculate a Net Promoter Score, which gave an indication of the consumers' level of satisfaction with the restaurants and their propensity to recommend or spread a positive WOM. NPS is a good indicator of the level of satisfaction, loyalty and overall service quality, which otherwise takes longer time to measure. The generated information from here was then used to understand and thus limit the data pool, to a selection and a variety of interactions that were sufficient examples of the type of reviews that the restaurants receives. This provided a sufficient amount of data in order to make a final decision on a case.

NET PROMOTER SCORE											
RELÆ				**KADEAU**				**NOMA**			
Tripadvisor	Votes	Percent	NPS	Tripadvisor	Votes	Percent	NPS	Tripadvisor	Votes	Percent	NPS
5	282	49,04%	18,61%	5	175	74,79%	63,68%	5	1081	75,23%	63,95%
4	118	20,52%		4	33	14,10%		4	194	13,50%	
3	69			3	14			3	79		
2	58			2	9			2	42		
1	48			1	3			1	41		
1+2+3	175	30,43%		1+2+3	26	11,11%		1+2+3	162	11,27%	
N =	575			N =	234			N =	1437		
Facebook	Votes	Percent	NPS	Facebook	Votes	Percent	NPS	Facebook	Votes	Percent	NPS
5	357	73,46%	61,52%	5	367	83,41%	75,91%	5	402	94,81%	92,45%
4	71	14,61%		4	40	9,09%		4	12	2,83%	
3	28			3	15			3	5		
2	16			2	4			2	0		
1	14			1	14			1	5		
1+2+3	58	11,93%		1+2+3	33	7,50%		1+2+3	10	2,36%	
N =	486			N =	440			N =	424		

Figure 1.3 - NPS score of three case restaurants used for Pilot Test 28/8-17

This made it possible to make the theoretical choices that were representative for this type of information, based on the research objectives that were made to understand the impact of digitalization on the perceived service quality and ultimately resulted in Relæ being chosen as case study based on the calculated NPS score, as this case study had the greatest potential for understanding the power dynamics of consumers throughout.

1.4.2 Restaurant Relæ

Christian Puglisi who has previously worked with legends such as Ferran Adrià of El Bulli and subsequent as a sous-chef at Noma under Rene Redzepi, decided in 2009 to quit his job in order to open his own restaurant. Puglisi does not put a genre label on his cuisine, as he claims he is not directly influenced by either the French, Italian or New Nordic cuisine, but, on the contrary, mixes the conventions. The constant development, on the other hand, is a recurring theme for Puglisi, and if one had to put a sticker on his style as a chef and restaurant manager, it could be innovation (I_8).

The partners vision with Relæ was to offer their guests high gastronomic quality in an attractive price level. Their mission was to find the substance of the good meal, or what Puglisi himself calls "unpretentious haute cuisine" (I_8). Hence, the ambition was to create an ecological eatery focusing on the food, and not the plate it was served on. The idea was to put their main emphasis on vegetables and thereby cut away traditional luxury ingredients, which also gave them the opportunity to keep prices down (I_4).

This vision has served the team with many certifications, one is the organic food stamp, which is state-controlled and issued by the Danish Food Administration (I_7). In order to obtain an organic gold label, between 90 and 100% of the food and beverage purchased by the restaurant must be organic, where Relæ's percentage is 94% (I_2). Only a fraction of Danish restaurants is as advanced as Relæ when it comes to ecology, where only six other ventures in Denmark have earned the gold label. Relæ has a "raw material" policy, and according to Puglisi it is necessary to think creatively if this is to be achieved, but at the same time, he believes that it is when there are limitations that something unique is created (I_2).

In spite of not aiming for international prices, both in 2015 and 2016 the World's 50 Best Restaurants' Sustainable Restaurant Association awarded Relæ as the world's most sustainable restaurant. The honor recognizes restaurants that consciously source local, ethically-grown ingredients (I_10), value the natural resources and focuses on restaurants that uses their influence at the top of the industry to promote sustainable dining (I_13). In addition to ecological and sustainable prices, in 2011 Relæ arrived in the Bib-Gourmand category of the Michelin Guide before it received one star in the

famous guide in 2012 as the first organic restaurant in the world. At the subsequent annual distribution, Relæ has retained its star, latest in February 2018 (I_11). In 2017 the restaurant was awarded to list 39th of the World's 50 Best Restaurants. In 2016 the chef Canadian Jonathan Tam became the head chef of Relæ, for Christian Puglisi to have more time for his other restaurants and his newly started agricultural project "Farm of Ideas", which an organic farm that will supply his restaurants with sustainable produce from the farm in Lejre outside Copenhagen (I_11)

1.5 Structure of Thesis
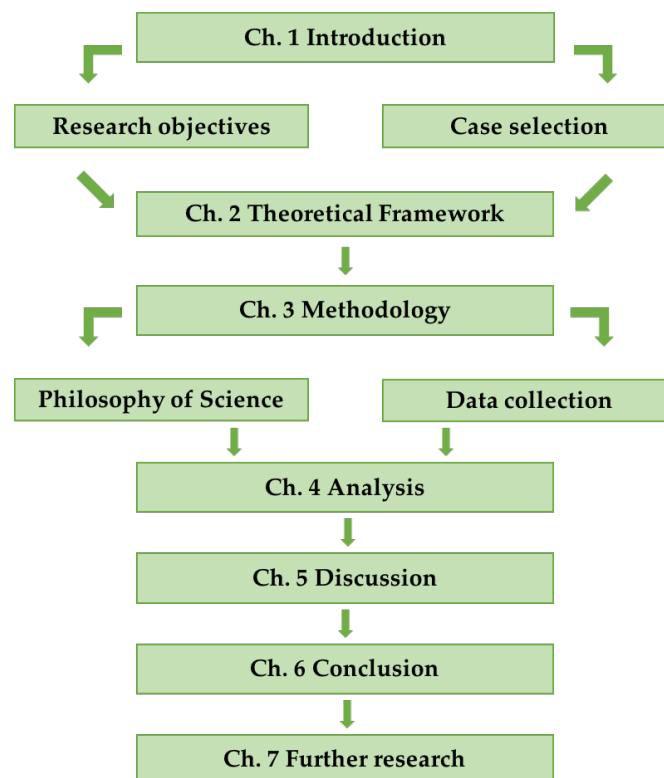
Figure 1.4 - Thesis structure, author's own creation

2. THEORETICAL FRAMEWORK

In this chapter, the objective is to provide an overview of the main theoretical framework and relevant literature. The theoretical research review draws on theories and studies within digitalization, service experience and legitimacy. First, the evolution of the Internet and how this has resulted in increased consumer power (2.1) is outlined. Next, is the understanding of the service revolution outlined (2.2) and further elaborated using the Service Consumption model (2.3) together with the concept of customer journeys and how this is influenced by the digital development. Thereafter, Service Recovery is uncovered (2.4) and finally the concepts of managing the different

kinds of legitimacy (2.5) is enlightened and the strategies of how to achieve, maintain and repair legitimacy is elaborated. In this chapter, restaurant Relæ will be referred to the chosen case, but the relation to the theory will be elucidated in the analysis in chapter 4.

2.1 Consumer Power influenced by Digitalization

As the research objectives of this thesis is to understand and employ online communication in the business of service, it is crucial to understand the development of digitalization, and how this have affected the role of the consumer - and in particular how this has gradually contributed to empowering the consumer.

Having access to the Internet means access to view the World Wide Web and any of the web pages. The first web, Web 1.0 is predominantly characterized as; *"the early web allowed us to search for information and read it. There was very little in the way of user interaction or content contribution"* (Choudhury, 2014, p. 8096). Web 2.0 is according to Choudhury (2014) a people-centric and participative web, that facilitates consuming and contributing of the online content, making the web transaction bi-directional, as opposed to Web 1.0, which essentially enables the communication online between users (Appendix 9.3).

Most importantly, ordinary consumers gained access to endless amounts of information and by that, developed opportunities to influence their own lives and the marketplace. The social media landscape of omnipresent connectivity, enabled through mobile devices, did according to Labrecque et al. (2013) not only increase the access to information but also allowed the consumers to create content and amplify their voices, to anyone willing to listen. Meaning that along with the introduction of the World Wide Web, a shift in power from the marketer to the consumer occurred, which suggested a new form of consumer–firm relationship (Labrecque et al., 2013).

2.1.1 What is Power?

According to Rucker, Galinsky, and Dubois (2011) power is a key human trait that constantly influences behavior, and constitutes a basic component of social systems and hierarchies (Nietzsche, 1883; in Labrecque, 2013). This is defined by Magee & Galinsky, (2008); Rucker, Galinsky & Dubois (2011); Labrecque et al. (2013) as; *"The asymmetric ability to control people or valued resources in online social relations" (Labrecque et al., 2013, p. 258).* Here, this asymmetry, is referring to the online social relations of dependencies, between at least two parties, which is central in the definition of power. Labrecque et al. (2013) further highlights that if no counterpart existed in online worlds, power could not arise. These power relations shapes consumers' everyday activities, since search engines controls what information the consumers can access. An example of this, is also influencers or bloggers, who

are cultural intermediaries, and thereby opinion leaders, that can influence consumption decisions through their recommendation, often distributed through social media (Rucker, Galinsky & Dubois, 2011).

In online environments, Labrecque et al. (2013) argue that this condition of power is not as stable, since the status requires more and continuous action. On the Internet and especially in social media environments, there are different, *explicit signifiers of status (e.g., number of followers, ratings, rankings, etc.) that may make subjective interpretations of status obsolete"* (Labrecque et. al, 2013 p. 268). These parameters continuously measure the individual activity, how these activities can influence others, and by that, make status more transparent online. Consequently, the control that exist in social media environments, relate to this influence. The reason for this, is that it is a function of reach, persuasion and being included in the social networks created by a person online. Therefore, it is argued by Labrecque et al. (2013), that in order to be influential and manage consumer empowerment, it is crucial to produce relevant content together with sufficient reach.

2.1.2 Power in Action

Labrecque et al. (2013) have identified an evolution across four sources of consumer power, describing them in parallel with historical technology developments, adding different nuances in consumer power. Overall, two sources of *individual-based* power (demand- and information-based power) and thereafter the two sources of *network-based* power (network- and crowd-based power) are the first significant indicators of the development.
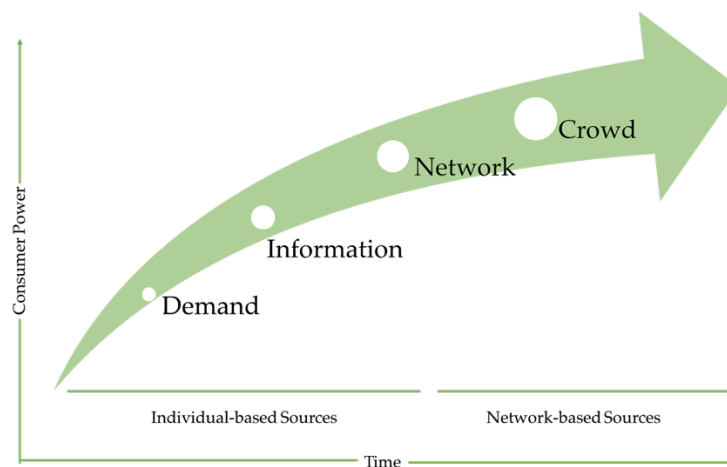
Figure 2.1 - Evolution of consumer power sources (Labrecque et al. 2013)

2.1.2.1 Demand-based Power

The first type of consumer power is defined as; *"The aggregated impact of consumption and purchase behaviors that are arising out of Internet and social media technologies" (Labrecque et al., 2013, p. 259).*

The demand-based power existed before the Internet, and continues today, however in new forms. During the rise of Web 1.0, the consumer power was limited to demand-based power, exhibited by either purchase or boycott. According to Hirschman (1970) this power optioned only the consumers to express their opinion by expressing their unhappiness, yet providing little or no actual feedback to guide marketer responses, since the technology was not enabling the consumer to so. The technological advancements, such as search engines have enabled increased access as well as possibilities for the consumers. Although, it had limited possibilities for the consumer in a retrospective glance, this type of power still persists today. This leaves demand-based power as one of the first, and dominant outlet for the exercise of consumer power (Labrecque, 2013).

2.1.2.2 Information-based Power

Moving on from the first to the historically next type of power, the development of Web 2.0 broadened the consumers' ability to produce content and access information. This is the focal point of the information based power, as it enabled average people to easily produce and consume content. It is defined as; *"(information-based power) ... is comprised of two facets, grounded in the abilities to consume and produce content"* (Labrecque et al., 2013, p. 261), further leading to an elaboration of the information-based power, consisting of two types, the abilities to ***consume*** and ***produce*** content;

2.1.2.2.1 Information-based Power Through Content Production

Labrecque et. al (2013) are defining the information-based power through content production as; *"The ability to produce user-generated content. It enables empowerment by providing a channel for self-expression, extending individual reach, and elevating the potential for individual opinion to influence markets"* (p. 261). Munar (2010) also found that the web's development has increased the Internet access in a way that makes everyday consumers able to use the Internet as a stage for self-expression. In that sense, the development of Web 2.0 eliminated many of the restrictions from earlier and therefore allowed consumers to communicate both praise and complaints through eWOM.

As opposed to the exit option possible in the demand-based power (Hirschman, 1970), the production element of the information-based power gives consumers a tool to make a change by providing a feedback mechanism to communicate undesirable practices (Labrecque et al. 2013). This form of power shows the desire for self-expression, such as the creation of a personal website, writing a blog or company reviews (Munar, 2010; Labrecque, 2013). For the product or service

reviewers, this reflects the shift in control from the marketer towards the consumer, enabling their voicing of opinions.

2.1.2.2.1.1 Electronic Word of Mouth

In addition, Dwivdei, Ismangilova, Slade & Williams (2017) argues that the effect of the production of user-generated and eWOM can evoke greater responses and persist long beyond the impact of traditional marketing communication, why they are suggesting that it is a promotional "gift that keeps on giving". Compared to the traditional word-of-mouth (WOM), the eWOM communication is capable of reaching a far greater number of people in a short period of time, as both communicators and consumers have better opportunities to spread eWOM, leading to greater awareness (Dwivdei, Ismangilova, Slade & Williams, 2017). Further, Dwivdei, Ismangilova, Slade & Williams (2017) argues that the eWOM communication can take place in different settings, as consumers can post their reviews and opinions about a product or service on blogs, social medias, discussion forums and review websites. As a result, the eWOM influences the consumer's choice of brand and thereby the sale of goods and services.

2.1.2.2.2 Information-based Power Through Content Consumption

As mentioned, the consumers got access to both firm-created and consumer-created information, that was previously difficult to obtain. Labrecque et al. (2013) argued that; *"the easy access to reviews, comparative product specifications, performance data and prices, enabled the consumers to better match their preferences to products or services and thereby reduced information asymmetry between marketers and consumers"* (p. 261), enabling consumers for a high degree of power.

Additionally, Labrecque et al., (2013) claims that consumers' overall media consumption has continued to increase in line with the more information available. The reasoning for this, is that the consumer is able to consume and process more information within a shorter period of time, causing shorter adoption and product life cycles, leading to an increase in the pressure on marketers, and hence, proving an example of the shift in power to the consumer. Additionally, this leads, according to Labrecque et al. (2013) to better educated consumers, who are more demanding and difficult to influence. Setting this type of consumption in the context of service quality, and adding a continuous perspective of search for information particularly in the pre-purchase stage (section 2.3, Wirtz and Lovelock, 2016), it must be noted, that the traditional way of influencing important service factors starts long before the actual service is in play, especially for consumers exercising information-based power through content consumption.

2.1.2.2.3 Zero Moment of Truth (ZMOT)

Zero Moment of Truth (ZMOT) is another method used to describe the paradigm shift that has taken place in line with digitalization and eWOM. This theory not only describes how consumers, to an unprecedented extent, seek information online as part of their purchasing decision, but also consider the increasing transparency of the markets. Therefore, ZMOT perfectly exemplifies how the decision-making process from the former moment of truth (which is now referred to as the First Moment of Truth) is advanced to ZMOT due to digitalization. Lecinski (2011) defines it as *"the moment a consumer uses a PC, mobile phone, iPad or other access to the Internet and search for knowledge to learn about the product or service they are thinking of buying or trying"* (p. 10).

The mindset of ZMOT emphasizes that the classic three-step purchasing decision model has changed. Historically, one has operated according to the traditional purchase decision model, operating with a stimulus phase followed by First Moment of Truth, where the decision on purchase is taken, and finally Second Moment of Truth, and where the customer experience determines if they will buy again and become an ambassador for the company or not. The new integrated purchase decision model has taken the consequences of the digitalization and added Zero Moment of Truth - ZMOT as a fourth phase:
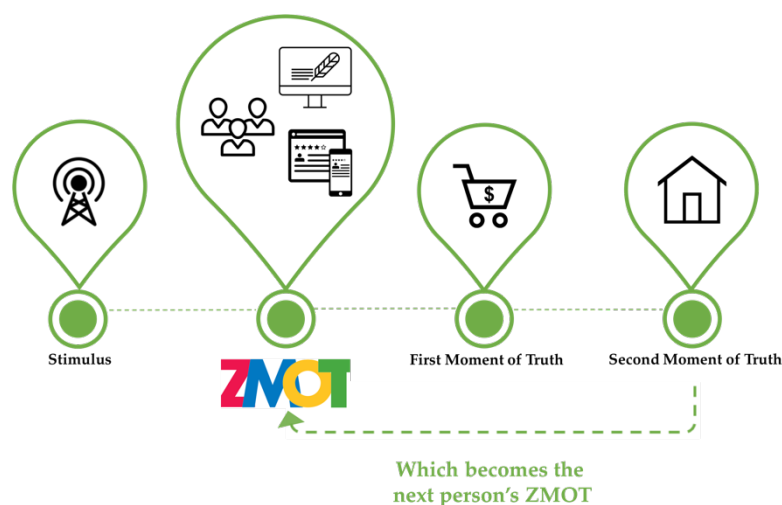
Figure 2.2 – ZMOT, the fourth step added (Lecinski, J., 2011)

As it with web 1.0 was only information and one-way communication, web 2.0 made, as earlier explained, a "dialogue" possible. Customers now share experiences and knowledge and as these dialogues spread to many people online, the Word of Mouth effect has become stronger. Lecinski (2011) argues that historically this is also the first time, that "Word of Mouth" is digitally stored, so the messages are used over and over again, why the Word of Mouth or ambassador effect is stronger than ever. While many consumers may find that there are also many annoying comments around the web, more and more finds and uses the serious websites, where they can share their knowledge

and experiences about products and services before, during and after their purchase (Lecinski, J., 2011).

2.1.2.3 Network-based Power

Labrecque et. al's (2013) defines the network-based power as; *"(information-based power) … centers on the metamorphosis of content through network actions designed to build personal reputation and influence markets through the distribution, remixing, and enhancement of digital content"* (Labrecque et al., 2013, p. 263). The network-based power therefore both complements the demand and information-based power, since it is arising from the mass distribution and consumption of user-generated content (Labrecque et al., 2013). Hereby, it is the strength and volume of the social connections in a person's' network, that supports the ability to share and influence others. While the production of content in the information-based power entails a one-way communication with a focus on the person, does this network-based power imply multi-way communication with a focus on others. Furthermore, Hennig-Thurau et al. (2010; in Labrecque, 2013) identify that the rise of the social media *"have enabled the network-based power and the individual consumer's' ability to influence others' decision-making and co-create content more easily"* (p. 263). This is through liking, commenting, tagging and *"through the size of their personal network, they help communicate information, leading to a pinball-like distribution of information"* (Hennig-Thurau et al. 2010; in Labrecque, 2013 p. 263).

Looking at the service industry, and how this power dynamic has influenced this, Matthews and Maguire (2014) are defining lead users or tastemakers in cultural industries, for what counts as good taste and cool culture in today's marketplace as cultural intermediaries. They are working at the intersection of culture and economy, performing critical operations in the production and promotion of consumption, by constructing legitimacy and adding value through their qualification of goods or services. These cultural intermediaries are defined by their expert orientation and market context (Matthews and Maguire, 2014).

2.1.2.4 Crowd-based Power

Labrecque et al. (2013) defines this as; *"the crowd-based power resides in the ability to pool, mobilize and structure resources in ways that benefit both the individuals and the groups" (Labrecque et al., 2013,* p. 264). This type of power, represents the aggregation of all preceding power bases (*demand-, information-, and network-based power*) to align power in the best interests of both individuals and larger groups, such as e.g. virtual communities or Wikipedia (Labrecque et al, 2013). This form of power is not further elaborated as it is not used in the thesis.

2.2 Service Consumption

This section exhibits a brief introduction to service economics in order to explain how this industry has adapted to digitalization. This part is critical, in understanding how traditional services has been impacted by digitalization, and how this should be managed. The concept of customer journeys is examined, in order to identify the influential touchpoints and to illuminate what gives consumers value. The traditional service model is introduced, which is due to the digitalization transformed, and evaluated as this change has increased the transparency and thus changed the market. This mindset is considered in order to analyze potential gaps that customers experience through the service consumption model.

2.2.1 Service Revolution

The economies in developed countries have, over time, shifted from industrial manufacture to services (Wirtz and Lovelock, 2016). Pine and Gilmore (1998) describes that each change is represented by a step up in economic value, a way for producers to distinguish their products from increasingly undifferentiated competitive offerings (Appendix 9.14).

As commonly recognized, goods are a distribution mechanism for service provision, as they derive their value through use or the service they provide (Vargo & Lusch, 2004). In addition to this perspective, Polaine (2013) argue that physical elements and technology can easily be copied, but the service experiences are rooted in company culture and are therefore much harder to replicate. Since in nature, service comprises four major characteristics of intangibility, heterogeneity, perishability, and inseparability, there is a lack of specific evaluation criteria to measure service performance, and thus, making an objective assessment difficult (Wirtz and Lovelock, 2016). The true notion of service quality, is that people choose to use the services that they feel give them the best experience or value for their money, whether they eat at McDonald's or spend their money on a haute-cuisine experience (Polaine, 2013). Another fundamental characteristic of services is that they create value only for the company when consumers use them, since an empty table has no value when the restaurant closes for the night.

To understand what role digitalization plays in this, Wirtz and Lovelock (2016) finds that powerful forces in these years are transforming the service markets and causing a rapid growth in the service sector. This is due to *"government policies, social changes, business trends, globalization and advances in particular information technology and communications"*, which are among the powerful sources transforming today's service markets and; *"collectively, these forces reshape demand, supply, competitive landscape, and even the way customers buy and use services"* (Wirtz and Lovelock, 2016, p. 16). Of these forces, Wirtz and Lovelock (2016) argue that the development of IT and communications needs the

most attention, since innovations in user-generated content, mobile communications, networking technologies etc. bring about their own service revolution (Appendix 9.15).

In extension of the aforementioned, the digital age has further naturally impacted traditional consumer behavior, in particular the consumer journey, meaning the traditional purchase funnel is rather incomplete, as customers are using websites, blogs and social media platforms in the purchase process (Deloitte, 2013). This development has in particular, disrupted the traditional purchase funnel, leading to "the new customer journey" (McKinsey, 2015), as depicted below. Primarily, the factors added are relevant due to the high possibility of power from the consumer, in particular making the process and steps in the consumer journey more complex, yet transparent.
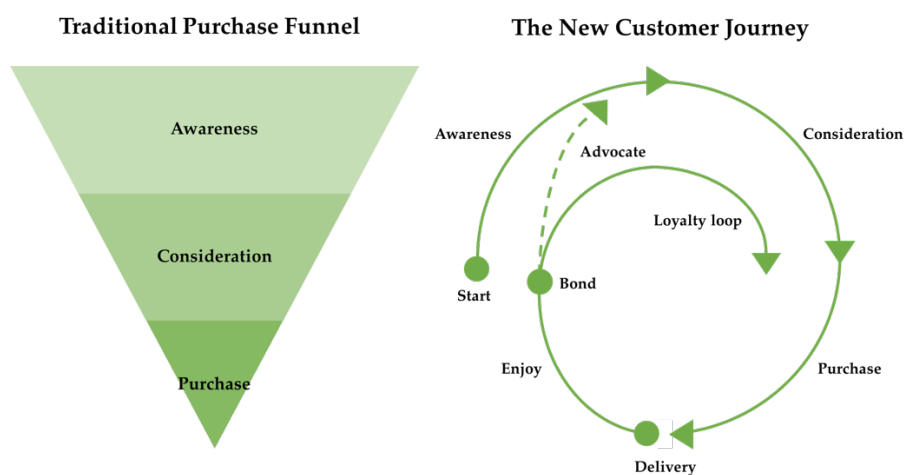
Figure 2.3 - Traditional Purchase Funnel vs. The New Customer Journey (Polaine, 2013)

In specific, this new journey involves consumers employing technology to evaluate products and services more actively, by adding and removing choices over time. The new customer journey has included a feedback loop, where customers can evaluate services after purchase, demanding services to perform and deliver a memorable experience (McKinsey, 2015). Although, traditionally, the consumer touchpoints of this journey is of great importance, the following section, Wirtz and Lovelock (2016) framework will provide an overview of which parameters that are important in relation to mainly the pre-purchase and post-encounter stage. Therefore, the Three Stage model is used to illustrate the customer's journey through the stages of service consumption, in order to analyze the impact of digitalization on service quality fully.

2.3 The Three-Stage Model of Service Consumption

As mentioned, this section will outline the model of service consumption, to further uncover elements of the impact of digitalization. It is commonly known to help; *"understand how individuals*

recognize their needs; search for alternative solutions; address perceived risks; choose, use and experience a particular service; and finally, evaluate the service experience resulting in a customer satisfaction outcome" (Wirtz and Lovelock, 2016, p. 52).

Wirtz and Lovelock's (2016) service consumption model adopts a three-stage approach, the a) *pre-purchase*, b) *service encounter* and c) *post-encounter* stage. As described in the section above, it is important to focus on the gap between expectations set against the consumer's perception of the service. This framework allows to analyze how the customer behave in the different stages and thus also what parameters the company needs to be aware of.

PRE-PURCHASE STAGE

CONSUMER BEHAVIOR	KEY CONCEPTS
- Need awareness - Information search - Evaluation of alternatives - Make decision on service purchase	- Need arousal - Information sources, perceived risk - Multi-attribute model and search - Experience and credence attributes - Formation of expectations

SERVICE ENCOUNTER STAGE

CONSUMER BEHAVIOR	KEY CONCEPTS
- Request service from chosen supplier - Service Delivery Interactions	- Moment of truth - An integrative model of service encounters, servicescapes and scripts - Perceived control theory

POST-ENCOUNTER STAGE

CONSUMER BEHAVIOR	KEY CONCEPTS
- Evaluation of service performance - Future intentions	- Confirmation/disconfirmation of expectations - Dissatisfaction, satisfaction, and delight - Service quality - Word-of-mouth - Repurchase - Loyalty

Figure 2.4 - The three-stage model of service consumption (Wirtz and Lovelock, 2016; Tsiotsou and Wirtz 2012)

As the decision-making process for service differs from products, it is reviewed in order to examine how information search, evaluation of alternative offers and the perceived risk affects the consumer, especially taking information-based and network-based power into account. These, naturally, shape the consumer's expectations of the service and thus the decision to purchase. Below, a brief review of the service encounter stage is presented, focusing on which service attributes that influence the consumers' experience. The post-encounter stage is described in order to elucidate how the consumer's satisfaction and perception of the service experience can be evaluated using the expectancy-disconfirmation paradigm. Since this paradigm allows a comparison of service

performance with prior expectations, it is possible to analyze how the relationship between performance and expectations can lead to loyal customers, who speak positively about the service experience or, in the worst case, can spread a negative word of mouth, if these are not aligned from the service provider. The three stage approach is beneficial as it assists in developing a clear focus and direction, in order to examine major determinants, influences, processes as well as outcomes of digitalization.

2.3.1 Pre-Purchase Stage

Originally, the decision-making process was solely applied to goods, and although relevant to view services, this have not been modified with the consumer demand created by digitalization. In particular, the decision-making process for services *"is more complex and time consuming, as it involves a composite set of factors and activities and because of the consumer participation in the production process"* (Tsiotsou and Wirtz, p. 107). The reason for this is that more important roles, come to play in this in the pre-purchase stage, such as consumer expertise, knowledge and perceived risk (figure 2.4).
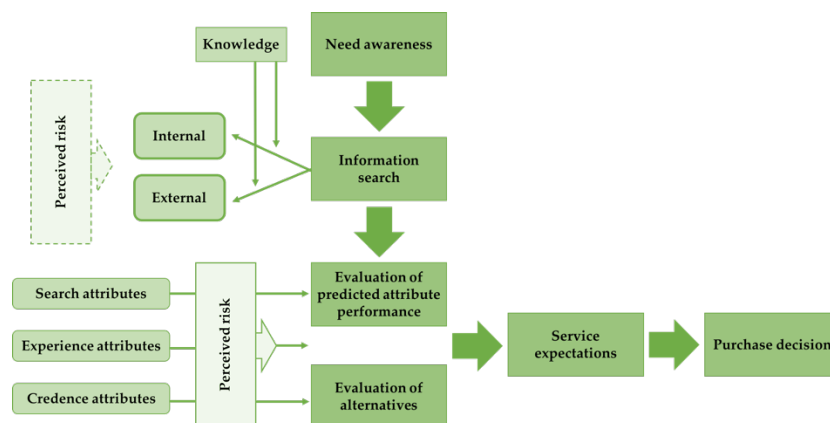
Figure 2.5 - Pre-Purchase Stage (Tsiotsou and Wirtz, 2015)

2.3.1.1 Need Awareness

Theoretically, prior to purchase, consumers are triggered by a need for arousal in order to start searching for information and thereby evaluate the alternatives (Tsiotsou and Wirtz, 2015), noted as *"the unconscious mind, internal conditions or external sources"* (Wirtz and Lovelock, 2016, p. 54). This behavior of impulse buying occurs less frequently in services than in goods, due to the fact of both *"the higher perceived risk and variability associated with services"* (p. 107). Once consumers recognize a need and they find themselves motivated to search for a solution to satisfy this, it can be termed as the notion of planned purchase behavior. Further, Tsiotsou and Wirtz (2015) argue that *"the impact of the information obtained in the pre-purchase stage is proved significant on the consumer's' purchase decision"* (p. 107).

2.3.1.2 Information Search

Once a need is recognized, consumers are motivated to search for solutions to satisfy that need. Several alternatives may come to mind, which is what form the *evoked set* (Wirtz and Lovelock, 2016). This set is derived from *"past experiences or external sources, such as social media, online reviews, online searches, advertising and recommendations from friends, and family"* (Wirtz and Lovelock, 2016 p. 54).

The consumer information search in services is affected by the uncertainty and since the perceived risk associated with a purchase decision is perceived higher, it is also more extensive, due to their intangible nature (Tsiotsou and Wirtz, 2015). This is also the reasoning why service consumers typically do not limit themselves to a single source of information, but try to employ multiple information sources, highly influenced by digitalization. This is in order to *"explore and evaluate alternative service offerings, develop performance expectations of offers in the consideration set, save money and reduce risk and not only does service consumers acquire information from multiple sources, but also from different types of sources"* (Tsiotsou and Wirtz, 2015, p. 108). Service consumers tend to explore personal sources of information, which are their trusted and respected network, such as family, friends and colleagues. Thus, word of mouth as a source of consumer information has become a more important and influential concept within services than in the goods context, due to their intangibility and higher perceived risk (Tsiotsou and Wirtz, 2015). Additionally, consumers tend to use the Internet to compare service offerings and search for independent reviews and ratings, making it crucial to understand the effect of online reviews in this thesis. In online contexts, consumers rely on companies with a good reputation as they cannot visit service facilities or try aspects of the service before purchasing. Here, the Internet constitutes another source of information and the more time consumers devote to searching via the Internet and the more often they do so, the more such online gathered information influences the purchase decision (Bhatnagar and Ghose 2004; in Tsiotsou and Wirtz, 2015 p. 108).

2.3.1.3 Evaluation of Alternative Service Offers

"During the search process, consumers form their consideration set, learn about the service attributes they should consider and form expectations of how companies perform in the consideration set on those attributes" (Wirtz and Lovelock, 2016, p. 55). Consumers use these service attributes that are important to them in order to evaluate and compare alternative offerings of companies in their consideration set (Wirtz and Lovelock, 2016).

Multi-attribute models have been used to imitate the consumer's decision making (Wirtz and Lovelock, 2016). These models are *"based on the assumption that consumers can evaluate and compare all important attributes before making a purchase decision"* (Tsiotsou and Wirtz, 2015, p. 109). However, this is not always the case in services, since some attributes according according to Zeithaml, are more

difficult to evaluate than others (1981; in Tsiotsou and Wirtz, 2015). There are three types of attributes: *search* attributes, *experience* attributes and *credence* attributes.

Search attributes has tangible characteristics that consumers can evaluate before a purchase, which can be e.g. price, location, etc. helping consumers to understand and evaluate a service before making a purchase decision and hereby reduce the sense of uncertainty or risk (Paswan et al. 2004; Tsiotsou and Wirtz, 2015, p. 109). Wirtz and Lovelock (2016) claims that "*since consumers must 'experience' the service before they can determine the attributes like reliability, ease of use and consumer support, the experience attributes cannot be reliably evaluated before purchase" (p. 57).* However, are the *credence* attributes the characteristics that consumers *"find hard to evaluate even after making a purchase and consuming the service"* (Wirtz and Lovelock, 2016, p. 58), … *"this can be due to a lack of technical experience or means to make a reliable evaluation, or because a claim can be verified only a long time after consumption, if at all"* (Galetzka, Verhoeven and Pruyn, 2006; in Tsiotsou and Wirtz, 2015, p. 110). Since services normally are *"ranked highly on experience and credence attributes ... the consumer is forced to believe or trust that certain tasks have been performed at the promised level of quality."* (Mattila and Wirtz 2002; Zeithaml 1981; in Tsiotsou and Wirtz, 2015 p. 110). When the consumers have evaluated the alternatives, they form their expectations based on the information obtained.

Wirtz and Lovelock (2016) argues that these expectations are *"formed during the process of information search and evaluation of alternatives"* (p. 61). If the consumer does not have any previous experience with the service, they may base their pre-purchase expectations on online searches and reviews, word-of-mouth comments, news stories or a firm's marketing effort (Wirtz and Lovelock, 2016). Wirtz and Lovelock (2016) further argues that *"the components of expectations include desired, adequate and predicted service levels. Between the desired and adequate service levels is the zone of tolerance"*, within which customers are willing to accept variations in service levels (p. 63). However, is the outcome of this stage a purchase decision, that is based on the expectations of the likely service performance and on important attributes as well as the perception of the associated risk. Now the consumer is ready to make a decision and move on to the service encounter stage.

This next step can involve a reservation as most services requires this, but may take place immediately. The above will be used to investigate the challenges a company can experience in this stage and how the digitalization, and thus the transparency have affected these different processes for the consumer and thereby examine where the company can improve.

2.3.2 Service Encounter Stage

Following the pre-purchase stage, the service encounter stage involves consumer interactions with the service firm and in this stage. Consumers co-create experiences and value, and co-produce a service while evaluating the service experience (Wirtz and Lovelock, 2016).

Essentially, service encounters are complex processes where consumer interactions and surrounding environmental factors form consumers' expectations, satisfaction, loyalty, repurchase intentions and word-of-mouth behavior (Bitner, Brown and Meuter 2000, Tsiotsou and Wirtz 2015 p. 111). The service encounter stage is when the customer interacts directly with the service firm, experiencing the moment of truth and the company's service delivery. Furthermore, servicescapes, according to Wirtz and Lovelock, serve four purposes: *"(1) shape customers' experiences and behaviors; (2) signal quality and position, differentiate and strengthen the brand; (3) be a core component of the value proposition; and, (4) facilitate the service encounter and enhance both service quality and productivity"* (2016, p. 368). Therefore, the service encounter is generally considered a service delivery process, often involving a sequence of related events occurring at different points in time.

2.3.3 Post-Encounter Stage

The post-encounter stage *"is the last stage of service consumption and involves consumers' behavioral and attitudinal responses to the service experience"* (Tsiotsou, 2015 p. 116). As a result, Tsiotsou and Wirtz (2015) claims that *"there has recently been a shift in consumer research in this area, as other important post-purchase outcomes, such as perceived service value, consumer satisfaction, consumer reactions to service failures (e.g., complaining and shifting behavior) and consumer responses to service recovery which all play an important role to the consumer"* (p. 116).

2.3.3.1 Customer Satisfaction with Service

Various conceptual models have been used to explain the customer satisfaction with services. Most customer satisfaction research is based on the expectancy-disconfirmation paradigm, where a confirmation or disconfirmation of the consumers' expectations is the key determinant of satisfaction. According to this paradigm *"consumers will evaluate the service performance they have experienced and compare it with the prior expectations"* (Tsiotsou and Wirtz, p. 116) (Figure 2.6).

When the *"perceived performance falls within the zone of tolerance, consumers will be reasonably satisfied"* … *"if performance perceptions exceed or approach desired levels, consumers will be very pleased"* (Tsiotsou and Wirtz, p. 116). Consequently, satisfaction is associated to central post-purchase attitudes and behaviors such as *"consumer loyalty, frequency of service use, repurchase intentions, service*

recommendations to acquaintances and compliments to service providers" (Tsiotsou and Wirtz 2015, p. 116). Therefore, when service performance is well above the expected level, consumers might be delighted, which is a function of three components: *"(1) unexpectedly high levels of performance; (2) arousal* (e.g., surprise, excitement); *and (3) positive affect* (e.g., pleasure, joy or happiness) (Tsiotsou and Wirtz, 2015, 116). The consumer delight is distinct from consumer satisfaction and has its own responses to a service experience, as it has a greater impact on the behavioral intentions (Tsiotsou and Wirtz, 2015).
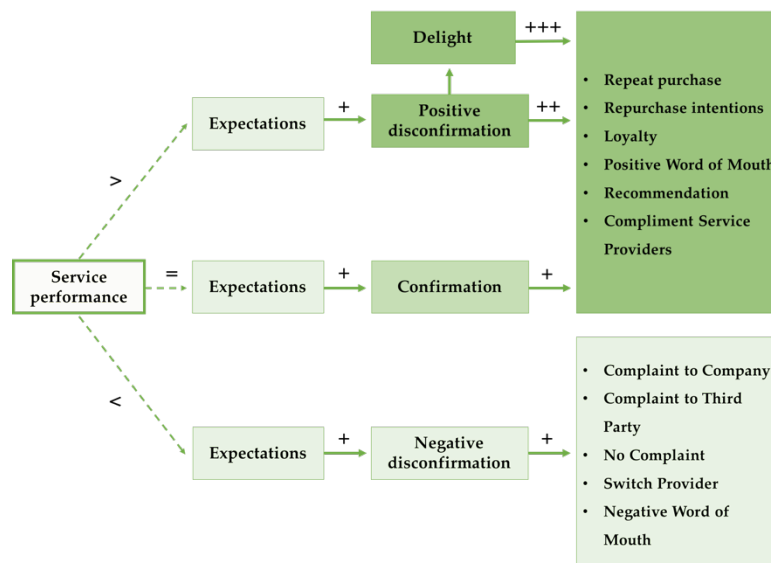
Figure 2.6 - Consumer satisfaction: expectancy/disconfirmation framework (Tsiotsou and Wirtz, 2015)

This expectancy–disconfirmation framework however generally works well when consumers have sufficient information and experience to purposefully choose a service from the consideration set expected to best meet their needs and wants (Tsiotsou and Wirtz, 2015). Even though the expectancy–disconfirmation model is working very well for services with search and experience attributes, it is less appropriate in relation to the credence attributes, due to the difficulties to assess.

2.4 Service Recovery

To understand the process of service delivery, and the influence of digitalization, it must be understood how service recovery can be achieved successfully, and how the new consumer power have changed the way of doing so.

The distinctive service characteristics such *"as real-time performance, customer involvement and people as part of the "product" can greatly increase the chance of service failures"*, as "moment of truth" in service encounters are vulnerable to breakdowns (Wirtz and Lovelock, 2016 p. 506). Wirtz and Lovelock (2016) further explains that the degree to which a company handles complaints and resolves

problems frequently, determines whether it builds customer loyalty. They define the term service recovery as *"the systematic efforts by a firm to correct a problem following a service failure and to retain a customer's goodwill"* (p. 511). Thus, theoretically, it is argued that service recovery efforts play an important role in achieving (or restoring) customer satisfaction and loyalty.

To further elaborate, if the company was not aware of the problems the customers experienced in their service, customer complaints may give it an opportunity to correct this, thus restoring relaunch to the complaining customer, but also improving the satisfaction of all. Furthermore, Wirtz and Lovelock (2016) claims that in an organization, certain things that occur may have a negative impact on the relationship with the customers. Therefore, it can be considered as the true test of a company's commitment to customer satisfaction and, thus, service quality the way they respond to customers complaining. Consequently, shall the complaints according to Wirtz and Lovelock (2016) be viewed as a potential source of improvement and to explore additional ways in which they can help customers.

Appendix 9.16 depicts the courses of action a customer may take in response to service failure, including taking some form of public action, private action, or no action at all. However, it is important to note that a customer can take any one or a combination of actions. Wirtz and Lovelock (2016) emphasizes the importance of managers being aware that the impact of defection, as it can be greater than the loss for the company, than just one customer's future revenue stream. They further argue that angry customers will inform other people about their "complications", and hence the Internet allows for the unsatisfied customers to reach people by posting complaints on social media, review sites etc. to talk about bad experiences with specific organizations, in a scale that was not feasible on a day-to-day basis prior to web 2.0.

Consequently, the effective service recovery strategy requires procedures for resolving problems and thus, handling dissatisfied customers and this risk of defection is especially high, when there are competing alternatives available. Nonetheless, when complaints are handled satisfactorily, there is a larger chance that the customers involved will remain loyal. According to Wirtz and Lovelock (2016) are e.g. complainants who are satisfied with the service recovery they experienced, 15 times more likely to recommend a company than dissatisfied complainants, thus making the theoretical argument that any service organization must pay attention to these procedures to properly manage their reputation.

2.5 Managing Legitimacy

In this section, the theoretical approach to analyzing the creation of legitimacy in organizational and strategic work will be outlined, in relation to the service consumption model. The chosen starting

point is Suchman's' conceptual appliance, as it is considered to be a combination of strategic as well as institutional perspectives. As Suchman (1995) defines himself in the middle position in relation to the two main directions, and thus captures the location of this thesis, as he agrees with institutionalists that the cultural environment is fundamentally constitutive of an organization's life, whilst persist to argue that the management's ability to seek legitimacy is also an important resource for an organization. Suchman's definition emphasizes the recipient perspective, where legitimacy is considered a socially constructed phenomenon, as it is a recipient understanding of an entity's actions being consistent with its relevant, socially designed norms and values; *"legitimacy is a generalized perception or assumption that the actions of an entity are desirable, proper or appropriate within some socially constructed system of norms, values, beliefs and definitions"* (Suchman 1995, p. 574).

Based on this, two streams of legitimacy are found; **1)** The institutional legitimacy is considered by Suchman as some firmly embedded practices that are considered difficult to manipulate towards the recipient and **2)** the strategic legitimacy, on the other hand, can be described as something that can be controlled through the company's communication.

Suchman elaborates the following about his placement between the two poles; " *… because real-world organizations face both strategic operational challenges and institutional constitutive pressures, it is important to incorporate this duality into a larger picture that highlights both the ways in which legitimacy acts like a manipulable resource and the ways in which it acts like a taken-for-granted belief system"* (p. 577). Thus, presents three types of legitimacy - pragmatic, moral and cognitive. Due to this study, only pragmatic and moral legitimacy are considered important. Common to the three types of legitimacy is that they all contain a generalized view that organizational activities are desirable, right and appropriate within a given socially designed norm system. Claiming that the legitimacy rests in interpretation and not in being, and is thus interpreted from a receiver-oriented perspective. A closer look at the legitimacy types follows below.

2.5.1 Pragmatic Legitimacy

Suchman claims that the *"pragmatic legitimacy rests on the self-interested calculations of an organization's most immediate audiences"* (p. 578). The *pragmatic* legitimacy is described as based on stakeholder self-interest and is about the company's recognition that there is a mutual exchange of legitimacy between the company and its closest outside world. Suchman states that the pragmatic legitimacy is most often linked to the direct exchange between the company and the "public", which is in the purchase and sales situation itself, but it can also deal with *"the concrete benefit in relation to broader political, economic or social aspects"* (p. 578). Companies and organizations seek to meet stakeholder needs in "taste monitoring" or through product innovation (p. 592) to achieve pragmatic legitimacy. In sum, companies often focus on such strategic communication to emphasize (or even exaggerate)

stakeholders' influence on corporate decision-making processes. The pragmatic legitimacy is further divided into three additional forms: exchange, influence and dispositional legitimacy.

2.5.1.1 Exchange Legitimacy

At the simplest level, pragmatic legitimacy can be cut down to deal with a form of exchange, based on a "something-for-something" relationship. It can be termed a materialistic point of departure for legitimacy, as legitimacy arises from what the individual stakeholder groups (in this case, consumers) really get from the company's actions.

2.5.1.2 Influence Legitimacy

This kind of legitimacy is according to Suchman achieved by involving stakeholders in the company's decision-making processes. In addition, the company must seek support by communicating that they are doing something good and beneficial to stakeholders. Innovation of products based on consumer tastes can be an example of how the consumer can influence the company's actions and activities.

2.5.1.3 Dispositional Legitimacy

This legitimacy type is characterized as the most modern approach to pragmatic legitimacy. Here, stakeholders seek to assign the company personality as a moral actor, acting in accordance with the stakeholder's own value set. The company will be judged based on whether it is honest, trustworthy, proper, competent. Suchman states that dispositional legitimacy often flows with moral legitimacy.

2.5.2 Moral Legitimacy

Suchman (1995) claims that the "*moral legitimacy reflects a positive normative evaluation of the organization and its activities (…) unlike pragmatic legitimacy, moral legitimacy is 'sociotropic'- it rests not on a judgment about whether a given activity benefits the evaluator, but rather on judgments about whether a given activity is 'the right thing to do'*" (p. 579). The company is judged according to whether the activity benefits social welfare, and is based on the assessment of whether an activity is right to do "*…at its core, moral legitimacy reflects a prosocial logic that differs fundamentally from narrow self-interest*" (p. 579). From a communication perspective, moral legitimacy is about interacting and negotiating with stakeholders, including consumers, about vision, values and ethics. Suchman (1995) divides moral legitimacy into four blocks, where only three of them are elaborated in the discussion;

1) Consequential legitimacy is "*what the company creates and contributes to society*" (Suchman, p. 580) and relates to what an organization has accomplished based on criteria that is specific to that organization.

2) Procedural legitimacy is *"what procedures and methods it uses"* (Suchman, p. 580) and entails that organizations can achieve moral legitimacy by embracing socially accepted techniques and procedures. This is why even when consequences are easily monitored, it is still quite common that *"the proper means and procedures are given a positive moral value"* (p. 580).

3) Personal legitimacy means *"how legitimacy is derived from the charisma of individual leaders"* (Suchman, p. 581). The company is judged based on the personal legitimacy of top management. The personal legitimacy is assigned to the leaders of a company according to the actions and charisma of the leaders. Therefore, a company can gain legitimacy by hiring a leader who is considered legitimate (p. 581).

2.5.3 Identification Strategies

It is often assumed that companies have a big influence on how its activities are produced through communication, despite the complex process. Suchman (1995) states that most companies seek different types of legitimacy more or less at the same time in relation to different areas of business operations. The different approaches that companies can assume in relation to the work with legitimacy is to achieve, maintain and repair legitimacy, to continuously be successful.

2.5.3.1 To Gain Legitimacy
When companies have made significant changes or are entering a new market, the company may experience challenges in terms of obtaining legitimacy. In order to gain legitimacy, the company must seek to adapt to the outside world's expectations and appeal to stakeholders and consumers in order for them to support the company. Legitimacy is achieved in some cases by e.g. manipulating the already existing performances in the business environment, but legitimacy can also be gained through advertising and image campaigns, often distinguished is the notion or paid or earned media – where these types naturally fit with ways of gaining legitimacy.

2.5.3.2 To Maintain Legitimacy
Suchman (1995) states that legitimacy can be maintained by either optimizing or proactively working with it rather than simply responding to stakeholder requirements once they have been made. Legitimization will thus turn as if either a) conforms to existing customers' expectations within the company's current market, or b) to choose from different markets on which the company is located and find an audience that will support current practice, or c) to manipulate a new audience and focus on other approaches to legitimacy than before.

2.5.3.3 To Repair Legitimacy
Companies choose to repair their legitimacy if it has realized that it no longer has support, indorsement or acceptance in society. Thus, it is often a response to unforeseen events or crises. The

handling of legitimacy can therefore be categorized as reactive rather than proactive. Suchman describes three ways to repair the company's legitimacy; *"the delegitimated organization must first address the immediate disruption, before initiating more global legitimation activities. In particular, organizations must construct a sort of "firewall" between audience assessments of specific past actions and audience assessments of general ongoing essences"* (p. 597). So either, the company may choose to normalize the condition from before, choose to apologize for any incidents, or the company may deny the events.

3. METHODOLOGY

The following chapter will outline the methodology and design applied in this research. First, the research design will be introduced with the scientific approach, followed by an introduction of ontology and epistemology along with an introduction of social constructivism, which is chosen as this thesis' philosophical standpoint. Further, the case study approach will be explained in this context and the methodological considerations made on netnography. Finally, will the reflections of the research quality, validity and reliability, be outlined.

3.1 Scientific Approach

Since all theories of knowledge requires to be subject to a logic of how it perceives the the world (ontology) in order for knowledge (epistemology) to become obtainable (Patomäki & Wight, 2000). This thesis point of view in relation to ontology and epistemology, is therefore explained in the subsequent section, to gain an understanding of how it takes place in the world. The central point will be on social constructivism, and by comparing this to positivism, a clearer outline of the constructivist stand is provided. Following is the reasoning for the research in order to explain how the purpose of the objectives have been composed, theoretical structures combines and new knowledge created.

3.1.1 Ontology of this Thesis

This paragraph, elaborates the philosophical understanding of being, exist and what reality is, as in the basic notion as human beings, and their relationships (Porta & Keating, 2008).

The ontology of positivism is that the world, and reality, exists objectively before us, based on empirical facts and seeing the world like this entails that just what is observed exists, without concern for human meaning creation (Brinkmann & Kvale, 2005). On the other hand, when online communication and perception of service - a rather intangible concept, must be explored, the emphasis is therefore put on ever-changing, deep and underlying characteristics of social understanding in the literature, why it is a misinterpretation to be assuming that reality is easily

detectable and unable to cover. As a consequence of the theory applied and uncovered through the interactions analyzed, it is suggested that this social phenomena of online behavior is not only created through interactions, but is also in continual change and development.

The research objectives require an explanation of these relationships and challenge the way we understand them. Based on the objectives, and the theoretical framework, this thesis takes a point of departure in the world being a social construction and the meta-theoretical framework is with the view of social constructivism (Fuglsang & Olsen, 2004, p. 351).

The social constructivism is perceived to be an active agent (Delanty, 2005), meaning that social phenomena it is ascribed as well as conducted by social actors (Bryman and Bell, 2007). The phenomena appear in cognitive structures, which is also how the reality is defined, allowing social actors to define their world by employing these. By doing so in this thesis, is it indicating, that the world is created by social reflective actors, socially constructing the world, through cognitive structures. This corresponds with the notion of social interaction and the understanding of the world, being through cognitive structures on the Internet, by socials actors as consumers and guests, especially since valuation is socially constructed. The constructs, cognitive structure and the social actors are therefore crucial in order to understand the social phenomena of consumers online behavior and to be able to gain knowledge within the sphere of the internet and social media paradigms, on which this thesis is substantiated.

3.1.2 Epistemology of this Thesis

This paragraph explains the underlying structure of how knowledge is created, what it is, and how we can know this (Brinkmann & Kvale, 2005). Since this thesis concerns on explaining a dynamic, ever changing nature of an online behavior, the purpose is not to obtain an objective truth, as in positivism, since the crucial point to understand is the construction of the social phenomena (Fuglsang & Olsen, 2004).

An important factor is also the lack of point in the phenomena that are exhibited. The understanding of meaning is not embedded in social phenomena, but established by the social phenomena recognized context (Fuglsang & Olsen, 2004). An universal focus is possible through the means of this perception, as the crucial point is to determine the incidences that can be considered to be true or false within the specific context. Therefore, it can be attained through 'local truths', which always exist in context.

With this, it is not understood that all is relative to another, but only that this understanding is closely linked in regimes. In combination with the notion of change "if the societal phenomena are

historical and social creations, it means that they are also historical changeable" (Fuglsang & Olsen, 2004, p. 349), allowing an analysis of social phenomena, which is necessary in order to understand the online relationships.

3.2 Induction, Deduction and Abduction

The purpose of this research is to illuminate the meaning and behavior online, to define the correlation between concepts in a new context, the inductive approach is focal, as the exploration of the netnographic study address to the specific phenomenon unexplained (Bryman and Bell, 2007). The chosen case discloses the constructs with theoretical similarities and thereby establish reasons to revise theory upon the methodological approach, Netnography.

A deductive approach further addresses the different constructs that are discovered in the case description and to further use the results first detected, and gain a deeper understanding of the consumer's behavior online. Based on the results from the theoretical and netnographic research, theory was along with these incorporated with the findings of the pilot study in order to build the theoretical framework. Thus, understanding the netnographic observations in a theoretical sense, and hence being able to revise the existing theory with new insights as seen in the deductive approach.

Furthermore, the second netnographic data collection was used to support this collection of uncovering constructs as well as to understand the deeper motivational reasons involved in the examination of online consumer behavior. Abduction have been integrated in order to continuously create space to generate new ideas, achieved through the process of revising the phenomenon, defamiliarization and alternative casing (Timmermans & Tavory, 2012). After the process of revising and defamiliarizing, is the point of departure in the existing theory and knowledge on online consumer behavior and in the pilot test, alternative casing was used in order to discover that the concepts and notions presented by Relæ was sufficient to exhibit relations. In addition, a revising process of the results continued, in order to structure the theoretical framework, where an in-depth analysis showed another use of abduction. Finally, in order to generate and redefine a model to describe the relationship of the consumers and Relæ, the understanding of results as well as theoretical frame were revisited.

3.3 Research Design

Since the research objectives of this thesis attempts to deepen the knowledge of the relationship between consumers and Relæ online, the netnographic case study approach was applied in order to understand the relationships in a case study.

First, the theory of service consumption was uncovered and proved useful in understanding it evident. The theoretical framework was accordingly build from the structures found and the existing theory on these topics, in order to deepen the research scope. Second, was the theory of service recovery and legitimacy applied, to understand the phenomenon and the consequences hereof in an online context. The netnography was used to understand and examine the communication and online structures of the consumer in a digital context in line with the research objectives of this thesis.

Qualitative methods are often applied in order to answer the "why's" and the "how's" in consumer behavior (Sagepub, 2013). In accordance with the research objectives, is this research design applied a netnographic study on a single case in order to provide more nuances of structures within the same context. Therefore, hypotheses are not tested for a general truth. "*Qualitative research methods thus refer to the meanings, concepts, definitions, characteristics, metaphors, symbols and descriptions of things*" (Berg, 2009, p. 2) allowing the methods to explore and find uncover meanings in structures (Sagepub, 2013). This allows answering the questions by providing indications of real life patterns.

3.4 Case Study Approach

The research objectives, theoretical framework applied and the philosophical stand, gives reason for the choice of methods and in particular the case study approach. The research objectives is to understand how the service quality perceived by consumers, observed online and thereby to explain how the accessibility to information has changed this. Combined with the theoretical knowledge and concrete practical knowledge, it is according to Flyvbjerg (2006) coherent with the appliance of a case study approach.

This case study's purpose is both explanatory, exploratory and descriptive, as the intention is to illustrate a certain topic within an evolution (Yin, 2003). The case study is also a preferred strategy when the research objectives are posed with "how" and "why" and when the focus is on contemporary phenomenon within real-life context (Yin, 2003). The research design is build to understand the underlying behavior and motivations for the consumer in a digital context, which should enable to highlight the social phenomena observed in correlation with the social constructivist perspective. According to Flyvbjerg (2006), an in-depth case study is necessary, in order to be able to answer the research objectives, as they emphasize interrelated factors.

As the ambition of the thesis is to understand and explain the relationship of the customer and service provider in a online context, it calls for a intrinsic type of case study, as the purpose is to learn about the case itself and understand the structures within (Stake, 1995). Furthermore, the thesis

want to understand the digitalization's' impact on the perceived service quality in the case of interest and hence, evolve the case study with the instrumental approach and including the search for explaining the case phenomena together with the theoretical framework (Stake, 1995). Both Stake (1995) and Yin (2003) agrees on the characteristic feature of an explanatory study that is applied in the case study, when examining relationships. Therefore, is this approach chosen, since it is defined as both being an intrinsic, instrumental and explanatory case study.

3.5 Netnography

Kozinets (2012) defines netnography as *"a specialized form of ethnographic research that has been adapted to the unique contingencies of various types of computer-mediated social interaction"* (p. 39), making it convenient to understand the digitalization's' impact on consumers' expectations and the propensity of sharing their experiences online.

The purpose of netnography as a instrument is explained by Kozinets (2002) as to *"understand the discourse and interactions of people engaging in computer-mediated communication about market-oriented topics"* (p. 64), which allows to understand the case of Relæ in an online environment. De Valck et al. (2009) similarly perceived a benefit of netnography as providing opportunities for members to gain *"rich, encompassing, and influential"* insights into the *"word-of-mouth processes in virtual communities"* (p. 200), why netnography is chosen as the primary data collection method, due to the fact that an understanding of the online phenomena and consumers behavior is crucial in order to answer the research objectives. In relation to the intrinsic case study approach, this was used to explore the structures emphasized in the social constructivist perspective, as this method is based on the research method, which was formed by research objectives.

Kozinets et al., (2012) argue that along with web 2.0 and the digitalization, is the consumer behavior primarily pronounced on digital channels or platforms, making the online communication very informative in relation to the research topic chosen for this thesis. Additionally, Kozinets (2002) refers to netnography as "*a new qualitative research methodology that adapts ethnographic research techniques to the study of cultures and communities emerging through electronic networks*" (p. 62), why it is contributing to the research as a beneficial tool of information to discover practices related to the service consumers' online behavior and the digitalization's' contribution to this.

One of the methodological advantages of netnography (Kozinets, 2002) is moreover its "unobtrusive nature", allowing the researcher to monitor the communication and interaction of community members, to gain practical insights into their consumers' behavior. It is important to understand the consumers' stance, to examine the perception of the service quality and hence the digitalization's' impact hereon. Therefore, it is valuable to understand the consumer's expectations, perception of

service performance and how the different interactions take place online. They are key in order to understand the motivations for appraising the service encounter in public online communication, with appraisal or complaints, which makes netnography an ideal tool in order to answer the research objectives of this thesis. This type of identification and content division is corresponding to the proposed netnographic behavior suggested by Kozinets (2012) and underlines a accurate content analysis and the interaction in order to show results of this integration of information types, social signs and symbolic meaning.

This structure of data is used in the thesis in order to make a distinction between the communication channel that is used, by who and thus who is in control. The structure of data is further described in types of information; Company-generated information is reported **CI** "Company Information" (which is typically the company that tries to create awareness through social media, such as Facebook or Instagram and where the company is in control of the information). Public generated information is reported **PI** "Public Information" (which is media such as newspapers and blogs, who writes about the company in connection with interviews or public statements, where the company has only partial control, due to the nature of the bloggers' or journalists' bias) and eventually the "user-generated information" reported **UI** (which is the user generated information in the form of reviews).

The analysis in chapter 4, references to the of the data collected are used. Here are the following abbreviations, which refer to the section and where they are found in Appendix. Interviews uses the abbreviation I_ #, where the number after the letter, indicates which interview it concerns (Appendix 9.4). The interviews that have been necessary to translate are also found in this appendix, where the original quote as well as the translated is available.

Reviews uses the abbreviation R_ #, where the number after the letter indicates which review that is in question (Appendix 9.5, 9.6, 9.7). Likewise, Instagram posts refer to the abbreviation IG_ # (Appendix 9.8) and Facebook posts F_ #. (9.9). When using reviews translated into English, this is enrolled in Appendix 9.11.

Material Product	Environment	Behavior and attitude
Quality and taste of food	Location and accessibility	Friendliness
Quality and taste of beverages	Cleanliness	Competence and professionalism
Portion size	Furniture and interior	Comprehension
Price of meal/service	Size, shape and spaciousness of restaurant	Efficiency and speed
Variety of menu choices	Employee's appearance	Responsiveness to special requests
Range of textures, aromas, color, temperature, appearance, consistency	Atmosphere (color, lighting, temperature, music, noise level)	Responsiveness to complaints

Figure 3.1 - Service attributes, authors own creation

This model was made, based on the data collection of the 50 observed reviews and compared to the theory, in order to use in the analysis of the service encounter stage. This was to examine which service attributes that are important to the customer in a restaurant visit (Appendix 9.5, 9.6, 9.7).

3.5.1 Pilot Test and Case Selection

A pilot test was made based on real world observations as it is considered that digitalization's' impact on the restaurant industry. The motivation behind this pilot test was to understand three cases of restaurants' general communication and their consumers' interactions available online and thereby to select the most appropriate case to study.

Three possible cases, here three restaurants were compared, which as before mentioned, according to Frederiksen (2015) are similarly position in the gastronomic field of Copenhagen - Relæ, Kadeau and Noma. These restaurants are also chosen from the fact that the investigator has not visited any of the restaurants, which eliminates the chance of bias. This test gave an insight into consumers' satisfaction with the restaurant and their propensity to recommend it to their personal network. NPS was a good indicator of the level of satisfaction and loyalty, which otherwise takes longer time to measure (figure 1.3). This ultimately resulted in Relæ being chosen as case study based on the calculated NPS score, as this case study had the greatest potential for understanding the power dynamics of consumers throughout. The NPS is calculated by dividing the scores in the three groups; promoters (5*), passives (4*) and detractors (3*, 2*, 1*). By adding and finding the percentage of the detractors as well as the promoters, and minus these percentages, the NPS score is found (Appendix 9.2).

This pilot test therefore made it possible to collect and build the theory when formulating a theoretical framework to deepen the understanding of these online phenomena by first applying the

inductive approach. De Valck et al. (2009) states that *"the perception of observational netnography directly contrasts to more traditional qualitative research methods used to understand behavior such as focus groups, personal interviews, and ethnographies. Simply monitoring online communities via observational netnographic techniques could be considered a more rapid and cost-effective research method"* (p. 197), why observational netnography is used for the pilot test, with the purpose of explaining the online interactions.

Based on the notion that the level of the piloted data was limited to three cases, enabled an investigating and understanding how the impact of digitalization and the easily accessible conversations that takes place online. This made it possible to make the theoretical framework based on the research objectives that were made in order to understand this development's impact on perceived service quality. This provided a sufficient amount of data in order to make a final decision on a case and the theory choices that were representative for this type of information. This was done to understand the types of interactions in reviews on Tripadvisor and Facebook. The generated information from here was then used to understand and thus limit the data pool, to a selection and a variety of interactions that were sufficient examples of the type of reviews that Relæ receives.

3.5.2 Analysis of Netnographic Results

1. Material Product	2. Environment	3. Behavior and attitude
A. Quality and taste of food	A. Location and accessibility	A. Friendliness
B. Quality and taste of beverages	B. Cleanliness	B. Competence and professionalism
C. Portion size	C. Furniture and interior	C. Comprehension
D. Price of meal/service	D. Size, shape and spaciousness of restaurant	D. Efficiency and speed
E. Variety of menu choices	E. Employee's appearance	E. Responsiveness to special requests
F. Range of textures, aromas, color, temperature, appearance, consistency	F. Atmosphere (color, lighting, temperature, music, noise level)	F. Responsiveness to complaints

Figure 3.2 - Service attributes - author's own creation

To get an overview of the data collected and to use it in the analysis, the 50 collected reviews were coded in relation to the service attributes that were observed as important to the customers in connection with a restaurant experience in the pilot test. The outcomes that had a total base of less than 10 codes have not been included, due to the small comparison base.

3.6 Overview of Data Sample

3.6.1 Tables of Data

In the Appendix in chapter 9, following tables of data can be found.

9.4 Interviews

9.5 Reviews 1-50

9.6 Overview of reviews and coding

9.7 Analysis of review coding

9.8 Instagram overview and coding

9.9 Facebook overview and coding

9.10 Instagram "story"

9.11 Review quotes translated

9.12 Evaluative practices within the culinary field

3.7 Primary Data

3.7.1 Publicly Controlled Information

The data is structured and divided according to the type of information, meaning that there is a distinction between whether information is controllable for the case company. This division has been used in order to understand how the behavior of consumers and the restaurant independently is on the channels selected.

3.7.2 Users-Generated Reviews

The primary data were collected respectively on Facebook and Tripadvisor, as these websites have a review feature that is used extensively by guests who have visited the restaurant. At these sites it is possible to provide reviews on a rating scale from 1 to 5. The information that is accessed is therefore the guest's opinion about the service performance that Relæ has provided. In addition, this is an expression and an outcome of whether their expectations have been met during their visit to Relæ.

The level of data was limited to 50 reviews, collected across platforms, to understand the guests' perception of Relæ's service performance. For each review, the date, heading used in the review, the channel, interaction is indicated (Appendix 9.6). Further, is the review analyzed in terms of positive and negative perceptions in the review and coding in terms of the concerning service attributes (Appendix 9.7). Additionally, is important quotes from the reviews highlighted in order to be able to gain a deeper understanding of the service performance. This is done in accordance to Kozinets' (2012) general indication, proofing, as well as the easier revision and access to the data.

There are selected 10 reviews for each rating (1-5) in order to understand which attributes that are weighted positively as well as negative in the different ratings. Therefore, they are also selected on the basis that they are informative and adequate in answering the research objectives, however are all submitted within the last two years. Since the research objectives are to understand how the digitalization's' contribution to the overall service quality between customer and service provider, the data amount of 50 reviews, an insight and comprehension, why it is a sufficient amount of data covering the consumer behavior on review sites, representative for the perception of the service performance of Relæ.

3.8 Secondary Data

3.8.1 Company and Public Controlled Information

The secondary data relating to the selected case, is collected on several channels, where a distinction between who controls the information has been applied.

3.8.2 Instagram + Facebook

Relæ are present on the social media platforms, Facebook and Instagram, where they use these channels to communicate to the outside world. Therefore, a examination has been made of their Facebook page and Instagram account, in regard to understand what communication Relæ wants to share through these.

The Facebook analysis therefore addresses the communication that Relæ shares through this page and is divided by date, headline, type of information, original media and the topics it deals with. In addition, the perception and reaction from the outside world is also noted, in terms of the number of likes, commissions and shares (Appendix 9.9). Additionally, an investigation of how many people that follow the Facebook page and reviews on Facebook over six months (Appendix 9.3).

Similarly, an analysis of Relæ's use of Instagram has been used to understand what information Relæ communicates on this social media (Appendix 9.8). Therefore, an investigation has been made of how many people who likes and follows, and their activities of posting pictures and using the feature "story" over half a year (Appendix 9.3). In addition, an overview of their postings on this social media and the topics they try to communicate out and how much attention they have been given.

3.8.3 Interviews with Newspapers and Blogs

Front people of Relæ often give interviews to newspapers, blogs, food critics etc., why the Internet is used for secondary data from these, since valuable information is available on these media. This

information has been accessed using Infomedia and Google. Relæ has the ability to control the information is shared through this channel, but not how the journalist or blogger understands and disseminates this further (Appendix 9.4).

3.9 Evaluation of Data

The research design is perceived sufficient in relation to the research objectives and the thesis scope. Taking advantage of the explorative approach, using both an inductive and deductive approach, in order to outline the theory and additionally gain a deeper insight of the topics that are important in communication and service quality in an online context. The netnography is executed with the philosophical outset of social constructivism, allowing the research to focus on the structures, constructs and the impact of digitalization and the increased information accessibility in order to uncover how this has changed the consumers' expectations and the likelihood of sharing their experiences online. The sample criteria suggested by the theoretical framework has furthermore been satisfied by the netnographic data collection. As further evaluation, the concepts of validity and reliability will be employed to measure the extent of possible errors in the research design (Schmidt & Hollesen, 2010). In order to insure the quality of the methods, Yin's (2003) four tests for case studies is used; construct validity, internal validity, external validity and reliability.

3.9.1 Construct Validity

This measurement is the evaluation of the sources of evidence, that exactly shows the construct, before the research is carried out. Therefore, the pilot test is made in order to ensure that the case is selected and defined precisely (Yin, 2003). In the thesis, was theoretical framework based on the findings from the pilot test and the selection was based on the findings from the netnography and NPS analysis. When using an inductive method in the pilot test and then revisit the theory in order to create a theoretical framework and test it again, the validity is strengthening and as the theories were based on this analysis. To evaluate the chosen constructs and the theoretical concepts, netnography was yet again use for accuracy of transforming this into the theoretical framework. In order to provide evidence of the data, the multiple sources were applied in terms of online archival records (Tripadvisor), online observation (netnography), documents and interviews (secondary data) and theoretical sources. Thereby was triangulation of the data was used to strengthen the construct validity (Yin, 2003). In this research is the revisit and word-of-mouth used as the indicator for the consumers' perception of the service quality and as mentioned, perceived valid.

3.9.2 Internal Validity

The internal validity is only used in explanatory case studies, as it has to be explained and explored first. Therefore, an analysis of consumer reviews given online, are used for patterns matching in

order to build an explanation of the consumer behavior and thus, the implications of this uncontrollable information. Consequently, the exploration of this phenomena is purposed to understand the effects of the observed online instruments, yet not to profoundly establish causality between the independent variables. Although the research design allowed for this, it was not the objective to test and validate causality, thus ensuring the internal validity within the parameters of the research objectives. Ultimately, this resign design allowed to compare the empirically based patterns with the predicted one to strengthen the internal validity, which will be concluded later on.

3.9.3 External Validity

When using the social constructivist approach, it is important to understand this construction of the social phenomena. The objective of this research was not to have generalizability, but contrary to understand the occurrences and whether they are true or false. Instead, the scope have instead been to understand the observable structures prevailing online, using service theories in an online context and combine them in new manners. The validity is establishing the domain for generalization (Yin, 2003), and Yin further defines it as "*knowing whether a study's findings are generalizable beyond the immediate case study*" (Yin, 2003, p. 37). In order to do so, it was chosen to use theory in the single case study. the rationale for this, is that the case Relæ, is representative. Similarly, when making a case study, the generalizability entails that a replication of the study within the same context is possible, using the same research design and theoretical framework, and getting the same findings on the digitalization's' impact the consumer behavior and thus, Relæ. If so, the research would be external valid. However, in order to obtain a higher degree of generalizability for a single case study, using the multicase method or combining it with a quantitative method would be an idea for further research.

3.9.4 Reliability

The measure of reliability means that another researcher would be able to get the same findings and conclusion as you, by using the same framework to the same case study (Yin, 2003). In this thesis, there is consistency in the data found and the netnography is made in a structured manner in order to ensure that the findings would be the same. The data is furthermore collected on public website and therefore accessible for everyone. The collection was however based on the theoretical framework, to secure against divergence. In spite of the unobtrusive nature of the netnography (Kozinets, 2002), the structured collection of reviews and quotes used in the analysis, the personal interpretation and how to identify and interpret the theoretical concepts used in this thesis should be taken into account.

4. ANALYSIS

This section will entail the netnographic results collected from the three types of data used; company generated information (CI), public and expert information (PI), and user-generated data (UI). These will be reviewed for each step of the theoretical model of service consumption, analyzing behavioral steps, and uncovering the type of consumer power. This including the possible impact of the digitalization for each step, to understand the relationship between online consumer behavior and perceived service quality, as in accordance with the research objectives of this thesis.

4.1 Pre-Purchase Stage

This first section will entail the analysis of the theoretical concept of the initial step of the Service Consumption Model. In specific, the behavioral steps of awareness, information sources, evaluation alternatives, and the formation of expectations will be uncovered in relation to possible types of consumer power evident. The latter part of this section will entail the analysis of Relæ's online communication in relation to Zero Moment of Truth. Lastly, the main findings of this step of the service consumption model will be summarized.

4.1.1 Need for Awareness – Connecting and being there

Theoretically, Tsiotsou and Wirtz (2015) claim that *"the impact of the information obtained in the pre-purchase stage has proved to be significant in consumer purchasing decisions"* (p. 107). Based on this, it has been investigated how Relæ attempts to affect and raise the consumers' awareness and what company's controlled information that the consumer is exposed to. The consumer is due to the nature of the service, the variety and the perceived risk, more likely to make use of the planned purchase behavior (described in detail in section 2.3.1.1). Therefore, the consumer must first recognize a need and then feel motivated to seek a solution to satisfy this and ultimately evaluate the alternatives. The digital presence is a collective online existence of a company and therefore it is interesting to analyze how Relæ is represented in relation to the research objectives. This section will investigate the important aspect of online communication and digitalization's effect on awareness.

Attracting consumers and increasing awareness was before the web done through paid marketing, word of mouth and print media. However, web 2.0, digitalization and information-based power have given businesses and consumers access to amounts of information previously unknown. The online presence is thus created by a large number of elements and used together to create a successful online marketing campaign as well as reputation. In the case of Relæ, the information about the company is represented and available from information channels from different controllers, CI, PI and UI (company-, public- and user-generated information). Since awareness is

closely linked to information search, this section will only focus on the information that is shared online to increase awareness in relation of online marketing.

An example of CI is Relæ's Facebook page (*Relæ*), where 14.280 people likes the page and 14.266 is following it (28/2/18). Relæ uses this page to share information such as articles written about the restaurant, photos, events, etc. (Appendix 9.9). Hence, Relæ has chosen to rely on the ability of PI to influence costumer purchase decisions. The shared content concerns mainly sustainability, awards won and event information. The number of likes, comments, and content sharing varies greatly per post, but the data shows, that mainly the types of news about awards won and internal changes is the type of post, liked most often (Appendix, 9.9). Picture 4.1.2 provides a consistent example of the way which Relæ is using their Facebook page. Relæ's sharing of content via their Facebook page was more used in 2016, where they shared 33 posts. By 2017, the number was 18 and in the first two months of 2018, 12 posts were shared. Of the 61 observed postings, 25 of them were produced by Relæ (Appendix, 9.9). The remaining 36, originates from media coverage, where newspapers, blogs, etc. have mentioned the restaurant in a positive manner in either an article or professional food critic review. This is another way for Relæ to achieve awareness of the company, as this information will reach their followers without marketing costs for the restaurant. Additionally, it also creates the possibility that these followers either like, comment or share information, and Relæ thereby has the opportunity to reach even more networks, of their potential targets, in this way. This is an example of the network-based power, since it is the strength and number of social connections in one's network, that supports the ability to share and influence others, described in section 2.1.2.3 (Labrecque et al., 2013).

Picture 4.1.2 - Example of Relæ using Facebook, 20th February 2018

On their Instagram profile (*restrelae*) the restaurant has 16.100 followers (28/2/18, Appendix, 9.3). Since 28/8/17 there has been an increase in the number of followers of 132.9%, indicating that their use of this social media has aroused consumers' interest in Relæ. Out of the 72 posts, 30 of them consists of pictures of a dish and 28 of an ingredient used in one of these dishes. Within the same period of time, the activity of likes and comments has been steady, with an average of 461 likes and 3,4 comments per post. Only 12 of the 72 posts contained information about e.g. season closedown, events, etc. Furthermore, an interesting finding was that even though followers reply to a great extent, ask questions or express their opinion on this platform through comments, Relæ has not been replying any followers in the comment feature, except for four cases, starting the 13/12/17 and now that they have got far more followers. This suggests that the choices of interacting and communicating with the followers positively affect expansion of followers (Appendix, 9.8).
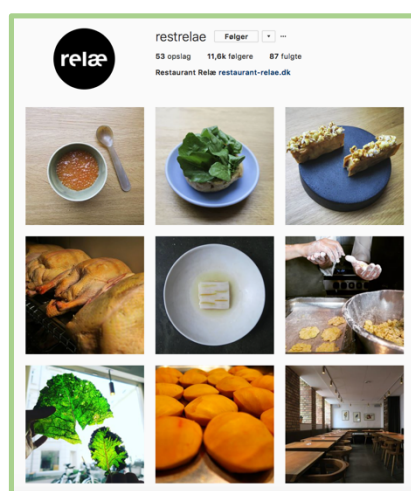
Picture 4.1.3 – Relæ's Instagram profile restrelae (28-11-17)

On Instagram, Relæ further uses the feature of "Instagram stories", where it is possible to share photos and short videos that disappear after 24 hours. With this feature Relæ shares everything from ingredients, dishes and working processes in the kitchen live (Example in Appendix, 9.10). In addition, Relæ has since 28/8/2017 doubled their posting of images from 35 to 71 (Appendix, 9.3). With this in mind, it can be suggested that the increase in followers is not due to production of more engaging content, but a result of the increased effort in distributing it, but merely due to web 2.0, and that it is easier than ever to distribute content. Besides the restaurant's own profile (*restrelae*), personalities closely linked to the restaurant, Christian Puglisi (Instagram: *chrifrapug*) and head-chef Jonathan Tam (Instagram: *jtam1342*) also have profiles, where they share information about Relæ. This is an example of Relæ taking advantage of the information-based power, as social media have enabled the individual ability to influence others' decision-making (Hennig-Thurau et al. 2010; in Labrecque, 2013).
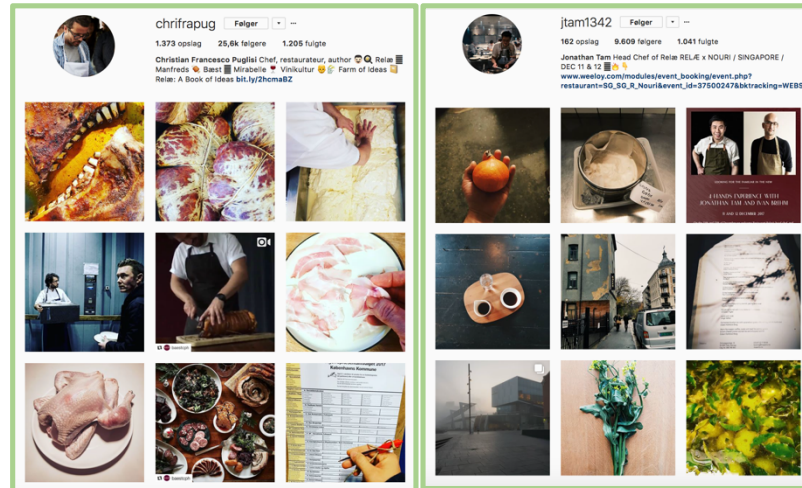
Picture 4.1.4 - Instagram profiles: Christian Puglisi, chrifrapug, Jonathan Tam, jtam1342 (28-11-2017)

Furthermore, it should also be noted that Puglisi and Tam are also heavy users of the Instagram media, and this might also influence the awareness of the restaurant on this media, due to the network-based power, as they in combination are followed by app. 40.000 (Appendix, 9.3). Therefore, they have the mediating ability to distribute content for the benefit of Relæ. This connection provides Relæ with the opportunity to create a relationship with potential consumers, and increase their trust towards the company, thus enabling consumers to find Relæ more credible (Labrecque, 2013). This is positive in terms of the nature of the service and the high risk that is often associated with it.

4.1.1.1 Conclusion of the Need for Awareness

To sum up, Relæ's online presence allows for two-way interaction with their online connections, which can create a deeper layer in the relationship that they are aiming to establish through their online presence. However, from the data collected it does not suggest, that Relæ in general, utilize the opportunity to create a deeper relationship by responding to the customers by answering on their commenting on these media, except for five posts beginning from 13/12/17 (R_50, IG_3, IG_4, IG_9, IG_15). This might be a new beginning of the strategy initiated from Relæ, and even so, it seems that the amount of new followers and engagements are in favor of this development.

4.1.2 Information Search – what is out there?

This part of the pre-purchase stage, describes the consumer has recognized a need, and thus are motivated to search for solutions to satisfy that need and thereby several alternatives may come to mind. As mentioned in section 2.3.1.2, this is derived from *"past experiences or external sources, such as social media, online reviews, online searches, advertising and recommendations from service personnel, friends, and family"* (Wirtz and Lovelock, 2016 p. 54). Therefore, it is crucial to further analyze the

information potential Relæ's customers meet online, when searching for solutions to meet their needs, as to understand the assets feasible – and how they are employed.

Due to the nature of services (section 2.3.1) and the higher risk of uncertainty associated with a purchase decision in services, consumers do not limit themselves to one information source, as noted frequently in the data collected, but exhibited by one below;
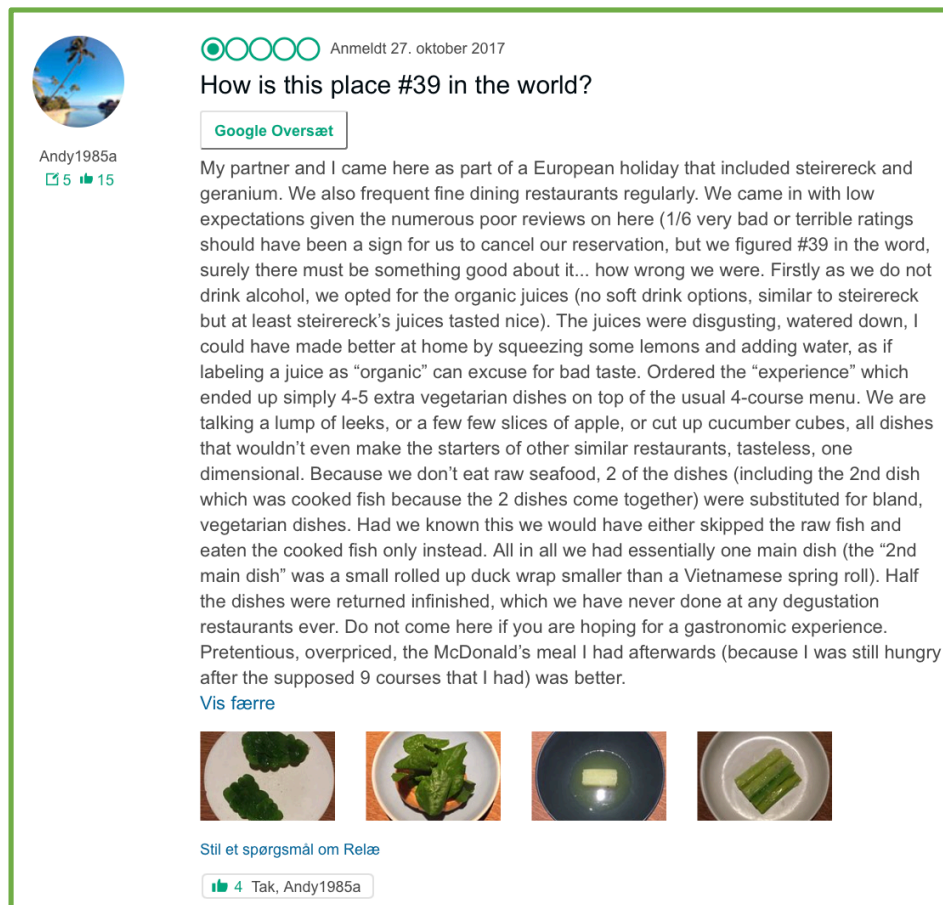

Figure 4.1.5 – Example of consumers using multiple information sources in review

Here it is described that nature and uncertainty reduction are a reason for cancellation, and this is reasoned by the consumer employing multiple online sources. This is in accordance with Labrecque et al. (2013) as it is noted that consumers exploit multiple information sources, leading to increased power. Thus, will the consumer explore, evaluate and cross-check Relæ on different channels, in order to verify the information, they receive.

As a result of the digital development, consumers are able to take advantage of the information-based power of consuming online information, when searching for a restaurant (Labrecque, 2013).

And according to the data collected it is evident that, consumers tend to use not only the social media platforms elaborated in section 4.1.1, but also search engines, Relæ's website (*www.restaurant-relae.dk*) and review websites that have collected eWOM information from guests who have shared their overall service experience with Relæ.

One reason for consumers to use the online channels might be that it is less time consuming and that search engines easy find the information the consumer is searching for, as suggested by Labrecque et al (2013). Based on the general understanding of the online information available on Relæ, several websites cater to this need; www.restaurant-relae.dk, Tripadvisor and Facebook, where consumers are able to find information on practical such as booking a table, obtaining information about menu, location and manifest. Relæ makes use of the online booking service dinnerbooking.dk, which manages the booking of their tables. These websites are further used to share consumers' perception of Relæ (eWOM) and review websites; Tripadvisor, Facebook, Yelp, Google and Dinnerbooking, all of which have a review feature. Additionally, it was found, that this Word of Mouth effect become stronger, as reviews are digitally stored and many people uses them to share knowledge and experiences before, during and after their purchase (Lecinski, 2011). The reviews in Appendix 9.5 are examples of the eWOM that is accessible and that can affect the potential customer, of whether or not they should book a table. According to section 2.1.2.2.3, perceptions and attitudes from other guests, will be the first impression of consumers searching for alternatives to Relæ. This supports the notion of ZMOT and the integrated purchase decision model that has taken the consequences of the digitalization into account. Picture 4.1.6 and 4.1.7 are examples of the information, that a potential customer will perceive about Relæ, when searching to find a solution for their need. Here it is clearly to see that the perception of Relæ is very different from guest to guest, which might be a result of consumers' internal sources, needs, expectations or tastes.

Picture 4.1.6 - Relæ's review score on Facebook (28-2-18)

Picture 4.1.7 - Relæ's review score on Tripadvisor (28-2-18)

Despite the fact that these reviews are based on subjective attitudes, it may be difficult for potential customers to distance themselves from this, when determining whether or not to book a table at Relæ. Hence, on review sites, an assessment of similarity in taste, peoples' past experiences and their preferences may be hard to determine, if this is not explained in the review. Therefore, a way to avoid this discrepancy in an online environment, is when guests in their review state who they are, their taste or former experiences;

"My partner and I came here as part of a European holiday that included Steirereck and Geranium. We also visit fine dining restaurants regularly" (R_3 – 1)*

"I appreciate when new experimental dishes are made, because it's great to try something new" (R_4 – 1)*

"… and I've been to 10+ Michelin star restaurants in Sweden/Denmark" (R_20 – 2)*

"I am a fierce foodie" (R_21 – 2).*

These findings suggest to support Caves (2002), notion that *"consumption of creative goods, like all other goods, depends on "tastes", but for creative goods those tastes emerge from distinctive processes"* (p. 173). It can therefore be argued, that prior to digitalization, consumers were better able to secure themselves against "not having the same taste", as there was a greater chance that they had a knowledge of who in their social circle having the same taste and thus, with who their own preferences would match the best. The reviews from 1* - 5* in Appendix 9.5 are examples of the eWOM that is accessible and that can affect the potential customer, of whether or not they should book a table.

According to Munar (2010) and Dwivdei, Ismangilova, Slade & Williams (2017) eWOM and ZMOT have gained more power than traditional marketing, why these reviews have a big impact on not only Relæ's online reputation but the company in total. In addition, Relæ does not have any control over this consumer production information, why the possibility to exchange information of Relæ, is a result of the consumer power provided by Web 2.0. However, as stated in section 4.1.1 and further

supported by additional data, Relæ does not make any effort in commenting and through that affect this powerful eWOM and thereby influencing ZMOT. That consumers use these review sites to search information is therefore both an example of information-based power gained through eWOM and ZMOT (production and consumption of content), which is user-generated information (UI), leading to better-informed consumers.

Another type of information available for consumers in this step of the pre-purchase stage is from newspapers, medias, blogs and food critics (PI). This information is often available online in the form of articles, which may either be related to a food review, a portrait of Puglisi or a blog post. Relæ has less control over this type of information than the company's controlled CI, since the writer in the form of a food critics and articles, have an opinion, why it might by biased by the blogger or journalist. Nonetheless, this is the type of information that Relæ shares on their Facebook page, as this earned media is often more credibility in the eyes of consumers.

An example where Relæ has no control of the information is when it comes to food critic reviews, where the food critic as a cultural intermediary, reports the restaurant based on expertise and knowledge in the industry. Therefore, a review with a headline from one of Denmark's biggest newspapers "Full marks to Denmark's nicest Michelin restaurant: An evening at Relæ is a completely sublime experience"(Appendix 9.4, I_1), can have a crucial influence on potential customers, when searching for a solution to their need. Hence, even though Relæ does not have any control of the PI information, they have the opportunity to share positive reviews, which they have utilized online so far.

Another interesting finding is that the head chef Christian Puglisi is quite the celebrity, and have been interviewed several times. It is clear from the findings that he is found to be exciting, mainly due to his different and sustainable approach to running a restaurant at a high gastronomic level. I.e. in the article "Last year, the Michelin restaurant Relæ was voted the world's most sustainable restaurant by award ceremony the annual prices of Diners Club® World's 50 Best Restaurants" (Appendix 9.4, I_2), which is another kind of positive information that is not within the control of Relæ, but an article written by a magazine that advocates sustainability. Since the information is out of control for Relæ, there is a risk of being perceived negatively. An example of this is, the case of a foreign former prostitute who was underpaid and hired by Relæ on a contract that was not translated into English, which caused a lot of attention in the Danish media *"I earned about $ 5,000 a month on Relæ - says the woman who was fired on a SMS few days before her three-month trial period ended"*. Information like this, of course, affects Relæ's reputation negatively and may cause some customers to find another restaurant (Appendix 9.4, I_3).

4.1.2.1 Conclusion of Information Search

Based on the analysis of the information searching element of the pre-purchase stage it is evident that Relæ searches to come close to the consumer through their social media activity. However, there are also evidence supporting that consumers are very resourceful in cross-checking different sources, and uncritically base their decisions on this. This part of the pre-purchase is thus crucial for the understanding of how Relæ legitimizes themselves, as their eWOM controls many of their consumers purchase decisions (booking a table).

4.1.3 Evaluation of Alternatives

Theory suggests that consumers use service attributes that are important to them in order to evaluate and compare alternative offerings of companies in their consideration set (Lovelock and Wirtz, 2016). This section entails an analysis of the service attributes that potential customer of Relæ will evaluated in order to result in a service purchase.

Frederiksen (2015) is positioning Relæ within the haute-cuisine segment. Relæ fulfills the needs of the consumers from this segment, by their high gastronomic level, reviews from food critics and won prices such as Michelin and within the 50 Best, which may be considered to be some of the criteria that the consumer seeks to get fulfilled, when searching for a restaurant within the haute-cuisine segment. Although this segment does not require innovation, Relæ is seen as an innovative restaurant. The reason for this is that by being a state-controlled organic restaurant, Relæ has imposed some restrictions on non-organic raw materials (Frederiksen, 2015 p. 49), resulting in a greater degree of experimentation and creativity (I_4). This results in Relæ having a possible advantage both in relation to their primary competitors, which are those positioned close to Relæ in figure 4.1.8 and worldwide since they are the only restaurant in the world to have a Michelin star and being certified organic at the same time. However, despite this advantage Relæ still lacks in spite of their NPS compared to these competitors. Having Munar (2010) and Dwivdei, Ismangilova, Slade & Williams (2017) thoughts of eWOM and ZMOT being more powerful than traditional marketing in mind, this could indicate that Relæ does not manage these new trends properly, leading to a mismatch between the priority of service attributes (section 4.2) and costumer expectations.
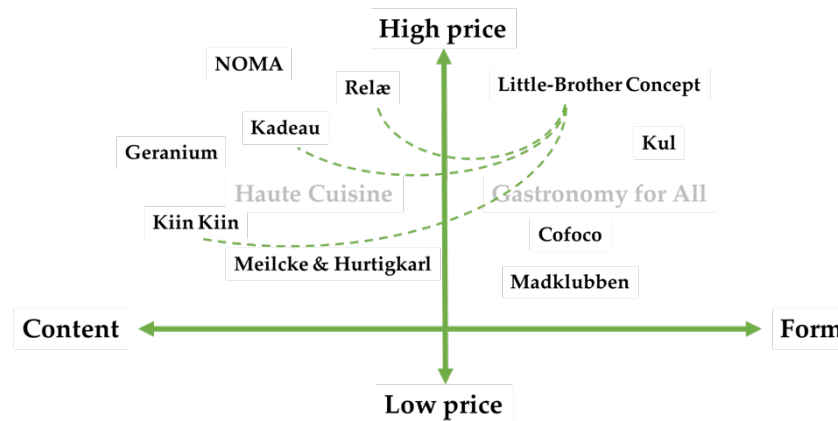
Figure 4.1.8 - The Producers of the Culinary Field in Copenhagen, Frederiksen, 2015

In addition, Eghoff and Pedersen's (2016) industry analysis of Copenhagen's restaurants shows that consumers have increased awareness and access to ecology, which creates demand for sustainable restaurants. In addition, the trend among consumers is also their focus on reducing food waste, sustainable solutions and, not least, the environment (Eghoff & Pedersen, 2016). Relæ's concept adapts well to these environmentally conscious consumers who need this criterion to be met.

Eghoff and Pedersen's have examined (2016) what criteria's that is important to Copenhagen restaurant guests when choosing a restaurant. Here it is concluded that the choice typically varies depending on the occasion, such as parties (birthday, anniversary, etc.), social occasions, restaurant visits as a direct replacement for the home kitchen, business dinner etc. Likewise, guests also focus on secondary factors in their choice of restaurants, where the overall crucial attributes are factors such as the type and quality of the food, the restaurant's atmosphere and service level as well as the location of the restaurant. These are also some the service attributes that in section 4.3.1 will be used to evaluate Relæ's service performance.

Previously, multi-attribute models have been used to imitate consumer decision making. However, it is not always possible for the consumer to evaluate all kinds of attributes in advance, as experience and credence attributes may be more difficult to elicit (section 2.3.1.3). Since search attributes has tangible characteristics, consumers are able to evaluate these before a purchase, and in this case the search attributes would be type of food, location, type of restaurant and price. On these attributes, information on all of them, are available online on Relæ's website (*www.restaurant-relae.dk*). The search attributes are helping to reduce the sense of uncertainty or risk associated with a purchase decision (Paswan et al. 2004; Tsiotsou and Wirtz, 2015, p. 109). A visit to a restaurant is by nature high in experience attributes. Hence, the consumers must according to theory, experience the service, before they can assess the attributes. Therefore, the experience attributes cannot be evaluated prior to purchase (2.3.1.3). The consumer is facing the same uncertainty regarding

credence attributes, since they are also difficult to assess in advance and even after the service. This is the reason why consumers prior to booking with Relæ are likely to face greater uncertainty, as they will be worried not to make the best choice, or not even a good choice by booking at Relæ. The fact that other people's perception of the experience at Relæ is very mixed and thus, the low NPS score (Appendix 9.2) showing that respectively 30,43% (Tripadvisor) and 11,93% (Facebook) of reviews given, rated Relæ with 1*, 2* or 3*. Since the NPS score is an indication of the propensity to recommend the service to a friend or relative and the NPS score is 18,61% (Tripadvisor) and 61,52% (Facebook) this score does not reassure new customers when evaluating alternatives. Especially compared to Kadeau and Noma, whose NPS score is remarkably higher than Relæ's, given that they are located in the same segment. This may trigger potential customers in this step, choosing them as an alternative instead of Relæ (Appendix, 9.2). Why this NPS is relatively low, will be considered in section 5.3.

Since other people's experience are shared on review sites, the effect of ZMOT will be present here. Even though it is argued (Zeithaml (1981; in Tsiotsou and Wirtz, 2015; Lovelock and Wirtz, 2016) that experience attributes are difficult to determine before the experience *"since consumers must 'experience' the service before they can determine the attributes like reliability, ease of use and consumer support, the experience attributes cannot be reliably evaluated before purchase"* (Lovelock and Wirtz, p. 57). This view might be challenged by the digitalization and the information-based power of content production and consumption. Even though the customer must be present to understand these properly, the vast amount of honest and trustworthy information from customers like themselves, can provide a better insight into what service attributes are being met to just a visit to Relæ, which is an example of the information-based power, as the transparency with these services has increased;

> *"Unfortunately my general experience of the whole restaurant is not good. They experiment with Nordic ingredients, but the final result is 4/5 times a semi-bad taste or below average. The music was loud this last time and it took away from the experience. The service is in general good, but this time when a problem arose, our waiter became arrogant and looked at us as if we were the problem, while we as paying customers kept our cool"* (R_15)

As seen in the review example above, a consumer can find very detailed user-generated information (UI). This is both in form of descriptions, feelings and pictures of the dishes etc. Therefore, the eWOM and ZMOT provides the customer with a better understanding of what the experience comprises and an insight into the sensation of how the experience will be and helps the consumer determine whether to find another alternative or help to form expectations. The credence attributes are important in Relæ's marketing, and despite the fact that credence attributes are difficult to evaluate before and even after a service, Relæ's credibility to the consumer would disappear if they do not live up to them. An example of these credence attributes would in this case be the degree of

raw materials being organic, locally grown commodities, animal welfare, sustainability, etc. (I_2) as consumers, neither before or after the service, has any chance to assess these. However, the credence attributes are used by Relæ in order to signal the quality of their raw materials, and in relation to storytelling and thus, marketing of their "Farm of Ideas" (Appendix 9.10).

4.1.3.1 Conclusion of Evaluation of Alternatives
From the data, it is evident that Relæ's concept is built on credence attributes, which is why they are particularly important to the restaurant to sum up; "Relæ was the country's first Michelin restaurant, which can prove that at least 90 percent of the raw materials are organic" (I_7) by the state-controlled organic gold stamp indicating the level of organic raw materials being between 90-100 %. Additionally, Relæ has won as the world's most sustainable restaurant (I_2) and on their website they provide consumers access to their raw materials policy, sustainability rating report and links to an elite smiley report, which is the state's control of the veterinary conditions. Since all of this information about credence attributes is available to the consumer online, it is clear from the data that it has become easier to make sure that the restaurant complies with what they promise, especially due to the state-authorized control. Moreover, they have been diligent to share this PI, while exploiting it through their own CI, sharing it on multiple channels. Therefore, credence attributes are even more important for Relæ, than for other restaurants in the same segment, as these factors help to legitimize the restaurant, increasing credibility with the consumer when cross-checking Relæ across channels online. In sum, consumers exploit multiple information sources, to evaluate and cross-check, leading to increased information-based power, which indicates that Relæ is exploiting their digital potential according to existing theoretical knowledge on this point.

4.2 Service Encounter Stage

Drawing upon the findings from the first step of the analysis, the pre-purchase stage, the next step of the analysis, will be to uncover the service attributes Relæ find important in the encounter stage, regarding their choices on service delivery.

4.2.1 Request Service from Chosen Supplier

This step involves customer requesting service from Relæ, being when the customer interacts directly with the service provider in the form of booking a table either by telephone or their booking service Dinnerbooking, which leads to the Moment of Truth in Service Delivery Interactions.

4.2.2 Service Delivery Interactions

Theoretically, Services involve different levels of contact with the service operation, and restaurants being over a long time frame and involving multiple interactions. This entails that through the entire

service delivery, there will be a high level of contact between customer and restaurant (section 2.3.2). Since a restaurant focuses on processing people, the challenge is to make the experience appealing for customers in terms of both the material product, physical environment and their interactions with the service personnel as explained in section 2.3.2 (Lovelock and Wirtz, 2016). Naturally, the customers are during the service delivery, exposed to many cues about the organization, including the exterior and interior, co-creating the experience and value, while being empowered and engaged in the service delivery process.

In line with the theory and data collected, figure 4.2.1 is made based on the important service attributes observed in the collected reviews (Appendix, 9.6). These are assumed to be important for the customer in connection with a restaurant experience, due to the high frequency they were examined by. This model is therefore also used in the next stage, to assess whether customer expectations are confirmed by Relæ's service performance, which determines their level of satisfaction in Post Encounter Stage Section 4.3.1.

Material Product	Environment	Behavior and attitude
Quality and taste of food	Location and accessibility	Friendliness
Quality and taste of beverages	Cleanliness	Competence and professionalism
Portion size	Furniture and interior	Comprehension
Price of meal/service	Size, shape and spaciousness of restaurant	Efficiency and speed
Variety of menu choices	Employee's appearance	Responsiveness to special requests
Range of textures, aromas, color, temperature, appearance, consistency	Atmosphere (color, lighting, temperature, music, noise level)	Responsiveness to complaints

Figure 4.2.1 - Service Attributes restaurant, author's own creation

The data collected in the pre-purchase stage, section 4.1.1 shows that Relæ through company-controlled information (CI) and interviews with newspapers, blogs, etc. (PI) tries to build and manage their consumers' expectations of the concept, the food and the environment. At this stage, Relæ has designed the service, and thus, is it the restaurant that creates the interactions across service environments, service personnel, service customers, and combined with the physical element, the food served, creates the experience of consumer. Therefore, this section will analyze which service Relæ's ambition is to deliver and how these interactions are attempted to affect the customer's service experience. In the following, Relæ's choices in relation service delivery, as well as the attributes in figure 4.2.1 that customers consider important will be analyzed. The outcome through

costumer evaluation of these choices will not be described in this part of the analysis, but will be discussed in section 4.3.

Christian Puglisi is very direct in his communication about the choices he has taken in relation to the design of Relæ's service delivery; "I feel a strong need to go for my own gut feeling and my own definition of quality. The guests can of course judge their experience, but although some guests may think that it is not good, that does not mean that what we are doing is bad" (I_9). These choices also include deliberations, which the restaurant owner clearly makes aware of. A good example of this is Puglisi's opinion; *"because if I were you, I would rather spend the money on the organic pig than on the servants who pour water"* (I_2). The opinion comes in the wake of the fact that the restaurant has its focus on raw materials, which has also contributed to appointing it to the world's most sustainable type, which is a crucial goal in itself; "*The gold mark is something we ourselves are working towards, where we make some decisions along the way in order to go a special way*" (I_9), which matches with the trends regarding the Danish eating habits (Eghoff, F. & Pedersen, S., 2016). 'Quality of food and beverages' thus constitutes an important factor in the existence of Puglisi's reliance on Relæ. However, it is noted that he is aware of that the restaurant undoubtedly will have to compromise with the attribute 'Employee's appearance' as it has been chosen to save on the servers; "*In order to give the chefs on Relæ space to unfold creatively, it was decided to cut down on unnecessary expenses such as fancy paper towels, and an army of servants.*" (I_8). That is, however, not an attribute that Puglisi believes is crucial to the experience of service, thus questioning the meaning of 'Employee's appearance'; "*If we, for example, would have waiters to set the table and to give the guests cutlery all the time. Why is there really an improved experience about it? Not in my optics*" (I_2).

The above statements also bear in mind that the choices made, is based on Puglisi's own attitude towards what *should* be meaningful in connection with a restaurant visit. The choice therefore does not immediately depend on the customer's actual experiences (section 4.3) of Relæ, which Lovelock and Wirtz (2016) counts as crucial as customers today are empowered to co-produce a service and are even deeply committed to this part of the process.

At the same time, it is imagined that the restaurant, by focusing on 'Quality and taste of food', motivates and influences employees in terms of learning and mood, which can influence 'Friendliness' and 'Competence and professionalism; "*… on the other hand, you get employees who think it's fun to be here and at the same time they are getting better*" (I_2). One thus feels that the restaurant's access to organic raw materials has positive side effects: "*but internally, I experience that many talented chefs are looking for work in the restaurants*". 'Price of meal/service' is also one of the attributes that Relæ has chosen to prioritize. The concept is that everyone should have access to taste quality food. Even though high quality food, and in particular a Michelin star, is usually combined with

correspondingly high prices, Puglisi have chosen to compromise on the amount of meat that is usually expensive in purchases (I_11). The deselection of meat as the supporting part of the menu and other raw materials due to seasonal restrictions, therefore, have an impact on "Variety of menu choices" due to limitations (I_11). However, Puglisi emphasizes that meat can be replaced by vegetables if cooked properly and composed cleverly, referring to the expertise of the chefs of Relæ and thus the unique experiences they are trying to build through the attribute of 'Competence and Professionalism'.

Prices are something that imposes restrictions rather than curiosity regarding customer experiences and thus, Puglisi criticizes the more traditional Michelin restaurants that take a lot more money for their service. The price is one of the most important attributes, as this should match the value the customer gets out of service and it is from here that the customer assesses whether the experience has been worth the money (Polaine, 2013). The price of a Relæ menu consisting of four dishes is 475 DKK and an associated wine menu costs 395 DKK. In addition, there is a Relæ Experience menu for DKK 895, where the wine menu costs 685 DKK (*www.restaurant-relae.dk*). Relæ's price setting is different and is in the media often referred to as cheap compared to competing restaurants at the same level, due to the fact that they have a Michelin star (I_5; I_6).

The low pricing is part of Relæ's strategy and ambition. Puglisi states in that "*the ambition was to create an organic and unpretentious eatery with a focus on the food - not the plate it was served on. As an extra obstacle, the price should be as low as possible*" (I_4). In addition, Puglisi believes that the relatively low prices give "*greater opportunity to be more crazy with what you do, and you do not have to be afraid of whether people like it or not*" (I_4). Hence, Puglisi do not believe that the price should prevent guests from adventurous pleasures, stating that he finds that "*openness is directly associated with the wallet. When people want to spend 3,500 DKK to go out to eat, they have another mindset when they enter the restaurant. And I do not think it makes space, I think it gives limitations*" (I_4). These limitations Puglisi further in regard "*...to the kitchen's ability to try new things, experiment, fail and succeed. If people love a dish and hate another one, they have still had a greater gastronomic experience than if they have just become full*" (I_4).

Puglisi is no crowd-pleaser, "*I think it's cool that someone think it's the worst shit they've ever had. It confirms that you're doing it right. If you never heard anything, then it would be even less satisfactory*" he explains, and continues "*at Relæ, I make food that I think tastes good and it can be challenging sometimes. But that's what's personality. Because if you just want some food you could have done home, why are you going to a restaurant? (I_4)*". In order to give the chefs on Relæ space to unfold creatively, it was decided to cut down on unnecessary expenses such as fancy paper towels, an army of servants. "*Our decision not to base the food on the finest cuts, as a kind of creative obstruction, does not make us a cheap*

restaurant" (I_8) ... "*It makes us another kind of restaurant. To me, high prices are high expectations. And high expectations leave less room for surprises*" (I_8).

In addition, Puglisi believes that the attributes within the 'Environment' category (figure 5.2.1) do not necessarily have to be crucial. In the areas of traditional Michelin restaurants, this is equal to big tables and extravagant surroundings. Unlike these restaurants, Relæ has small tables without white dews, where people sits very close to each other. Hence, Christian Puglisi sticks; "…there, in the gastronomic circles about to happen a shift in the perception of how a gourmet restaurant looks compared to the decor and staff" (I_2). Once again, the restaurant owner bases his statements without eliciting the opinions and attitudes of the costumers, only bringing his own perception into account regarding the management of Relæ's service design.

In the light of the above statements, a clear picture of the attributes that are prioritized (indicated by green) and those who are overrule for the benefit of others (indicated by red) comes to mind. This is visualized in the following figure 4.2.2, and based on figure 4.2.1. The attributes not considered in the collected empirical are marked by the color yellow. Here it is clearly elicited that Relæ has predominantly chosen to prioritize attributes within the 'Material product' category, whereas the attributes in 'Environment' are not imposed to a greater importance within their strategic choices. At the same time, it is imagined that the investments within the 'Material product' have a positive effect on certain attributes of 'Behavior and attitude', which is believed to strengthen the service of the restaurant.

Material Product	Environment	Behavior and attitude
Quality and taste of food	Location and accessibility	Friendliness
Quality and taste of beverages	Cleanliness	Competence and professionalism
Portion size	Furniture and interior	Comprehension
Price of meal/service	Size, shape and spaciousness of restaurant	Efficiency and speed
Variety of menu choices	Employee's appearance	Responsiveness to special requests
Range of textures, aromas, color, temperature, appearance, consistency	Atmosphere (color, lighting, temperature, music, noise level)	Responsiveness to complaints

Figure 4.2.2 – Relæ's prioritized attributes

Although this section does not assess whether customers agree with these priorities, Puglisi believes that the restaurant due to these strategic choices already experiences possible signs of positive impact on customers; "*It has also attracted a lot of attention from the guests because apparently there are people who demand quality*" (I_9). The restaurant owner does not mention where this attention comes from, but suggests that the guests understand the choices made. If this is the case, it will appear in

the upcoming section regarding the Post Encounter Stage. However, it is estimated that Puglisi does not intend to compromise on the current design of service delivery, which is supported by his statement:

"*If we start losing money on Relæ, we must close. Undoubtedly. There is no alternative for me to see*" (I_12). Thus, he shows a behavior that, as a result of the increased digitalization, can have decisive consequences for Relæ as a service provider. If the priority of attributes does not meet the perceived customer experiences, and they subsequently do not have an experience that their commitment to the service delivery process is met, the customer will not establish an emotional bond to Relæ. This may result in, among other, missing positive recommendations and assessments of Relæ (Tsiotsou and Wirtz, 2015).

Figure 4.2.2 will, in combination with more in-depth data based on customer reviews, provide the basis for understanding whether the restaurant understands to meet customer expectations. This will give an indication of whether the Relæ manages to adapt to the increased consumer power, which have a crucial impact on their future existence through expectations, loyalty and repurchase (Bitner, Brown and Meuter, 2000., Tsiotsou and Wirtz, 2015).

4.2.2.1 Conclusion of Service Delivery Interactions

As this section analyzed the delivery of the Relæ's service interaction, it is evident to point out that Relæ is deliberately trying to stand out, by not complying with the traditional understanding of what a Michelin restaurant should cater to. Specifically, the parameters and expectations should be build upon reasonable price over number of waiters, quality of food over amount of food and always innovation over all.

4.3 Post-Encounter Stage

The post-encounter stage is the last stage of service consumption and "*involves consumers' behavioral and attitudinal responses to the service experience*" (Tsiotsou, 2015 p. 116). Here, the important consumer responses are related to consumer satisfaction, service quality perceptions, repeat purchases and customer loyalty. As the data shows in the pre-purchase stage (section 4.1), Relæ tries to build expectations for the experience that the restaurant delivers by the use of company controlled information (CI). However, the expectations are also affected by uncontrollable information, public (PI) information and the user-generated information (UI), in terms of ZMOT. Based on this, it was interesting to examine what service and experience Relæ it is striving to deliver, which is analyzed in the service encounter stage (section 4.2). Next, the collected data, consisting of reviews (eWOM), will be used to estimate which service attributes that are perceived positively or negatively in regard of customer satisfaction and examine if their expectations created in the pre-purchase stage, are

confirmed with the perceived service performance. Therefore, the post-encounter stage will entail an analysis of customer's expectations, how Relæ's choices of service delivery are met by the customers, and hence how their overall perception of service performance is in regard of future intentions.

4.3.1 Evaluation of Service Performance

Consumers evaluate the service performance they have experienced and compare it with their prior expectations formed in the decision-making process, in the pre-purchase stage, where consumers assess the attributes and risks related to the service offering. In this process, consumers develop their expectations about how the chosen service will perform on the, to them, important attributes, why the customer satisfaction is the result of the consumer interactions from the service encounter stage (section 4.2).

4.3.1.1 Expectancy/Disconfirmation framework

The components of expectations include desired, adequate and predicted service levels in the zone of tolerance, which are the variations that the customers are willing to accept in relation to the service level (section 2.3.1.3), which can be examined by using the *expectancy/disconfirmation framework* (figure 4.3.1). When the customer's perception of Relæ's service performance falls within the zone of tolerance, consumers will be reasonably satisfied. This is the reason why customers who have rated Relæ with 3* in their review, are considered as their expectations are confirmed, which is how 8.54% of the customers who is rating Relæ on Facebook and Tripadvisor perceive the service performance. Customers with this perception will however not be as likely as very satisfied or dissatisfied customer, to spread a positive nor negative Word-of-Mouth, neither offline or online;

> *"All in all, unfortunately, I can not say that I will recommend Relæ to others - although it was not a bad experience. Competition is just so great in Copenhagen, alternatives like Formel B and Kiin Kiin, who are in the same price range, are far more worthy to be recommended in my opinion" (R_28 – 3*)*
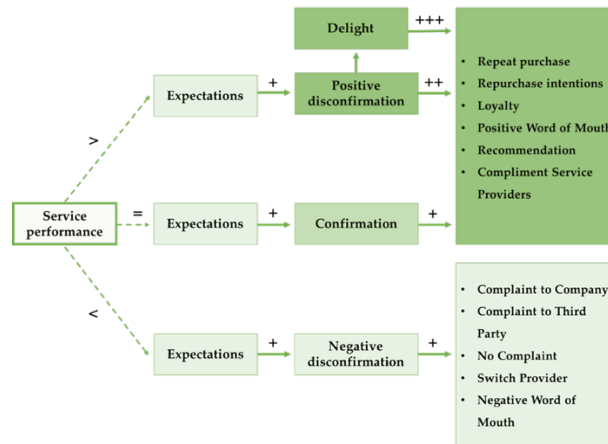
Figure 4.3.1 - Consumer satisfaction: expectancy/disconfirmation framework (Tsiotsou and Wirtz, 2015)

When this performance perception falls below expectations, it is called negative disconfirmation, which means that the customer will be dissatisfied with the service. Therefore, it is assumed that the customer has given Relæ 1* (5,95%) or 2* (7,33%) are unsatisfied customers. These customers will have propensity to complain either to Relæ or third parties, switching providers or spreading a negative word of mouth, both offline and online, using their information-based power to produce eWOM;

> *"I recommend all people seeking a high quality and different experience, to seek elsewhere" (R_4 − 1*)*
>
> *"Would not recommend this restaurant to anybody. Do yourself a favor, find somewhere better, which I am sure there are plenty of choices in Copenhagen" (R_12 - 2*)*

Nonetheless, if the perception of Relæ's performance approaches the desired level, the customer will provide Relæ with 4* (17.52%) and if it exceeds this level, consumers will be very satisfied or delighted and provide Relæ with 5* (60.66%). The delighted consumers are more likely to remain loyal, visit the restaurant again and spread a positive word of mouth using their information-based power to produce eWOM, which will be further elaborated in section 4.3.2.;

> *"I would love to have given this restaurant a 5-star review based on its standing as the 39th best restaurant in the world, but it just didn't work for me personally" (R_36 − 4*)*
>
> *"If you want an exciting food and wine experience for reasonable money, then I definitely recommend Relæ" (R_41 − 5*)*

Votes	Tripadvisor	Facebook	Total	%
5	316	387	703	60,66%
4	131	72	203	17,52%
3	73	26	99	8,54%
2	65	20	85	7,33%
1	54	15	69	5,95%
n =	639	520	1159	100,00%

Figure 4.3.2 – Total reviews of Relæ, Tripadvisor and Facebook 28-2-18

This means that 21.83% (1*+2*+3*) of Relæ's customers are not prone to recommend the restaurant to others and thus, spread a positive WOM. Based on this knowledge, it is therefore analyzed where Relæ's service performance does not meet customer expectations. In the 50 collected reviews, the customer's expectations formed before the service encounter stage are mentioned in 14 reviews. Out of these, is Relæ's ranking as number 39, on San Pellegrino's list "The World's 50 Best Restaurants" mentioned in 12 reviews, as what had caused the customers' too high expectations for the experience;

"So I came to Relæ with high expectations, given that they were ranked #39 in the world. In combination with the price tag of the Relæ experience, I was expecting my socks to be knocked right off … The meal was not bad. Was it a Top 50 meal? No." (R_23 – 3*)

"I feel like I missed something here. Believe this restaurant is on the Worlds Best list, but I left a little disappointed. Maybe my expectations were too high" (R_25 – 3*)

"Perhaps I'm partly to blame for the following review? Admittedly I didn't conduct any due diligence prior to my visit … and if I had, I might have realigned my expectations. All I knew was that we had dinner reservations to the 39th best restaurant in the world and that knowledge alone set the bar pretty high. Unfortunately, the higher expectations, the greater the chance for disappointment. And Relæ was disappointing to me on several levels." (R_26 – 3*)

"Relæ is one of the world's 50th best restaurants as of late, and the bar is set high as a result" (R_30 – 3*)

The fact that Relæ has had a Michelin star since 2012 and is placed on the list of the World's 50 Best Restaurants, is a quality stamp and a symbol of prestige in consumer awareness, why it attracts many guests. One has to remember that they only have one Michelin star, which indicates a good restaurant in its category and "only" is number 39 in the World, but if the guest does not have a great knowledge of gastronomy, expectations can be different to that of a foodies'. This is a situation Relæ has not decided themselves, why they can not do anything about it, as it is determined by the outside world;

"Absolutely worth a star, but a ranking of 50 best can be challenged. But that only means that my expectations were too high, compared to what was delivered" (R_39 – 4*)

Relæ's approach to the meal is considered relaxed compared to other restaurants that have received a Michelin star and that are present of the 50 Best list, where especially Michelin, includes white tablecloths and personal waiters are important components for an extraordinary experience. This can be a challenge for Relæ, as guests have a general perception and expectations of how a restaurant with a top ranking is, which was another influencing factor highlighted;

> *"I came to Relæ with high expectations! One star, in the worlds 50 best … the place is very nice and I like the concept of the cutlery in the drawer, the staff is very polite and funny, so, so far so good … HOWEVER, the biggest let down was unfortunately the food! Very simple and not very tasty dishes" (R_6 – 1*)*
>
> *"The food is very imaginative and some of the dishes are tasty but some of the dishes were simply not on the level with what one would expect of a Michelin restaurant and at the price level" (R_11 – 2*)*

In addition, this discrepancy of customer expectations may have arisen on the basis of Relæ's communication in the pre-purchase stage, which is not clear enough as they serve "unpretentious haute cuisine". The information Relæ uses as marketing on social media, and especially on Instagram, where they most often post pictures of ingredients and dishes, give the impression of being haute cuisine in the best sense of the word and it is difficult to decode that the service, the surroundings and thus the experience does not contain what is otherwise related to a visit to a Michelin and or a 50 Best restaurant. However, is it interesting to observe that the delighted customers, who have rated Relæ with 5*, try to evidence and explain, why others' experience of Relæ might not have been as good as theirs, due to wrong expectations;

> *"When I look at the other reviews, two factors seem to revert, with those who are disappointed with their visit to Relæ. Either you had expected classic rich dishes or were disappointed with the experience in comparison to other Michelin restaurants. But if you are in the middle of the spectrum and do not expect/want steak béarnaise, but as a student can not afford to visit a lot of Michelins, then Relæ is really an exciting experience"(R_41 – 5*)*
>
> *"First of all, I want to point out that you should come her (as to any other special restaurant with a different kind of kitchen philosophy) with an open mind. Their food is organic and the wines natural, so if you are used to mainstream restaurants where you can order one plate that could feed an entire family, well maybe this is not for you" (R_49 – 5*)*

The next section will examine which service attributes customers considers positive or negative, in order to understand where in Relæ's service performance that customers experience gaps in relation to their expectations formed in the pre-purchase stage.

4.3.1.1.1 Conclusion of Realization or Disconfirmation of Expectations

From this section of the analysis it is clear to deduce that the data supports the theoretical assumptions made. Furthermore, an interesting finding was that many of the disconfirmation of expectations was rooted in expectations associated with the classical understanding based on

traditional fine awards, like the San Pellegrino World's 50 Best. So when this was the case – ultimately many actual experiences did not live up to the criteria set in the consumers' mind. Additionally, when understanding what lived up to expectations it is interesting to note that those consumers driven by their expectations for something innovative and untraditional – most fulfilled their expectations. Furthermore, the theoretical framework turned to be supported, as those which confirmed their expectations – or even exceeded their expectations – also are more likely to recommend Relæ online.

4.3.1.2 Performance on Service Attributes

An examination of which service attributes the customer's highlights in their reviews, both in terms of positives and negatives, is used as starting point in this section. Thus, it is possible to investigate whether Relæ's service delivery meets customer expectations on the service attributes (figure 4.3.3) and on which parameters customers are satisfied or dissatisfied. Therefore, the collected data has derived from the attributes, where according to the customer, service gaps arise and how it complies with Relæ ambitions.

1. Material Product	2. Environment	3. Behavior and attitude
A. Quality and taste of food	A. Location and accessibility	A. Friendliness
B. Quality and taste of beverages	B. Cleanliness	B. Competence and professionalism
C. Portion size	C. Furniture and interior	C. Comprehension
D. Price of meal/service	D. Size, shape and spaciousness of restaurant	D. Efficiency and speed
E. Variety of menu choices	E. Employee's appearance	E. Responsiveness to special requests
F. Range of textures, aromas, color, temperature, appearance, consistency	F. Atmosphere (color, lighting, temperature, music, noise level)	F. Responsiveness to complaints

Figure 4.3.3 – Service attributes

Therefore, these attributes are coded and analyzed using the numbers and letters in figure 4.3.3, shown in Appendix 9.6, leading to the results in figure 4.3.4. Based on these results, material product, environment, and behavior and attitude, will be analyzed in regard to Relæ and their service delivery choices analyzed in service encounter stage section 4.2. The service attributes used in the analysis is based on those with a total base of <10, as they are considered important to the customers.

List	Positive	Negative	Total	Average	Positive	Index	Negative	Index
1.A	31	29	60	23,6%	26,5%	112	21,2%	90
1.B	15	14	29	11,4%	12,8%	112	10,2%	90
1.C	0	14	14	5,5%	0,0%	0	10,2%	185
1.D	5	16	21	8,3%	4,3%	52	11,7%	141
1.E	1	5	6	2,4%	0,9%	36	3,6%	155
1.F	15	15	30	11,8%	12,8%	109	10,9%	93
2.A	1	1	2	0,8%	0,9%	109	0,7%	93
2.B	0	1	1	0,4%	0,0%	0	0,7%	185
2.C	7	3	10	3,9%	6,0%	152	2,2%	56
2.D	1	5	6	2,4%	0,9%	36	3,6%	155
2.E	2	2	4	1,6%	1,7%	109	1,5%	93
2.F	3	8	11	4,3%	2,6%	59	5,8%	135
3.A	10	3	13	5,1%	8,5%	167	2,2%	43
3.B	21	14	35	13,8%	17,9%	130	10,2%	74
3.C	0	2	2	0,8%	0,0%	0	1,5%	185
3.D	3	3	6	2,4%	2,6%	109	2,2%	93
3.E	1	1	2	0,8%	0,9%	109	0,7%	93
3.F	1	1	2	0,8%	0,9%	109	0,7%	93

Figure 4.3.4 – Analysis and coding of reviews

4.3.1.2.1 Material Product

Figure 4.2.2 clearly shows that Relæ has predominantly chosen to prioritize attributes within the 'Material product' category. As earlier stated, Puglisi want to experiment and try new things. He is also of the opinion that "*if people love a dish and hate another one, they have still had a greater gastronomic experience than if they have just become full*" (I_4). Additionally, a decision of not pleasing the crowd is taken, as he explains "*I think it's cool that someone think it's the worst shit they've ever had. It confirms that you're doing it right. If you never heard anything, then it would be even less satisfactory*" (I_4). Nonetheless it is his ambition with Relæ to make food that he thinks tastes good, which he discloses as "personality". The customers' perception of the taste and quality of the food and beverages at Relæ are very divided;

> "*The biggest let down was unfortunately the food! Very simple and not very tasty dishes. I have been to numerous Michelin starred restaurant and I must say that this is totally overrated. One celery root slice with sesame and cream? Are u kidding me?*" (R_6 – 1*)
>
> "*Absolutely amazing, gastronomically. I/we were "schooled" (surprised) by the thoughtful (smart) meal, in a good way, i.e. it was inspirational. The food itself conveys Relæ's ideal and mission: respectfully elevating local and basic ingredients, without being presumptuous, over-the-top, or inaccessible-and to a world-class standard*" (R_45 – 5*)

The data shows that those who have provided Relæ with good reviews, praise the taste and quality of the food, while those who have given negative reviews, had different expectations, that was not confirmed. Nonetheless, due to the large share of data, it suggests that this parameter means much to the customer, whether they were positive or negative about it. A reason for this could be that taste is a subjective assessment, often based on preferences and past experiences, which leads to an

understanding of this as one of the gaps that has caused 21.2% of Relæ's negative reviews (figure 4.3.4). The same applies for customers' perception of the quality and taste of beverages. Due to this attributes large share in the collected data, it is also considered important to the customers. Relæ has a wine menu consisting of natural wines that often share the waters. Moreover, is Relæ offering a juice menu suiting the dishes, while people also complain (10.2%) that there are no more choices of non-alcoholic drinks (figure 4.3.4);

> *"Firstly, we don't drink alcohol, we opted for the organic juices (no soft drinks options, similar to Steirereck's juices tasted nice). The juices were disgusting, watered down, I could have made better at home by squeezing some lemons and adding water, as if labeling a juice as "organic" can excuse for bad taste." (R_3 − 1*)*
>
> *"The wine pairing wines except the dessert wine, for some reason all tasted like cider. Paid 685 DKK for different types of bad cider? Come on Relæ, you should be able to do better than that!!" (R_12 − 2*)*
>
> *"The beverage pairing felt generous, full of interesting organic/biodynamic wines from artisan producers, often using lesser known grapes and/or made in atypical styles" (R_42 − 5*)*

Again, the explanation of these different perceptions of the taste and quality of the beverages, can be due to differences in taste. This may indicate that although Puglisi (and Relæ) claims that it is cool when people do not like the food, as mentioned above, this may in the long run have an effect on Relæ's reputation, and especially online, due to the many bad reviews caused by this attitude. Since the service offered by Relæ's' core "product" is the food they serve, customer's reviews about the foods and beverages bad taste and quality, may have a major impact on potential customers in the information search process at the pre-purchase stage.

Relæ is focusing on the raw materials, which are locally grown and organic. According to Puglisi, has the chosen quality of raw materials helped to be more experimental in the kitchen and had an emphasis on the composition of the menu. Due to this concept, that everyone should have access to quality food, Puglisi has chosen to focus more on vegetables, as these are cheaper than meat, when being organic. Nevertheless, in relation to being an element that should increase the perception of the quality of the food, it was interesting to note that Relæ's organic approach is not mentioned as a quality in the analyzed reviews before people gave Relæ <4*;

> *"If you are into organic food and want more than just a little restaurant food, then I can recommend Relæ. If you are really hungry, I think you have to go for the big menu" (R_32 − 4*)*
>
> QT: *"As a dedicated ecologist, I have no doubt. Relay is one of the absolute best restaurants in Copenhagen"*

Furthermore, this is a clear decision from Puglisi, who states; "*I do not have to decide whether to turn the cow one way or the other, and I should not tell suppliers that they should be ecologists, but I know what I want. Here I will make a setup where I take the chances because it is us who make the whole investment. So if we get less meat per Danish krone, then we have to cut thinner slices. On the other hand, we get something*

unique" (I_4). However, 10.2% of the unsatisfied customers complain that the portions are far too small, that they were hungry when leaving the restaurant and that the size of the portions did not match the amount paid. The data shows that customers tend to highlight this attribute as a gap in Relæ's service if you are negative, but not if you are positive about the experience (figure 4.3.4);

> *"Basically got two slices of bread, a chopped up potato, a crème brulee (with a twist) and a tiny piece of pig for 100 £ (excluding wine)" (R_7 − 1*)*
>
> *"Servings are 'tiny'. I understand the degustation concept but this was ridiculous. 1 piece of lamb the size of a coin for the main was laughable" (R_14 − 2*)*
>
> *"The food can be characterized as incredibly minimalistic. If it were not for the sourdough bread that was served in abundant quantities, we would have been hungry after the menu of four dishes" (R_28 − 3*)*
>
> *"What was a major disappointment was the portion size. We were still very hungry after the meal" (R_30 − 3*)*

The perception of the range of textures compared to the expected are very different, but due to the large share of data, it indicates that it is important to the customers. However, does the negative customers notice that Relæ uses innovative processing methods and a lot of time on the individual processes, but does not seem to perceive, it to have a positive effect on the taste of the dishes and thus, value for money;

> *"The food was completely unremarkable with all but two aspects being downright not nice. I have had many fine vegetarian dishes. This was not the case. There was a lack of inventiveness, sophistication, taste and atmosphere" (R_5 − 1*)*
>
> *"The use of very long and resource-consuming cooking methods, for example, meticulously placed leaves of acid on white strawberries - eggplant/cream/truffle, does not necessarily give a similar experience on the bottom line. Creative and beautiful - but there is no value for money" (R_18 − 2*)*
>
> *"There are many small dishes that challenge both shape, color, texture, ingredients and their composition. Some maybe on the edge of overthought, but none of them fell through to my taste" (R_40 − 4*)*

Puglisi states, as mentioned in section 4.2.2, that he believes that the price should not prevent guests from adventurous pleasures, why Relæ's has a low pricing strategy. Therefore, the price of a Relæ menu consisting of four dishes is 475 DKK and an associated wine menu costs 395 DKK. In addition, there is a Relæ Experience menu for DKK 895, where the wine menu costs 685 DKK, and Relæ is as mentioned often referred to as a cheap, compared to other Michelin star restaurants.

> *"On the other hand, prices are lower than a lot of the other Michelin star restaurants in Copenhagen" (R_46 − 5*)*

Puglisi enlightens, that *"to me, high prices are high expectations. And high expectations leave less room for surprises"* (I_8). In addition, Puglisi enlightens, that he finds *"openness is directly associated with the wallet. When people want to spend 3.500 DKK to go out to eat, they have another mindset when they enter the restaurant. And I do not think it makes space, I think it gives limitations"* (I_4). Despite this, and the reasoning for his low pricing, people still perceive the price is too high in relation to the value they experience, which several customers emphasize in their reviews;

> *"We had the Relæ Experience with Beverage Menu (3400 DKK for 2 people) ... Not good value for money in our opinion"* (R_16 – 2*)
>
> *"Some fantastic dishes were less fantastic so for this price – 3500 DKK they get four points"* (R_ 38 – 4*)

According to this, 4.3% are mentioning the price of meal as positive, while 11.7% emphasize this as a negative (figure 4.3.4). That the price is mentioned as negative, indicates that the customer does not feel they had value for their money, and this interpretation can also be supported by the collected reviews;

> *"Yes, it is cheaper than other degustation's, but as it should be based on size and number of courses … go to Geranium, whilst obviously more expensive it is astronomically better"* (R_5 – 1*)
>
> *"The bill completed the experience, 3000 DKK in two people; itself not exaggerate, but for four courses of cabbages, this is way too much"* (R_6 – 1*)
>
> *"So I came to Relæ with high expectations, given that they were ranked #39 in the world. In combination with the price tag of the Relæ experience, I was expecting my socks to be knocked right off. The meal was not bad. Was it a Top 50 meal? No. Was it worth 895 DKK? Most definitely not. While I can appreciate the simplicity of most the dishes, I was just left wanting MORE – more for my money, more wow factor, more "OMG, this is the best meal ever"* (R_23 – 3*)

Therefore, this is an indication that, despite the fact that Relæ has a cheaper pricing compared to other restaurants within the same segment, haute cuisine, some negative customers perceive that a higher value service is achieved by choosing a competitor even though the price here is higher and therefore meaning is greater value for money with these service providers;

> *Sure, it's on the 'low-end' of the price spectrum for top 50 by Scandinavian standards, but I think you're better off spending your money elsewhere"* (R_24 – 3*)
>
> *Competition is just so great in Copenhagen, alternatives like Formel B and Kiin Kiin, who are in the same price range, are far more worthy to be recommended in my opinion"*(R_28 – 3*)
>
> *At the price, this place is really not worth its output. Judging by its customer ranking on Tripadvisor, I'm not alone in this opinion"*(R_30 – 3*)

To sum up, even though the fact that Relæ has actively chosen to prioritize and focus their service delivery (section 4.2) on 'Quality and taste of food', 'Price of meal/service' and 'Range of textures

etc.', there are large percentages of their customers, who did not perceive that their expectations have been confirmed on these service attributes. Not to forget, the size of portions seems to be important to many negative reviews and hence also the reason why the customer does not feel they have got value for their money, despite of Relæ's strategy of low pricing. Therefore, this is an indication of, that on these service attributes some customers experience is a gap in Relæ's service, which did not live up to the expectations they had formed in the pre-purchase stage.

In addition, it is important to note that although Relæ relies on their intuition and knowledge in terms of taste and creativity of food and beverages, and thus, does not intend to please the crowd, this still has an impact on the restaurant's online reputation. This is as mentioned, important in regard of the acquisition of new customers and their behavior in the pre-purchase stage 'information search', where there is a chance that this information may affect their behavior and due to the high perceived risk of service purchases, choose another alternatives as a result of this.

4.3.1.2.2 Environment

The service environment or "servicescape" does according to Lovelock and Wirtz, serve four purposes as outlined in section 2.3.2. For companies that as Relæ delivers a high-contact service, the design of the physical environment is crucial in shaping the nature of customers' experience. Since the service environment and the accompanying atmosphere can affect and shape quality perceptions and important outcomes such as buying behavior, satisfaction and loyalty (Lovelock and Wirtz, 2016), this is vital to examine.

According to figure 4.2.2, Relæ does not really prioritize the service environment. In fact, the attributes are 'Furniture and interior', 'Size, shape and spaciousness of restaurant' and 'Employee appearance' are actively non-prioritized and thus discarded, in order to create an experience for the customer with a focus on the food and the 'Material products'; "*the ambition was to create an organic and unpretentious eatery with a focus on the food - not the plate it was served on*" (I_4) and "*to give the chefs on Relæ space to unfold creatively*" (I_8), it was decided to cut down on unnecessary expenses such as fancy paper towels, an army of servants.

In addition, Puglisi believes that the attributes within the 'Environment' category, do not necessarily have to be crucial. Even though the interpretation of traditional Michelin restaurants being equal to big tables and extravagant surroundings, Relæ has chosen, unlike most other restaurants in this category, to have small tables without white tablecloths, where people sits very close to each other and pour their own wine and find their cutlery in a drawer in the table. Thus, Puglisi emphasizes that he disagrees with the norm of Michelin restaurants, which he also suggests is changing; "*…there,*

in the gastronomic circles about to happen a shift in the perception of how a gourmet restaurant looks compared to the decor and staff" (I_2).

> *"Very simple environment, quite crowded, no tablecloths, shameful, felt like you were in a 'simpler' place..."* (R_10 − 1*)
>
> *"The place and interior is a little boring"* (R_33 − 4*)

However, the data shows that 6.0% highlights furniture and interior as positive, and shows that customer expectations were confirmed is positive as Relæ has not emphasized this service attribute according to figure (4.2.2). Additionally, this can show that due to the idea of laying cutlery in the drawer, people perceive it as a fun surprise that contributes to the experience, just as Lovelock and Wirtz (2016) suggests that servicescape can;

> *"However, it should be said that the furniture, bread and porcelain made the whole experience better"* (R_18 − 2*)
> *"The decor and the small details with a drawer under the table was the dot above the i. Relæ's concept was complete, both in terms of interior and/or organic food and wine"* (R_41 - 5 *)

However, the atmosphere is considered negative by 5.8%, due to Relæ's choice not to make much of the decoration and thus accommodate more tables and guests, does not live up to the traditional standards of a haute-cuisine restaurant;

> *"The music was 'ready-to-go-out-Friday' but the clientele was completely different"* (R_31 − 4*)
>
> *"It doesn't have the ambience of some of the other restaurants we tried, partly because the closeness of the tables which means that you hear the explanation of the dishes and see them, and of the wines, many times and thus the impact on arrival is lost"* (R_37 − 4*)

Nonetheless, the data shows that some customers expect different attributes within the service environments, which emphasize, among other things, that the tables are too close and that the atmosphere is not good. This can of course be based on expectations of what a haute-cuisine restaurant entails, as the customer due to previous experiences therefore associates with something particular. The fact that Puglisi is changing this standard is undoubtedly true, but in view of the digitalization and the bad reviews based on this, this may have an impact on others' pre-purchase stage, due to eWOM and thus also ZMOT.

4.3.1.2.3 Behavior and Attitude
In the same way that the service environment affects the customer's perception of the experience in a service due to that has it a high level of interactions, the service employees does as well. The reason for this, is that the employees are the interactions that customers have with the company within the surroundings set by the service environment. This could be a consequence, of the service-dominant logic (Vargo, 2008) and what Lovelock and Wirtz (2016) claims, as the service encounter being the

stage that involves customers' interactions with Relæ and that customers are co-creating the experience and value of Relæ, while evaluating the service experience.

Puglisi believes that since Relæs' focus and approach to the quality and origin of raw materials and thus, different way of being creative, is attracting competent chefs, why 'Competence and professionalism' is perceived as a priority Relæ emphasizes. The reason for this is that Relæs' kitchen is open and customers therefore can keep track of what is happening here. Nevertheless, it should be emphasized that this is not in relation to a choice of prioritizing the waiters, which are the ones with the interaction with the guests. Friendliness of the service personnel is also perceived as good, which highlights 8.5%. However, there are 10.2% who did not feel that their expectations in relation to the service personnel 'Competence and professionalism' are confirmed. The customer's highlights;

> Q3T: "There is no doubt that the staff make even great efforts to achieve something special - but the special experience failed to appear to me" (R_18 – 2*)
>
> Q3T: "In my opinion, the service was also an "average" experience. Despite the fact that everyone in the company speaks fluent English, everyone found it difficult to understand the descriptions of the food that were presented very quickly - and sometimes with slightly incomprehensible English. Next, I think it's a bit impersonal to be served by 6 different people during an evening" (R_28 – 3*)

Relæ's approach to their waiters is on the other hand, based on Puglisi's conviction that is; "…because if I was you, I would rather spend the money on the organic pig than on the servants who pour water" (I_2). An emphasis on these service attributes has therefore been non-prioritized for Relæ, since Puglisi is not convinced that it is not the waiters who set the table and give the guests their cutlery, that improve the experience (I_2).

> "I can't complain about the food, not the wine. But something was missing from the service … I think that in the higher end restaurant's service makes about 50% of the experience – and with the service the restaurant either succeeds or fails. Despite not being that impressed by Relæ, I have to admit that value for money is good." (R_29 – 3*)

This reviews are an example of Relæ's choice of not emphasizing on service personnel in regard to what customers are expecting due to the standards of Michelin restaurants. Nonetheless, are the frontline employees according to Lovelock and Wirtz (2016), a key input for delivering service excellence as well as competitive advantage.

4.3.1.2.1 Conclusion of Performance on Service Attributes

In this post-encounter stage, it is clarified from the collected and analyzed data that the service attributes of which Relæ actually prioritize – material products – over the more traditionally acknowledged attributes - like environment – are actually in the theme of where the majority of the

negative reviews are located (64,2%). This drives the consumers' overall perception of Relæ's service performance in a negative direction, and ultimately could have severe consequences for the future eWOM and thus re-visiting. By doing so, the data also suggest that negative eWOM can cause people to refrain from visiting Relæ, and thus creating a negative spiral.

The above will further be discussed, in specific, how Relæ can change this perception by possibly changing customer expectations through communication, legitimacy strategies or changing their online reputation through the use of strategy service recovery, as initiated in the theoretical section.

5. DISCUSSION OF FINDINGS AND REFLECTIONS

This discussion will be structured by Suchman's legitimacy theory to discuss and elucidate the key findings of the analysis, and based on these future recommendations for Relæ will be outlined in the section of managerial implications. The reflections will further be guided by the research objectives, to align topics found in the analysis – and in turn guide the emphasis on what is relevant to fully reach the overall research objective.

5.1 Service Consumption under the Influence of Digitalization

Based on the key findings from the netnographic analysis, the high degree of digital consumer power has had on the service consumption process, is evident. Specifically, the pre-purchase stage, is highly evolved, fast-paced and highly uncontrollable for Relæ. The vast number of sources available, combined with the consumer cross-check of several types of information predominately emphasize the need for online information sources educating or influencing the consumers in a favorable direction for Relæ, as most consumers actually base their purchase decision on this Zero Moment of Truth. Interestingly, it was found that consumers not only rely on the recommendations of peers, but are uncritical to the actual people creating the reviews they base their own attitude and decisions on. As this is a clear altercation made available post-digitalization, it is important to note that the findings support not to neglect this aspect in successfully surviving as a creative service business. On the other hand, it was found in the service encounter stage that the traditional expectations were not a priority for Relæ, and thus it was rather unconventional to find in the last part of the stage, that the negative reviews and communication originated from Relæ did not live up to the expectations of being ranked on the San Pellegrino list of the 50 Best restaurants in the World.

Another interesting finding was the lack of company controlled information that was involved in consumers' creation of expectations in the pre-purchase stage. It was evident in the reviews -

especially the negative ones - that the expectations were built on the expectation of Relæ being traditionally haute cuisine, yet their company controlled information, and publically generated communication clearly indicates that it is not a priority and they intentionally strive to not fulfill these presumptions. What however, is evident from the analysis is that the reviews of others - strangers - actually have a much higher credibility and are thus used much more in the pre-purchase stage than the two other types. As an increased consumer demand power, and information based power was theoretically presumed, it was emphasized to a much higher extent than traditionally perceived. Essentially, the findings show that consumer demand-based power combined with the information-based power has caused a power imbalance between the types of sources that are consumed online, where user-generated content based on experiences are increasingly influential in comparison to publically and company generated information.

5.2 Exercising Pragmatic Legitimacy in a Service Context

"Legitimacy is a generalized perception or assumption that the actions of an entity are desirable, proper or appropriate within some socially constructed systems of norms, values, beliefs and definitions" (Suchman, 1995, p. 581). The pragmatic legitimacy is Relæ's recognition that there is mutual exchange of legitimacy between the company and its immediate surroundings, linked to the direct exchange between Relæ and the consumers (Suchman, 1995 p. 578). Thus, Relæ can achieve legitimacy by offering the consumers products or services that satisfy their tastes and needs. In this thesis, it is observed that 21.83% of Relæ's customers does not feel that their tastes and needs are satisfied, why the different gaps in Relæ's service performance, was examined in relation to figure 4.2.2 and figure 4.3.4.

Here, it was emphasized that many customers find that their perception of Relæ's service performance does not live up to their expectations, and hence, did not receive the value, they expected for the price paid. On the other hand, the pragmatic legitimacy is also achieved by influence and can be gained by involving the consumer in Relæ's decision-making processes. According to Suchman (1995), innovation within the company, based on consumer tastes, can therefore be an example of how the consumer can influence the company's actions and activities. Here it can be said that, based on the results, Puglisi does not listen or care to please the crowd and if the service delivery is not well perceived, that is "just how it is" as he trusts his own taste about quality. Puglisi is self-perceived and does not really involve the consumer. Relæ does not attempt to react upon poor experiences or consider the criticism, as they trust their service delivery and ambitions. Therefore, gaps have been observed and this form of legitimacy is not really present, as Relæ does not want to involve customers in decision making.

In spite of this digitalization, Relæ only uses these digital media in relation to their communication and as a form of online marketing. This may cause Relæ's online reputation to be damaged, especially of the websites where dissatisfied customers tend to express their negative eWOM and where new potential customers try to evaluate alternative service offerings such as Facebook and Tripadvisor.

Based on the analysis, it is argued that their rating as number 39 on the World's 50 Best creates other expectations for the experience. As more customers emphasize this parameter as the reason for their high expectations, it may be discussed how positive an impact these "prices" have on a restaurant like Relæ. Thus, it can be discussed whether it makes sense for Relæ to post content about their rating as number 39, as it creates high expectations, which it appears in some cases that they can not live up to. It is clear that Relæ has no control of being placed on the list or whether other media makes articles about it, but they still choose to share these PI articles, which must be an indication of they are attracting guests on behalf of this. Despite the fact that they create awareness and thus attracts guests to the restaurant, it is not positive in the long term, if these guests are disappointed. Therefore, is it the ranking organization that construct the legitimacy by awarding Relæ stars or by being on the list of the World's 50 Best, that in the mind of the consumers can create wrong expectations. Additionally, Relæ seems to have chosen not to actively respond to comments on social media or reviews sites, which makes it more difficult for them to form a deeper relationship with the customer.

In accordance with customers' future expectations from the previous paragraph, which overall referred to positive and even "delighted" customers, as well as the inclination for customers who were negative due to their perception of service performance, did not match their expectations, using a service recovery strategy could be a way of Relæ, still being able to build customer loyalty with these, as mentioned in the service recovery model. As the internet allows the customer to share their attitudes about service performance in a different way than they would to the waiter at the restaurant, it can be argued that these attitudes are more honest than offline, and therefore crucial for Relæ to respond to. If not to change their perception, then explain and try to shape the expectations for the potential guest reading the negative review online.

5.3 Who sees the Moral Legitimacy and how can we turn them into new guests?

Moral legitimacy, which deals with how the company is judged by the outside world according to the socially constructed values and norms that prevail in the field, that Relæ is competing with. From a communication perspective, this kind of legitimacy is about interacting and negotiating with consumers, about vision, values and ethics. Immediately there are signs that Relæ tries to create

some moral legitimacy through the social media because they post a lot about their "Farm of Ideas, local farming, sustainability etc. and their award as the World's most sustainable restaurant also gives them moral legitimacy. Their communication they are therefore related to the methods and procedures they are working on to ensure the best quality and in accordance with their approach to sustainability and ecology.

Relæ tries to create some moral legitimacy through personal legitimacy, as described in analysis part 1, where, for example, Puglisi and Tam exploit their network. It can also be argued that Puglisi has some form of personal legitimacy because he is a well-known chef, owns four restaurants and he is a lot in the media due to his different approach to the drive top restaurant and the only one with Michelin star and which is organic. He has a lot of followers and thus also the potential to exploit web 2.0 and network-based power, but the pragmatic legitimacy he opposes himself in his cynical opinions about not taking into account the customer's opinions, etc. The discussion here is whether Puglisi really creates good moral legitimacy. There is no doubt that his many followers have the ability to exploit his network-based power. There is also no doubt that he makes him legitimate that he owns other well-known restaurants and that he is a recognized and innovative cook. But you can disagree about the attitudes and opinions he has about making the customers involved in the decision-making process (Influence legitimacy), damaging Relæ more than they are benefiting. If people do not have the same perceptions as he has about what an experience at a Michelin restaurant should contain, then his personal legitimacy might as well negatively impact Relæ's pragmatic legitimacy.

5.4 How to gain and maintain Legitimacy in an Online World?

Achieving legitimacy usually applies when companies have made major changes or enter new markets. Because in the pragmatic legitimacy, gaps have been observed as customers' expectations are set too high in the pre-purchase stage, which results in Relæ having difficulty obtaining legitimacy, especially their 50 best ranking new customers with high expectations.

According to Suchman (1995), it is proposed that in order to obtain legitimacy, Relæ must either adapt to the expectations of the outside world, which it is assumed that Puglisi will not, due to his statements. Legitimacy can also be achieved in some cases by manipulating existing performances in business environments, in which we see some implications of according to the analysis. However, gaining legitimacy must be aimed at the customers who are within the 39,36%, ranking 1*-3*, who does not perceive the service as satisfied.

Relæ tries to manipulate the norms and thus the already existing performances in the outside world. This is what Puglisi tries, in relation to the choice of unpretentious 'haute cuisine' without white

tablecloths, army of servants, etc., which makes up with traditional expectations for fine dining or haute cuisine. The fact that Relæ has received a Michelin star despite this choice shows that something is happening in the industry and that the perception of haute cuisine is not what it has been. However, it may be a problem in relation to the research objectives, as it is the customer's view that is important here. It is evident in the observed data collected that this change has not occurred in the customer's consciousness and they are not adapted to this change, so their expectations are too high. Therefore, it can be discussed whether a ranking on World's 50 Best or a Michelin star makes any value to Relæ, though may seem paradoxical.

Therefore, it can be discussed whether Relæ should consider to change some of their attributes to adapt to their customers' expectations, which in this case are "the proper or appropriate within the socially constructed systems of norms, values, beliefs and definitions". Attributes within the category 'Material products' may seem to be difficult to change, because this is the heart of the restaurants service design. Relæ's menu is a result of their organic and environmental approach, which creates a foundation for maintaining some moral legitimacy. On the other hand, the idea of supplying a cheap haute cuisine experience is in fact the only barrier for this not to be done. It is known that people are willing to pay a higher amount of money for a service, if their expectations are met, according to the NPS of Noma and Kadeau, which both demands significantly higher prices for their services. In the light of this, Relæ could consider raising their prices and through this be able to offer a menu that contains more than just: "*...two slices of bread, a chopped up potato, a crème brulee (with a twist) and a tiny piece of pig for*". Again, this is one of Puglisi's most important trademarks, turning the attention to attributes within the 'Environment' category, like 'Employees appearance' which customers does not perceive well. Changing these, until now, un-prioritized attributes, could have an impact on the overall holistic perceptions. Hence, the question should be which of the above categories have the least impact on the price and how big an impact they have on customer perceptions, in the light of their high expectation. Suchman (1995) states that Pragmatic Influence legitimacy is about involving stakeholders in the company's decision-making processes.

Another perspective is that Puglisi's attempt to manipulate the society's perception of haute cuisine, does not break through the huge amount of PI, CI and UI in the shape of posts and reviews that is produced within their social media portfolio. Suchman (1995) identifies another way of gaining legitimacy, by stating that this can be achieved through advertising and image campaigns. Hence, it can be discussed if an increased effort in communicating Relæ's different approach to haute cuisine would have a positive impact on customer expectations, in order to close the gaps, present in figure 4.3.4. Hence, it should be considered to focus on a more comprehensive PI, promoting this innovative approach, which frames the foundation of Relæ's service design.

The customers who complain directly to Relæ (public action) can be considered as customers who provide Relæ with an opportunity to correct their problems or mistakes at their service meeting and thus also improve everyone's service satisfaction. However, customers perceive complaining as inconvenient and unpleasant why people tend to give their honest attitude online (private action), thus spreading a negative WOM to inform other customers through their information-based power that Relæ did not live up to their expectations, why and on what parameters. Therefore, the importance of these defectors must be taken seriously by management, those dissatisfied customers have the opportunity to reach thousands of people online, which does not seem to be the case at Relæ.

Since the customers in the Copenhagen food scene have many possible alternatives, the risk of defection is high. Therefore, there is a chance that Relæ misses a great insight into their customers' experiences of their service meeting and simply misses a lot of information that they could use to improve their service. As Lovelock and Wirtz (2016) explains (section 2.5), these complaints or in this case bad reviews can be seen as a potential source of improvement and to explore new ways to satisfy the customer.

5.5 Theoretical Implications

First, this study contributes with an understanding of customers' increased power, caused by digital development, and how these changes, have affected the service consumption. That information is now digitally stored, have an impact on the purchase decision process for new customers, as this information provides a deeper and more honest and credible insight into how the experience has been received. Further, this study contributed to the expansion of the model for service consumption, which may explain how consumers' perception of Relæ's service performance, have the ability to influence potential customers' purchase decision by the Internet and thus, ZMOT. Therefore, this service consumption model must be considered as a process and a continuous action, since negative reviews for the company may be of greater importance, than estimated prior to acknowledging the impact of digitalization.

The findings further contribute to the importance of ZMOT, and the notion of that the company must ensure that customer expectations are matched, prior to moment of truth. The other theoretical implication found in the results of this assignment contributes to the understanding of how customers' expectations are influenced by information controlled by different parties, namely CI, PI and UI, and although Relæ is not in control of these, the findings underline that these are crucial factor in relation to establishing, maintaining and developing expectations.

Thirdly, the understanding of the service consumption process has, up until now, been considered to be linear - without the suggestion of combing the loyalty wheel's continuous nature to the process. Based on the findings of this thesis, it is evident that the pre-purchase stage, and the post encounter stage are undeniably linked, since the post encounter expectation levels, will be the pre-purchase stage for another. This dynamic, and level of consumer demand based power, has not been possible prior to Web 2.0, and thus it is crucial to understand the impact this have caused, to succeed in an online world.

From a methodological perspective, this thesis has further contributed with contextual insights into the power of user-generated online reviews in the creative service industry. Since the research design of this thesis is based on the netnography that capture online communication, this has provided the advantage of its "unobtrusive nature", which made it possible to monitor communication and interaction, and thus gaining a practical insight into online consumer behavior. Along with the notion that customers are considered to be more honest on the Internet, data collected on online platforms may be considered more valid than the traditional reviews available from the business perspective, such as reviews from food critics. The results live up to expectations that web development indeed has given consumers more power over the amount of available information that is used in the pre-purchase stage, and methodologically, this has not been successfully demonstrated before in this creative industry.

These insights are further relevant to inspire and contribute to theoretical frameworks and further analysis within the creative industries, as the appliance of the service consumption model and the new communication demands digitalization has caused, are applicable for other creative services, such as experiences and other types of products subject to conspicuous consumption.

5.6 Managerial Implications

This research has contributed with a unique insight into the online service consumption and factors of which Relæ's business are influenced by. The findings further contribute to the immediate consequences this overview has for the reputation and future points of improvement, not only for Relæ, but also other similar service providers, as it is extremely important to understand how customers perceive their service performance to match the expectations that were formed in the pre-purchase stage.

The majority, 60.66% of Relæ's customers are delighted with the experience, indicating that their expectations were exceeded stage, caused by unexpectedly high levels of performance, arousal from e.g. surprise, or other positive effects (section 2.3.3.1). The delighted customers are good ambassadors for the restaurant, since they, according to the theory, will tend not only to be loyal

and repurchase from Relæ, but also to spread a positive WOM (eWOM). The results from the coding of the reviews, in figure 4.3.4 also shows the base of the data collected are larger of the negative reviews, indicating that customers are more likely to highlight negative experiences, or that the rating should be above 3*, in order to mention positive service attributes. It is, as shown section 4.3.1, that customers' future intentions are formed in this stage and thereby are of major importance to Relæ, due to the above. Through the analysis it has become apparent that there are several service gaps, where Relæ does not meet customer expectations. In spite of the fact that the percentage of Relæ's customers who have given them 1 *, 2 * or 3 * stars in the overall account (21.83%) does not seem to be big in volume. Nonetheless, due to the digitalization and to the fact that this eWOM and ZMOT are digitally stored, Relæ has to be watchful. That 21.83% is not prone to spreading a positive WOM is one thing, but the fact that the Internet has given customers a previously unseen power can have consequences for a restaurant like Relæ. This is due to the uncertainty and risk associated with the nature of services, which makes the customer cross-check information across platforms and information channels;

> *"We came in with low expectations given the numerous poor reviews on here (1/6) very bad or terrible ratings, should have been a sign for us to cancel our reservation, but we figured #39 in the world, surely there must be something good about it … how wrong were we"* (R_3 – 1*)

However, this research contributes with highlighting that the Service Consumption Model should be seen as a continuous action, where this post-encounter stage and information produced through eWOM and thus, the customer perception of the service performance, becomes the ZMOT information that new potential consumers seek and find in their pre-purchase stage. Therefore, it is more important than ever, that Relæ takes care of these dissatisfied customers and despite the fact that Puglisi thinks it is positive if customers think it is their worst meal ever, Relæ must remember that this can be devastating to their online reputation.

Consequently, it can be argued that Relæ's online reputation and brand has become more fragile due to the digitalization and the easier access to information and to improve the future success, three recommendations that Relæ should consider incorporating in their future strategy is made:

1. At this moment, no attempt to include the customer in the decision making process has been made, by the unwillingness to adapt to existing customer expectations. Hence, Relæ have to establish a sense of influence by proactively using CI, and thereby letting the customer know that they care. Moreover, this will put the restaurant in a position where they have the opportunity to positively control the uncontrollable, and change negative reviews to future learnings and adjustment of pre-expectations through their company controlled information.

2. Customers base their expectations on PI, UI and CI, in which certain discrepancies are identified. These expectations give rise to service gaps that indicates non synchronous perceptions in relation to some major priorities in Relæ's service design. Therefore, Relæ should invest in producing PI that focuses on their innovative approach to haute cuisine, and focus on publically positioning themselves from the traditional haute cuisine restaurants. By managing these overall expectations to the experience they are buying into - and turn them into realistic expectations - the likeliness of receiving positive reviews will be fostered.

3. Exploit the digital presence and the opportunities they have to take part in online service recovery. The last part of the pre-purchase expectations is rooted in the source of user-generated content and online reviews. By employing a digital customer experience through their online presence, this overlooked part of the service consumption can be changed from a restrictor of positive eWOM to an enabler of the overall service performance indicators. This should be enabled by the service providers actively engage in online communication - and thus become a part of the online agents that shape the expectations of the potential guests. This further allows for service recovery to those - large part - of negative online reviews that are formed on expectations not fulfilled due to lack of insightful information.

6. CONCLUSION

Relæ produces and shares company and public information through the social medias Instagram and Facebook, in order to raise awareness and to be present online, when consumers in the pre-purchase stage are searching for information. However, due to the digitalization, are consumers not only using this type of information, but also the user-generated UI, where the development of the web, has made it possible for everyone to contribute with information. Thus, a change in the decision-making process has occurred, as consumers use information from other customers' experience eWOM, and taking advantage of the ZMOT, resulted in better informed consumers. Therefore, the service consumption model was incorporated as a framework in the analysis, to provide a structured overview of the consumer behavior as well as potential gaps in Relæ's service delivery.

In part 1, an examination of the digitalization and the development of information technologies, has shown how the consumers information- and network-based power is strengthened. The results from the analysis further showed, that digitalization has affected both CI, PI and UI, due to the availability and amount of information online, which proved to implicate the reputation of Relæ. In addition, an examination of Relæ's online reputation, provided insight into how customers perceived Relæ's

service performance, stating that 21.83% of Relæ's previous guests had rated the restaurant with the grade 1 *, 2 * or 3 *. Consequently, leading to investigate which service attributes that formed these gaps in relation to the customers' expectations.

Part 2 provided an investigation of which service attributes Relæ has prioritized in their service delivery and then how the customer perceived them. Therefore, through the method of netnography, reviews were collected and analyzed, which could provide the study with a valid set of data, leading to the results.

In part 3, it was analyzed that one of the primary reasons for people's high expectations, and therefore also a great disappointment of their experience at Relæ, was associated with Relæ's ranking as No. 39 on San Pellegrino's list of World's Best Restaurants, which customers did not think Relæ lived up to.

In addition, the study of Relæ's ambition and prioritization of service attributes did not match the results from the coding of customer review. Relæ wishing to be servers "unpretentious haute-cuisine" and thus, focus on material products in service such as 'quality and taste of the food' and its innovation such as textures, aromas, appearance, etc. However, the results showed, that these were not understood by the guests, contributing to the understanding that online consumption of information can lead to consumer power - but also misinterpretations of information, negatively affecting the pre-expectations of the consumer. It was further discussed how Relæ should and could manage legitimacy due to the implications of the analysis, leading to identifying the enablers and restrictors of aligning expectations between service provider and customer. In essence, this leads to the importance of this research, as the understanding of service performance indicators and the effects of digitalization has underlined the need for service providers to embrace the notion of zero moment of truth, and thus should employ service recovery strategy as an active digital touchpoint in their communication strategy. By aligning the online sources, they will be able to manage the expectations people build prior to the actual experience, and thus likely succeed in fulfilling the expectations raised, consequently managing the right set of expectations and recommendation is passed on to the reader in the dark, and turning a potential guest into a regular visitor.

7. FURTHER RESEARCH

Having exhibited how the service consumption model has been influenced by digitalization, and appointed the threats and opportunities this brings about, this section is set out to discuss further research and next steps of the learnings from the findings. The purpose is to learn how this new

understanding of service consumption and service quality should be tested and further validated, with the purpose of making the results more robust.

The insights brought about in this study is based on the findings of a specific case study. Consequently, this calls for ways in which this can be further researched, with the purpose of validating the effects of digitalization on the service performance stages and perception by making it more generally applicable. From a methodological perspective, this study focused on the case of Relæ, with vast number of online sources employed. To further strengthen the validity and replicability of these findings, new research should employ other platforms and deep dives into larger pools of reviews and social platforms. Zooming in, or out on the scope of this research, will thus validate how and if these findings are relevant and accurate in other contexts - and by expanding the depth and breadth of these findings, the generalizability will be improved greatly (Bryman & Bell, 2007). In addition, the specific theoretical aspects of types of platforms used, should further be examined to understand if the sources of user-generated content are related to specific types of legitimacy.

Another interesting extension of the research, could be to include guests prior and post service experience, to understand the complexity of how perception can be modified depending on the pre-purchase expectations, to better grasp the personal motivations and pre-defined context of which they interpret all service points by. Doing so, will create a more robust tool for creative to understand the importance of creating digital touchpoints, and elaborate on the most important ones.

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9. APPENDIX

9.0 ABBREVIATIONS FOR REFERENCES

I_# – Interviews in appendix 9.4
R_# – Reviews in appendix 9.5, 9.6, 9.7
IG_# – Instagram post in appendix 9.8
F_# – Facebook post in appendix 9.9

9.1 SOCIAL MEDIA FOLLOWERS PILOT TEST

RELÆ		KADEAU		NOMA	
Facebook		**Facebook**		**Facebook**	
Likes	13672	Likes	14892	Likes	66742
Followers	13635	Followers	14736	Followers	67482
Stars	4,5	Stars	4,7	Stars	4,9
Reviews	486	Reviews	440	Reviews	424
Instagram		**Instagram**		**Instagram**	
@restrelae		@restaurantkadeau		@nomacph	
Followers	6914	Followers	19100	Followers	386000
Posts	35	Posts	147	Posts	693
Activity on story	Yes	Activity on story		Activity on story	Yes
@chrifrapug		@nicolai_kadeau		@reneredzepinoma	
Followers	22800	Followers	20700	Followers	533000
Posts	1257	Posts	393	Posts	597
Activity on story	Ja	Activity on story		Activity on story	Ja

9.2 NET PROMOTER SCORE PILOT TEST

RELÆ				KADEAU				NOMA			
Tripadvisor	**Votes**	**Percent**	**NPS**	**Tripadvisor**	**Votes**	**Percent**	**NPS**	**Tripadvisor**	**Votes**	**Percent**	**NPS**
5	282	49,04%	**18,61%**	5	175	74,79%	**63,68%**	5	1081	75,23%	**63,95%**
4	118	20,52%		4	33	14,10%		4	194	13,50%	
3	69			3	14			3	79		
2	58			2	9			2	42		
1	48			1	3			1	41		
1+2+3	175	30,43%		1+2+3	26	11,11%		1+2+3	162	11,27%	
N =	575			N =	234			N =	1437		
Facebook	**Votes**	**Percent**	**NPS**	**Facebook**	**Votes**	**Percent**	**NPS**	**Facebook**	**Votes**	**Percent**	**NPS**
5	357	73,46%	**61,52%**	5	367	83,41%	**75,91%**	5	402	94,81%	**92,45%**
4	71	14,61%		4	40	9,09%		4	12	2,83%	
3	28			3	15			3	5		
2	16			2	4			2	0		
1	14			1	14			1	5		
1+2+3	58	11,93%		1+2+3	33	7,50%		1+2+3	10	2,36%	
N =	486			N =	440			N =	424		

9.3 RELÆ FOLLOWERS ON SOCIAL MEDIA

28th August 2017		28 November 2017		28 February 2017		↑%
Facebook		**Facebook**		**Facebook**		
Like	13672	Like	14036	Like	14280	4,4%
Followers	13635	Followers	14019	Followers	14266	4,6%
Stars	4,5	Stars	4,5	Stars	4,5	
Reviews	486	Reviews	509	Reviews	520	7,0%
Instagram		**Instagram**		**Instagram**		
@ restrelae		**@ restrelae**		**@ restrelae**		
Followers	6914	Followers	11600	Followers	16100	132,9%
Pictures	35	Pictures	53	Pictures	71	102,9%
Activity on story	Yes	Activity on story	Yes	Activity on story	Yes	
@ chrifrapug		**@ chrifrapug**		**@ chrifrapug**		
Followers	22800	Followers	25600	Followers	29100	27,6%
Pictures	1257	Pictures	1373	Pictures	1440	14,6%
Activity on story	Yes	Activity on story	Yes	Activity on story	Yes	
@ jtam1342		**@ jtam1342**		**@ jtam1342**		
Followers	9121	Followers	9608	Followers	10500	15,1%
Pictures	156	Pictures	162	Pictures	184	17,9%
Activity on story	Yes	Activity on story	Yes	Activity on story	Yes	

9.4 INTERVIEWS – I_

I_0
I: INTERVIEW TITEL
D: DATE
L: LINK
T: THEME
Q: QUOTES
QT: QUOTES TRANSLATED

I_1
I: Topkarakter til Danmarks hyggeligste Michelin restaurant
D: 26/5/17
L: https://politiken.dk/ibyen/anmeldelser/art5966561/En-aften-på-Relæ-er-en-fuldstændig-sublim-oplevelse
T: Food critic articles
Q: "Topkarakter til Danmarks hyggeligste Michelin restaurant: En aften på Relæ er en fuldstændig sublim oplevelse"
QT: "Full marks to Denmark's nicest Michelin restaurant: An evening at the Relay is a completely sublime experience"

I_2
I: Verdens mest bæredygtige restaurant
D: 4/10/16
L: http://pioner.dk/verdens-mest-baeredygtige-restaurant/
T: World most sustainable restaurant
Q1: "Sidste år blev Michelin restauranten Relæ kåret som verdens mest bæredygtige restaurant ved uddelingen af de årlige priser af Diners Club® World's 50 Best Restaurants."
QT1: "Last year, the Michelin restaurant Relæ was voted the world's most sustainable restaurant by award ceremony the annual prices of Diners Club® World's 50 Best Restaurants."
Q2: "For hvis jeg var dig, ville jeg hellere bruge pengene på den økologiske gris end på tjenerne der skænker vand."
Q2T: *Because if I were you, I would rather spend the money on the organic pig than on the servants who pour water"*
Q3: *"Om vi for eksempel gad have tjenere til at dække op og til at give gæsterne bestik hele tiden. For er der egentlig en forbedret oplevelse ved det? Ikke i min optik."*
Q3T: "If we, for example, would have waiters to set the table and to give the guests cutlery all the time. Why is there really an improved experience about it? Not in my optics"
Q4: *"… til gengæld får du medarbejdere der synes, det er sjovt at være her, og samtidig bliver de dygtigere af det"*
Q4T: "… on the other hand, you get employees who think it's fun to be here and at the same time they are getting better"

Q5: "… er der, i de gastronomiske kredse, ved at ske et skred i opfattelsen af hvordan en gourmetrestaurant tager sig ud i forhold til indretning og personale"
Q5T: "…there, in the gastronomic circles about to happen a shift in the perception of how a gourmet restaurant looks compared to the decor and staff"

I_3

I: Michelin-restauranten Relæ i København satser på bæredygtighed og friske råvarer. Men personalepolitikken udløser ikke hæder og priser. De ansatte har ingen sikkerhed i ansættelsen
D: 12/5/14
L:https://fagbladet3f.dk/temaer/misbrugt/2de6fa91565e459cb1fb082a0622868f-20140513-michelin-restaurant-har-raadne-forhold-paa-menuen
T: Working conditions former employee
Q: "Jeg tjente omkring 5.000 kroner om måneden på Relæ, fortæller kvinden, som blev fyret på en sms få dage før hendes tre måneders prøvetid ophørte"
QT: "I earned about $ 5,000 a month on Relæ - says the woman who was fired on a SMS few days before her three-month trial period ended"

I_4

I: Christian Puglisi: Folk må gerne synes, det er noget lort
D: 15/7/16
L: http://blog.dinnerbooking.com/portraet/christian-puglisi/
T: The mission and vision of Relæ
Q1: "Jeg oplever, at åbenhed er direkte forbundet med pengepungen. Når folk har sat 3.500 kroner til side for at gå ud at spise, så har de et andet mindset, når de træder ind i restauranten. Og jeg synes ikke det giver plads, jeg synes, det giver begrænsninger"
QT1: "I find that openness is directly linked to the wallet. When people want to spend 3,500 DKK to go out to eat, they have another mindset when they enter the restaurant. And I do not think it makes space, I think it gives limitations"
Q2: "Ambitionen var at skabe et økologisk og uprætentiøst spisested med fokus på maden – ikke tallerkenen den blev serveret på. Som et ekstra benspænd skulle prisen være så lav som muligt"
QT2: "The ambition was to create an organic and unpretentious eatery with a focus on the food - not the plate it was served on. As an extra bucket, the price should be as low as possible"
Q3: … "giver det mulighed for at være lidt mere skør med det, man laver. Man behøver ikke være så bange for, om folk nu kan lide det"
QT3: … "greater opportunity to be more insane with what you do and you do not have to be afraid of whether people like it or not"
Q4: "Begrænsninger i forhold til køkkenets muligheder for at prøve ting af, eksperimentere, fejle med noget og få succes med noget andet. Hvis folk elsker en ret og hader en anden, har de stadig fået en større gastronomisk oplevelse, end hvis de bare er blevet mætte."

Q4T: "Limitations in regard of the kitchen's ability to try new things, experiment, fail and succeed. If people love a dish and hate another one, they have still had a greater gastronomic experience than if they have just become full".

Q5: "Jeg synes, det er fedt, at der er nogen, der kan synes, at det er det værste lort, de nogensinde har fået. Det bekræfter én i, at man gør det rigtigt. Hvis man aldrig hørte et pip om noget, så ville det være endnu mindre tilfredsstillende … På Relæ laver jeg mad, som jeg synes smager godt, og det kan være udfordrende nogle gange. Men det er det, der er personlighed i. For hvis du bare vil have noget mad, du selv kunne have lavet derhjemme, hvad kommer du så herover for?"

Q5T: "I think it's cool that someone think it's the worst shit they've ever had. It confirms that you're doing it right. If you never heard anything, then it would be even less satisfactory … At Relæ, I make food that I think tastes good and it can be challenging sometimes. But that's what's personality. Because if you just want some food you could have made home, why are you going to a restaurant?"

Q6 "Jeg skal ikke bestemme om de skal vende koen den ene eller den anden vej, og jeg skal ikke sige til leverandører at de skal være økologer, men jeg ved godt hvad jeg vil. Her vil jeg lave et setup hvor jeg tager chancerne fordi det er os der laver hele investeringen. Så hvis vi får mindre kød per krone, så må vi skære tyndere skiver herinde. Til gengæld får vi noget unikt."

Q6T: "I do not have to decide whether to turn the cow one way or the other, and I should not tell suppliers that they should be ecologists, but I know what I want. Here I will make a setup where I take the chances because it is us who make the whole investment. So if we get less meat per Danish krone, then we have to cut thinner slices in here. On the other hand, we get something unique. "

I_5
I: Spis Michelin for under 500: Her er de 6 billigste toprestauranter
D: 24/2/16
L:https://www.dr.dk/nyheder/kultur/anbefalinger/spis-michelin-under-500-her-er-de-6-billigste-toprestauranter
T: Cheap Michelin

I_6
I: Spis Michelin for højst 600 kr.! Her er landets billigste top restauranter
D: 20/2/18
L:https://www.dr.dk/nyheder/kultur/spis-michelin-hoejst-600-kr-her-er-landets-billigste-toprestauranter
T: Cheap Michelin restaurants

I_7
I: Økologisk guld til eliten
D: Maj, 2013
L: https://www.oekologisk-spisemaerke.dk/aktuelt/175-okologisk-guld-til-eliten

T: Relæ receives the organic food stamp in gold

Q: Relæ bliver dermed landets første Michelin- restaurant, som kan dokumentere, at mindst 90 procent af råvarerne er økologiske.

QT: Relæ becomes the country's first Michelin restaurant, which can prove that at least 90 percent of the raw materials are organic.

I_8

I: Christian F. Puglisi

D: December 2016.

L: https://simplefeast.com/da/kokke/christian-f-puglisi/

T: Christian F. Puglisi

Q: ”Vores beslutning om at ikke at basere maden på de fineste udskæringer, som en slags kreativt benspænd, gør os ikke til en billig restaurant”

QT: "Our decision not to base the food on the finest cuts, as a kind of creative obstruction, does not make us a cheap restaurant"

Q1: ”Det gør os til en anden slags restaurant. For mig er høje priser lige med høje forventninger. Og høje forventninger efterlader mindre plads til overraskelser.”

Q1T: "It makes us another kind of restaurant. To me, high prices are high expectations. And high expectations leave less room for surprises."

I_9

I: Host of the month: Christian Puglisi

L: https://www.thehost.dk/host-of-the-month/puglisi/

T: Christian Puglisi

Q1: *”Guldmærket er noget, vi selv arbejder os frem imod, hvor vi undervejs træffer nogle beslutninger om at gå en særlig vej”*

QT1: "The gold mark is something we ourselves are working towards, where we make some decisions along the way in order to go a special way"

Q2: ”Det har også givet en stor opmærksomhed fra gæsterne, fordi der jo tilsyneladende er folk der efterspørger kvalitet”

Q2T: "It has also attracted a lot of attention from the guests because apparently there are people who demand quality"

I_10

I: Hellere guldmærke end Michelin stjernen

D: 8/9/16

L: http://okologi.dk/forbruger/magasin/jeg-vil-hellere-beholde-mit-guldmaerke-end-michelinstjernen

T: Organic gold stamp and Michelin star

Q: *”Men internt oplever jeg, at mange talentfulde kokke søger arbejde i restauranterne”*

QT: "But internally, I experience that many talented chefs are looking for work in the restaurants"

I_11

I: Kokken, der aldrig kunne blive mæt
D: 28/6/16
L: https://www.euroman.dk/gastro/kokken-der-aldrig-kunne-blive-mat
T: Christian Puglisi

I_12

I: Opskriften på succes: Sådan tjener Danmarks bedste restauranter penge
D: 22/2/17
L: https://www.business.dk/detailhandel/opskriften-paa-succes-saadan-tjener-danmarks-bedste-restauranter-penge
T: Succesful restaurants
Q: ”Hvis vi begynder at tabe penge på Relæ, må vi lukke. Uden tvivl. Der er ikke noget alternativ for mig at se”
QT: "If we start losing money on Relay, we must close. Undoubtedly. There is no alternative for me to see”

I_13

I: Manden bag verdens mest bæredygtige restaurant: ”Jeg hader virkelig spild”
D: 14/8/16
L: https://jyllands-posten.dk/protected/premium/livsstil/ECE8914931/manden-bag-verdens-mest-baeredygtige-restaurant-jeg-hader-virkelig-spild
T: Food waste
Q: ”For mig, er bæredygtighed ikke et mål i sig selv, men en konsekvens af de beslutninger vi har taget for restauranten. Det handler om ikke at spilde ressourcer. Og siden vi på det tidspunkt vi ville have det økologiske mærke, ledte det stille og roligt til mere og mere bæredygtighed!
QT: "For me, sustainability is not a goal in itself, but a consequence of decisions we have made in the restaurant. It is about not wasting resources. And since we at a time wanted an ecological certification, it has quietly led to more and more sustainability"

9.5 REVIEWS – R_

1.

Anmeldt 10. oktober 2017

Utilfredsstillende fødselsdagmiddag

Gitte Anne L

Vi ankom til Relæ Fredag d 06/10 kl 20.30 for at fejre en fødselsdag.
Jeg har med vores Bestyrelse besøgt div Michelin Restauranter de
sidste 20-30 år.
Jeg må desværre erkende at besøget på Relæ var en stor skuffelse,
både hvad angår mad, vin og betjening men også den oplevelse som vi havde glædet os til.
Vinene var ikke lige i vores smag og da vi kontaktede tjeneren, om vi kunne
smage på en anden rødvin, reagerede han med en surhed jeg aldrig har oplevet
på Michelin niveau. Tjeneren kom med et nyt lille vinglas, skænkede sjusket op, uden
at fortælle om den nye vin?
Dessertvinen (rose) var møgsur, uden duft og så udrikkelig at vi måtte lade den stå.
Maden var måske ok, men hovedretten bestod af to stykker lammekød og to
blade salat. Det ene stykke lam var sejt og uspiseligt også måtte vi desværre igen have
besøg af den møgsure tjener, som blot oplyste at kødet varierer i mørhed ???
Så jeg fik ikke mere af hovedretten.
Da vi endelig kunne rejse os fra bordet, var vi ikke på nogen måde mæt eller havde smagt, et
godt glas vin.
Mvh Glenn Nielsen

Vis færre

Værdi   Service
                 Mad

Stil et spørgsmål om Relæ

👍 2 Tak, Gitte Anne L

*Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et TripAdvisor-medlem og ikke af TripAdvisor
LLC.*

2.

Anmeldt 18. marts 2017 📱 fra mobile enheder

Ordinær mad

Grethe B

Vi var indstillet til en s t o r oplevelse,det var det ikke.Tjeneren ved ankomst var kun
interesseret i at vi var bekendt med konceptet, at man skulle tage enten 4 eller 8
retter.havørred var ganske fin i en lille neutral anretning,kartofler i parmesanostsovs har
jeg lavet bedre kartoflerne var til den ukogte side.hovedretten var 1/3kød og 2/3 fedt på en
vil jeg gætte på langtidskogt/stegt(100)griseribben.det lod vi gå ud, man kan ikke tillade
sig at servere ulækker næsten rent fedt til hovedret og så forsøge at forklare sig med, at
smagen sidder i fedtet..Desserten var yoghurtis med små fine frugtstykker.
Hvordan kan dette være michelinmateriale,jeg fatter det ikke.
Der var mere personale end gæster,meget uroskabende.

Vis færre

Se alle 33 anmeldelser af Grethe B for København
Stil et spørgsmål om Relæ

👍 2 Tak, Grethe B

*Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et TripAdvisor-medlem og ikke af TripAdvisor
LLC.*

3.

4.

5.

◉○○○○ Anmeldt 27. oktober 2017 ⬚ fra mobile enheder

An utterly disappointing meal

Google Oversæt

Rated at 39 on the worlds best 50, I hoped for a nice meal. Having now been to several on the list from varying continents and ratings I feel my views wouldn't be isolated. If you like fine dining, do not waste your time going to Relae. This is not fine dining. It is not good dining. It is not nice food full stop.

Where do I start... the menu is just an offering of two price points. I don't mind this I, but in absence of the menu the expectation is an explanation of the dishes upon service. Sadly they were plumped on the table with rarely an explanation of what was included. The drinks menu was lacking. No options for those that don't drink alcohol. Though if you do, from the disparaging comments from the table next to us, the wines were crap. That brings up the other issue, you are sitting next to people. No sophistication, more akin to cramped basement space you find in cheap eateries. This contributes to the poor atmosphere, however it is complimented by the poor lighting which strains you eyes and the overly loud music which impedes conversation.

Yes, it is cheaper than other degustations, but as it should be based on size and number of courses. The food was completely unremarkable with all but two aspects being downright not nice. I have had many fine vegetarian dishes. This was not such a case. There was a lack of inventiveness, sophistication, taste and atmosphere.

Go to Geranium, whilst obviously more expensive it is astronomically better. If you are considering going to both, or booked both. Cancel Relae now. Oh and don't order the juices. The only option for non alcohol drinkers. Mine remained to the end of the meal and though I haven't tasted horse urinr, I would guess it was of a similar flavour.

6.

◉○○○○ Anmeldt 22. november 2016 ⬚ fra mobile enheder

Totally overrated

Google Oversæt

I came to Relae with high expectation! One star, in the world 50 best... the place is very nice and I like the concept of the cutlery in the drawer, the staff is very polite and funny, so, so far so good....
HOWEVER, the biggest let down was unfortunately the food! Very simple and not very tasty dishes. I have been to numerous Michelin starred restaurant and I must say that this is totally overrated. One celery root slice with sesame and cream? Are u kidding me? The wine pairing saved the day, with uncommon wines, although far from my favorite, at least, a good discovery. The bill completed the experience, 3000 dk in two people; itself not exaggerate, but for four courses of cabbages, this is way too much. Cooking is not fashion hipsterish craft, the cuisine is culture....

7.

Anmeldt 8. marts 2017

Ludicrous

Google Oversæt

Turned up at Relae in 'smart neighbourhood' - actually one very posh street - then had 4 courses of miniscule amounts, pretentiously described... was often presented with slices of fancy bread again and again as if it were the many heads of John the Baptist, Terrible canned music throughout the meal. Basically got two slices of bread, a chopped up potato, a creme brulee (with a twist) and a nice tiny piece of pig for £100 (excluding wine). Having been at the miracle that is the Fat Duck in the UK, this dining experience was lamentable, purely because the smoke and mirrors were insubtantial ...

Vis færre

Værdi   Service
                 Mad

8.

Anmeldt 8. juli 2017

Quite possibly the worst restaurant we've been to. In the world.

Google Oversæt

Talk about over-rated. Really Basic food. Contrived. And badly put together. It looked good but tasted bad. And, No choice. Thank goodness the wine was okay. Raw turnip (really?) with a very ordinary oyster covered in cream. Yuk. Next, fava beans in broth. Edible but only because we were hungry, it was boring. Next raw lamb which our waiter told us was slaughtered across the street. Thanks for that. We could eat a spoonful but tough if you don't like raw meat. It was just plain raw meat. Next lamb. It was cooked at least, but tough and truthfully tasteless. We asked for pepper, sorry but we don't have any. And the finale for dessert was whey with cervil powder. You couldn't get anything more ridiculous. We eat out a lot. We eat at Michelin restaurants often. We don't mind contrived. But this restaurant wins the prize as the worst restaurant ever. In our view.

Vis færre

Værdi   Service
                 Mad

9.

Anmeldt 20. august 2017 ☐fra mobile enheder

Not good and too pretentious

[**Google Oversæt**]

When minimalism becomes shrewd. Tables too close, pretentious dishes and they leave much to be desired. Wine list absent, while the wine route made only with Italian and French wines.
Vis færre

altman…
Rom, Italien
5 7

10.

Anmeldt 11. december 2017 ☐fra mobile enheder

Förvånad kan vara med i Guide Michelin!

[**Google Oversæt**]

Maten var överskattad, mycket tillkrånglad ganska smaklös ibland inte ens god. Kyparna pratar så fort att man inte riktigt hinner uppfatta vad det är. Hade ubserlöttat om man fick menuen skriftligt. Mycket enkel miljö, ganska trångt, inga dukar, skamligt, kändes som man var på ett 'enklare' ställe.... Ligger off, man måste ta taxi dit. De tar extra för betalning med Amex. Vinpaket dock gott och spännande.
Vis færre

Marika…
6

11.

Anmeldt 27. november 2016 ☐ fra mobile enheder

Skuffet

Maden er meget fantasifuld og nogle af retterne velsmagende, men en del retter var simpelthen ikke på niveau med hvad man forventer af en Michelin restaurant og på det pris niveau. Selv vin menuen skuffede.

1 Tak, leneharhoff

leneharhoff
Værløse, Danmark
3 1

12.

◉◯◯◯◯ Anmeldt 4 uger siden ☐ fra mobile enheder

Over priced ordinary food with terrible wines

Google Oversæt

After reading many good reviews about this restaurant, we were quite excited to be able to book a table. Cool and minimised decoration, good impression first sight on arrival.

We chose the tasting menu, I also chose the pairing beverage and daughter chose pairing juice.

Disappointment started as soon as the drink and food were brought to the table.

Out of the eight dishes plus couple of extra complementary dishes, the ones could possibly be counted as Michelin star standard were the roast goose breast and the celeriac dish. All other dishes were normal standard if not poor. One of the cold dish, Danish oyster with red onion, it was supposed to be a very good dish as the oyster was really fresh. Unfortunately the freshness was over powered by the sourness in the source, it turned out to be disappointing. The last desert was rhubarb tart dressed with balsamic vinegar. Again very badly done - the tart was cold , pastry was soggy, too much balsamic vinegar was added, not to mention its poor quality.

The pairing wines except the desert wine, for some reason all tasted like cider. Paid 685kr for different tastes of bad cider? Come on Relae, you should be able to do better than that !!

The service was arranged in a strange way - each table wasn't taken care of by the same waiter. We had 5-6 different waiters brought food and wine over. A personalised care? No way.

Overall, disappointing experience in all three categories. Definitely not worth the price tag of 1300kr per person for the dinner.

Would not recommend this restaurant to anybody. Do yourself a favour, find somewhere better which I am sure there are plenty of choices in Copenhagen.

13.

◉◉◯◯◯ Anmeldt 7. februar 2016 ☐ fra mobile enheder

Unsure.

Google Oversæt

I'm going to simplify this review... For a restaurant that is supposed to be world class- the service, the ambience, the technique and preparation that goes into the dishes right in front of your eyes is impeccable, but the food- honestly wasn't great. I have been privileged enough to dine at some of the finest restaurants in the world, but Relae food wise was very disappointing.

14.

Bridget RW har anmeldt Relæ – 2★

16. oktober 2016 · 🌐

* servings are 'tiny'. I understand the degustation concept but this was ridiculous. 1 piece of lamb the size of a coin for the main was laughable

* I wanted to share the wine tasting with my friend but wouldn't give a second glass ◆

* food was innovative-ish

* In general 'too cool' for school, don't waste your money. The cofoco restos are much better.

👍 Synes godt om   💬 Kommenter   ↪ Del

15.

Rolf Ejerskov har anmeldt Relæ – 2★

21. november kl. 23:59 · 🌐

I've eaten in total 3 times at Relæ.
I appreciate trying something new and it's great when well-tasting combinations are found.
Unfortunately my general experience of the whole restaurant is not good. They experiment with Nordic ingredients, but the final result is 4/5 times a semi-bad taste or below average.

The music was loud this last time and it took away from the experience.

The service is in general good, but this time when a problem arose, our waiter became arrogant and looked at us as if we were the problem, while we as paying customers kept our cool.

16.

Gitte Christensen har anmeldt Relæ – 2★
16. april · 🌐

Det var ok - men ikke mere end det, desværre. Vi fik Relæ experience med beverage menu (3400kr for 2 pers.), og til to af retterne fik vi den samme sodavand. I det hele taget underligt at få serveret sodavand til maden. Maden var ret forglemmelig og manglede smag og innovation. Ikke god value for money efter vores mening.

👍 Synes godt om   💬 Kommenter   ↷ Del

17.

Anmeldt 1. september 2017   ▯ fra mobile enheder

Rediculous

Google Oversæt

joelob22
Portland,
Oregon
⬀ 163   👍 242

It feels shameful to give a Michelin restaurant only 2 stars but this place is lucky to even get that.

8 courses. The first 4 were primarily vegetation: cubed cucumbers, 1/2 steamed onion, a slice of zucchini and Asian root vegetables covered in "Asian juice".

"Asian juice". Seriously? I wonder what "European juice" tastes like?!

The dessert was so salty that none of the 3 of us at our table could eat more than one bite of it.

Our waiter and service was fine. The bread, water and wine was great. Otherwise this place would get 1 star.

The pretentious problems start in the kitchen at this property. Further, the kitchen refuses to tell you what the courses are in advance. No. You must wait for the "surprise".

A totally underwhelming surprise. What a disappointment.

Finished off with pinecone sorbet that was totally inedible. I'm sure squirrels would have enjoyed it.

18.

Anmeldt 30. november 2016

Kejserens nye klæder

Jeg er givet vist ikke den rette til at anmelde dette sted. Der er ingen tvivl om at personalet gør sig enddog meget store anstrengelser for at opnå noget særligt - Men den særlige oplevelser udeblev dog for mit vedkommende.

At der bliver brugt meget lange og ressourcekrævende tilberedningsmetoder på f. eks. sirligt anlagte blade af syre på hvidt jordbær - aubergine/fløde/trøffel giver ikke nødvendigvis en tilsvarende oplevelse på bundlinien. Kreativt og smukt - men der er på ingen måde værdi for pengene.
Det skal dog siges at møblementet, brødet, og porcelænet trak helhedsoplevelsen op.
Vin menuen skuffede ligeledes.
Endelig vil jeg ikke undlade at jeg føler mig provokeret af, at det forventes at jeg taler og forstår engelsk for at kunne kommunikere med personalet. Dette er naturligvis et valg restauratøren træffer, når personalegruppen sammensættes.
Summen af min oplevelse er at "Relæ" egentlig ikke har behov for det gæste segment som jeg nu og engang tilhører.
Det skal dog nævnes at vores lille selskab sluttede aftenen med et måltid i en nærliggende kurdisk shawarma bar - hvor håndværket ligeledes stolt bliver holdt i hævd.
Vis færre

Værdi

Service
Mad

Stil et spørgsmål om Relæ

👍 3 Tak, haraldstedvej

haraldstedvej
Copenhagen
✏4 👍3

19.

Gilbert Bejjani har anmeldt Relæ – 2★
10. september 2017 · 🌐

Don't take the experience menu... more plates, jut double price and somehow less food , even for main dish. Very bad wine pairing ... of course, if you know about wine

👍 Synes godt om   💬 Kommenter   ↪ Del

20.

21.

22.

○○○○○ Anmeldt 6. marts 2016

So so madsnobberi.

Vi blev anvist en bord i hjørnet - god plads og komfort. desværre var bordet placeret under restaurantens nye højtaler og det gjorde det praktisk talt umuligt at føre en samtale alle 4. Trods høflige anmodninger blev der først skruet ned for kort efter at have samme støjniveau. En del af restaurantens "image" er vel at skille sig ud med lidt provokativ kunst og rock musik. I mine øre en rigtig dårlig kombination.

Maden er anrettet på lækker porcelæn, bestikskuffen er en lækker detalje og bestemt med til at overraske positivt.

Vi fik en boghvedepandekage med avokadocreme og urter som appetitvækker og den var faktisk noget af det bedste. Forretten var stenbidderrogn pakket i majroe med Bergamot - også super lækker. Hovedretten var til gengæld en stor skuffelse. den bestod af 2 meget meget små stykker økologisk gris, 1/3 kød - 2/3 dele fedt samt et kålblad med fedtegrever. Gudskelov var hele måltidet akkompagneret af masser af hjemmebagt sourdough brød og en lille kande oliven olie der ikke blev påfyldt. Desserten var ganske udemærket - en slags kold iskaffe med diverse ristede kerner...

Betjeningen var sød og høflig men næsten for meget. Vi stødte til vores venner der var ankommet kort før os og til trods for vi knap havde sat os blev vi forstyrret 5 - 6 gange indenfor de første 10 minutter af forskellige tjenere der skulle fortælle, forklare, osv osv..

Det var en helt ok oplevelse, men der er så mange om budet i København jeg ikke er sikker på at mit valg falder på relæ igen.

Vis færre

Bo S
København, Danmark
✎ 19 👍 14

○○○○○ Værdi

○○○○○ Service
○○○○○ Mad

Stil et spørgsmål om Relæ

👍 Tak, Bo S

23.

○○○○○ Anmeldt 3 uger siden

Kinda disappointing....

Google Oversæt

So I came to Relae with high expectations, given that they were ranked #39 in the world. In combination with the price tag of the Relae experience, I was expecting my socks to be knocked right off. The meal was not bad. Was it a Top 50 meal? No. Was it worth 895 kr? Most definitely not. While I can appreciate the simplicity of most of the dishes, I was just left wanting MORE - more for my money, more wow factor, more "OMG, this is the best meal ever".

Excellent service, the food came out at a nice place. Some tasting menus leave you feeling hungry afterwards, but we were pretty full.

Free wifi available.
Vis færre

GroovieGurlie
Alberta
🔗 114 👍 102

○○○○○ Værdi

○○○○○ Service
○○○○○ Mad

24.

Anmeldt 3 uger siden ▢ fra mobile enheder

Meh. Nothing special

[Google Oversæt]

Dined here with no expectations, but knowing that they are a sustainable restaurant and ranked in the top 50.

We chose the Experience which was 7 courses (KR895), a juice pairing (KR395) and a wine.

Felt a bit pretentious (no drinks menu so how are you supposed to know what non-alcoholic drinks apart from water is on offer?! You basically have to ask them what they have instead of guessing and feeling like an idiot. Also, they don't ask if you'd prefer a white or a red so you basically drink what you get served) and felt a bit rushed at the start of the courses (they'd start to take away my dish whilst my husband hadn't finished his).

We could not honestly say there were any standout dishes, and we left feeling unimpressed.

Sure, it's on the 'low-end' of the price spectrum for top 50 by Scandinavian standards, but I think you're better off spending your money elsewhere.

Vis færre

Elizabe...
▢ 24 👍 3

25.

Anmeldt 15. oktober 2017 ▢ fra mobile enheder

A little disappointing

[Google Oversæt]

I feel like I missed something here. Believe this restaurant is on the Worlds Best list, but I left a little disappointed. Maybe my expectations were too high. The service was wonderful, and the atmosphere lovely. The bread was the best I had in Copenhagen, and while the dishes were good, they were not memorable at all. I know that a lot of time and effort goes into every single dish, but I think it was lost on me.

spf701
New York City, New York
▢ 128 👍 44

26.

◉◉◉◯◯ Anmeldt 14. august 2017

The Emperor's New Clothes

Google Oversæt

Perhaps I'm partly to blame for the following review? Admittedly, I didn't conduct any due diligence prior to my visit to Relae with hubby and friends two weeks ago and if I had, I might have realigned my expectations. All I knew going in was that we had dinner reservations to the 39th best restaurant in the world and that knowledge alone set the bar pretty high. Unfortunately, the higher the expectations, the greater the chance for disappointment. And Relae was disappointing to me on several levels:

FOOD: Was the food bad? Of course not! They use only the best and freshest ingredients sourced from their very own farm 40km from Copenhagen—a point that was hammered into us again and again by nearly every server to the point where I was sick of hearing about it—and the chef's are obviously well-trained in how to prepare food. But was it GOOD? Not to me. Not a single bite left me with that, "OMG! I think I've died and gone to heaven." feeling. And several courses leaned further towards the other end of the spectrum, causing me to dip another chunk of their heavenly sourdough bread—the true highlight of the meal in my mind!—in the accompanying olive oil to rid my mouth of the less than desirable aftertaste. The men in our group seemed more forgiving; we ladies found a lot of the courses highly acidic and our husbands happily finished what we pushed aside. Yes, the presentation was lovely, though I should note that we opted for the 10-course Experience menu and that six of the ten courses were either green and white or green in color, which left the impression it was a vegetarian meal. It wasn't, though the only "meat" served consisted of two fish courses and two lamb courses. Sadly, I'm not a lamb fan. At least we had the wine...

WINE: But NO! Again, I'm not saying I'm a wine connoisseur—I'm not!—but given the fact that of the four of us there were only one or two wine pairings we actually enjoyed, I'd say someone dropped the ball. As with the food, the servers were quick to share how small or special the vineyard was and how carefully the grapes for a particular wine were chosen; however, that didn't mask the fact that the wine just didn't taste very good.

VALUE: For the price we paid, I expected better. What I didn't expect was to be charged for the coffee that was offered to us at the end of our meal. Seriously!?! It was regular, brewed coffee; Relae doesn't even offer espresso.

At the end of our meal, as my dinner companions drank their overpriced, underwhelming, brewed coffee, I mentioned that I was reminded of Hans Christian Andersen's—how fitting that he was a Danish author—tale of The Emperor's New Clothes with regards to our Relae experience. I found nothing particularly praiseworthy about our meal, except that delicious sourdough bread, but popular opinion must count for something or they wouldn't have received their 39th best ranking in the world. Are we the only ones who aren't afraid to tell the Emperor that he isn't wearing any clothes???

Vis færre

◉◉◯◯◯ Værdi   ◉◉◉◉◯ Service
                     ◉◉◉◯◯ Mad

27.

Anmeldt 8. august 2017
A bit overrated

Google Oversæt

Relae was probably the place we had the highest expectaions on when we got to copenhagen. The dishes was well made but with a bit of ups and downs some great and some wich wasn't good at all. The service was very laid-back but a bit messy. We had to ask for wine (we had wine pairing menu) for our desserts wich was almost melt down when we got it, we got the wrong bill and the waiter had no clue if he asked us for coffee or not.
Vis færre

Værdi

Service
Mad

28.

Anmeldt 29. marts 2017
Ikke på niveau med andre Michelin-restauranter

Skal jeg vurdere Relæ i relation til de andre Michelin-restauranter i København, der befinder sig i samme prisleje, så er en anmeldelse der hedder "Gennemsnitligt" efter min mening på grænsen til det gavmilde. Utilfreds ville dog omvendt være for kritisk, hvorfor en 2,5 mulighed i dette tilfælde savnes.

Rent servicemæssigt var der i mine øjne ligeledes tale om en "gennemsnitlig" oplevelse. På trods af alle i selskabet taler flydende engelsk, så fandt alle det vanskeligt at forstå beskrivelserne af maden, der blev afgivet meget hurtigt - og til tider med lettere uforståeligt engelsk. Dernæst synes jeg det er en anelse upersonligt at blive betjent af op imod 6 forskellige mennesker i løbet af en aften - men det lader til at være kutyme på flere michelinrestauranter. Fair enough - no big deal.

Den største skuffelse var dog desværre på det vigtigste punkt - maden. Maden kan karakteriseres som utrolig spartansk/minimalistisk. Hvis det ikke var for surdejsbrødet, der blev serveret i rigelige mængder, så var vi gået sultne herfra med menuen på de 4 retter. Første ret bestod bl.a. af fermenterede selleri og stenbiderrogn, 2. ret af fermenterede, små kartofler i en permasansovs, 3. ret af frilandsgris og til sidst en yougurtlignende dessert.

Der var for så vidt ikke en finger at sætte på nogle af retterne. De var velsmagende - men savnede bare noget "wow", noget kreativitet og noget mængde.

Om end der var rigeligt med brød, så synes jeg heller ikke det lever op til de rosende beskrivelser jeg har læst af det. Det var på grænsen til at være brændt på i kanterne - og så foretrækker jeg personligt smør til brød.

Alt i alt må jeg desværre sige, at jeg ikke kan anbefale Relæ til andre - om end der ikke var tale om nogen dårlig oplevelse. Konkurrencen er blot så stor i København, at alternativer som Formel B og Kiin Kiin, der befinder sig i nogenlunde samme prisleje, er langt mere anbefalelsesværdige efter min mening.
Vis færre

Værdi

Service
Mad

29.

◉◉◉◯◯ Anmeldt 22. januar 2017

Nice food, but....

Google Oversæt

I might be a bit unfair when rating Relae due to the fact that the previous evening we had dined at Noma and where still hypnotised by the Noma experience. The philosophy behind the dishes seems to be very similar as in Noma: minimalistic dishes and letting the ingredients speak for themselves. I can't complain about the food, nor the wine (we had the four course shorter menu with wine pairing). But something was missing from the service - we could see the owner going around the restaurant. He seemed to be very fond of some guests and others he rarely noticed. Maybe it was just a bad night - but we did not feel that welcomed and this is not a place we would long to return. I think that in the higher end restaurant's service makes about 50% of the experience - and with the service the restaurant either succeeds or fails. Despite not being that impressed by Relae, I have to admit that value for money is good. You pay 1/3 of what you pay in Noma - and the dining experience is also about 1/3 of what you would experience in Noma.

Vis færre

◉◉◉◉◯ Værdi

◉◉◉◯◯ Service
◉◉◉◉◯ Mad

30.

◉◉◉◯◯ Anmeldt 13. oktober 2016

Great flavours, marred by small portions at the price point

Google Oversæt

Relae is one of the world's 50th best restaurants as of late, and the bar is set high as a result. We've been around Copenhagan for days now, enjoying the local restaurants. Naturally, we were excited for this 3 Michelin Star locale. The food, itself, was really tasty--nothing extravagant, but flavours were pure and clean. But, to be frank, we've had better food at other restaurants on our trip. The service was impeccable: they are very attentive to your needs as a customer. What was a major disappointment was the portion size. We were still very hungry after the meal. We had asked, in advance, if that was going to be the case (as we debated between the 4-course and "experience" meal, which would have added a few more courses). The recommendation was to stick with the 4-course, as it would be ample. It was not. And, having watched other tables with the higher-course meal, the other plates were quite small, as well, so I can't imagine we would have been any more full after that. At the price, this place is really not worth its output. Judging by its customer ranking on TripAdvisor, I'm not alone in this opinion.

Vis færre

◉◯◯◯◯ Værdi

◉◉◉◉◉ Service
◉◉◉◉◯ Mad

112

31.

Anmeldt 25. juni 2016

Økologisk gastronomi

En oplevelse der tager dig med ud på en rejse du ikke kan finde i dit eget køkken.
Havde længe set frem til et bord på Relæ og forståelig nok er der oftest booket ud om aftenen. Fik en lille menu, hvor man skal lade sig overraske med de små retter (man vælger altså ikke selv) og forinden bliver man selvfølgelig spurgt ind til allergier etc.
Maden er fusionistisk hvor der er en ekstrem høj økologisk % -> meget inspirerende og imponerende.
Man bliver igennem retterne bombarderet med indtryk, måske for mange indtryk? Hver ret er som små smagsbomber i munden og måske bliver det for meget til sidst. Garnituren var god simpel, dog ikke så varierende mellem retterne.
Musikken var "klar-til-at-gå-i-byen-fredag" men klientellet var helt anderledes. Det var lidt højt, men de var meget søde til at skrue ned da vi bad om det. Tjenerne er der mange af og det minder lidt om et amerikansk koncept hvor man konstant skal opvartes i stedet for i ro og nyde den lække mad. Det er lidt synd.
Men indretningen, kvaliteten af maden, tilberedning er virkelig i top.
Vis færre

Se alle 5 anmeldelser af Bo R for København
Stil et spørgsmål om Relæ

Tak, Bo R

32.

Ole Holtz-Nielsen har anmeldt Relæ – 4★
28. januar ·

Hyggelig aften med venlig betjening, der dog blev lidt forvirret over at vi var to danskere og en fra USA. Vi fik præsentation af maden lidt på engelsk og lidt på dansk, men bestemt udmærket præsentation. Maden var rigtig spændende og lækker. Vi tog den "lille" menu hvor retterne var noget små. Det hjalp dog at vi også bestilte osteanretningen. Min datter fik en saftmenu, som var rigtig fint. Jeg fik vinmenuen med spændende vine. Et par gange kunne de dog godt lige have suppleret lidt med vinen. Ved sidste besøg kom en tjerner forbi vores bord og opdagede at glassene var tomme. Han kom straks tilbage med noget vin og sagde, at vi da ikke skulle sidde med tomme glas.
Hvis man er til økologisk mad og ønsker mere end blot lidt restaurantmad, så kan jeg godt anbefale Relæ. Er man virkelig sulten tror jeg man skal gå efter den store menu.

33.

⊙⊙⊙⊙◯ Anmeldt 17. september 2017

Naughty Nordic

Google Oversæt

Great new dishes you will never make at home. Excellent organic wines. Super staff. But the place and interior is little boring. And people visiting are silent as a funeral. And I want to have fun eating!!

Vis færre

Christia…
Københa vn, Danmark
☐142 👍 45

⊙⊙⊙⊙◯ Værdi   ⊙⊙⊙⊙⊙ Service
                                    ⊙⊙⊙⊙⊙ Mad

34.

⊙⊙⊙⊙◯ Anmeldt 5. august 2017   ☐fra mobile enheder

Excellent but 39 in world?

Google Oversæt

winenfud
☐72 👍 14

A restaurant that surprises and delivers an experience. The food is consistently good, and every course save the dessert was enjoyed by me. Others with me liked the dessert and so had mine. When the waiter heard that he brought me a replacement dessert. Wow. The wine list is very approachable in terms of price for a restaurant of this quality but do not expect to find your favourite Bordeaux on the list. The only reason not to give it 5 stars is the expectation that being ranked 39 in the world creates. Having said this, highly recommended and the price for a restaurant in Denmark of this ranking and fame is reasonable.

Vis færre

35.

⊙⊙⊙⊙◯ Anmeldt 27. juli 2017

Excellent restaurant in Copenhagen

Google Oversæt

Chagai D
☐25 👍 2

If you interesting in good and special food you can try this excellent restaurant in Copenhagen, as for now they have one Michelin star, it's a bit expensive but fully recommended.
I have visited this place twice and went out happy both times - looking forward to the next visit.

Vis færre

⊙⊙⊙⊙◯ Værdi   ⊙⊙⊙⊙⊙ Service
                                    ⊙⊙⊙⊙⊙ Mad

114

36.

newca…
**Fairfield,
Ct**
☐41 👍
25

◉◉◉◉◯ Anmeldt 3. september 2017

Not for everyone, but worth a try if you like lamb

Google Oversæt

I would love to have given this restaurant a 5 star review based on its standing as the 39th best restaurant in the world, but it just didn't work for me personally. My husband and I ordered the several course wine pairing dinner. Asked ahead of time if there were any dietary restrictions, we said no, but how could I have expected that TWO of the main courses were going to be lamb, something I just can't eat. I could understand having one lamb course perhaps, but 2?? This is not something you expect, especially when you are paying top dollar. That said, my husband thoroughly enjoyed eating not only his plates, but mine too (with that he insisted I give it a 4 star rating instead of 3). The paired wines overall actually turned out to be quite good, and the rest of the dishes (mostly vegetables) were fine as well. We also found the service was good. Would I return? Sorry, no.
Vis færre

◉◉◯◯◯ Værdi   ◉◉◉◉◉ Service
                      ◉◉◉◯◯ Mad

37.

DenysKP
☐26 👍5

◉◉◉◉◯ Anmeldt 14. juli 2017   ☐fra mobile enheder

Not the crescendo we wanted

Google Oversæt

We had been travelling in Denmark for 3 weeks and had many great meals. Relae was to be the grand finale. It wasn't.
The food was good, but not "wow". But what most disappointed was the paired wines. Seemed like good value but in fact not. Only whites (except we asked for the forgettable orange wine to be replaced, which it was with a disappointing red wine that had been opened too long), and a vermouth with the delectable desert whereas a good botrytis semilon would have been better in our view.
The turnip, horseradish and oyster dish, the fava beans with fennel, and the buttermilk and chervil desert were first class. The lamb tartare prelude was fantastic, but the seated lamb didn't follow through on the promise.
It doesn't have the ambience of some of the other restaurants we tried, partly because of the closeness of the tables which means that you hear the explainable of the dishes and see them, and of the wines, many times and thus the impact on arrival is lost.
I would still recommend you try it, but there are others I have reviewed that we rate more highly.
We MN ay gave enjoyed it more if we had only ordered the food, and started our well overdue 'dry July'!
Vis færre

38.

○○○○○ Anmeldt 22. juli 2017 ☐fra mobile enheder

Very good food and nice staff

Google Oversæt

We had the tasting menu with wine menu and a glass of sparkling to start it all off.
Really nice experience but a bit uneven. Among the highlights where the salmon and the raspberry dessert. Fantastic!!
Some of the dishes where less fantastic so for this price ~3500 DKR they get four points.
Vis færre

Per_K_…
Malmö
☑89 👍
26

39.

○○○○○ Anmeldt 8. april 2017 ☐fra mobile enheder

Havde en fantastisk tid med interessante portioner

Dejlig afslappet atmosfære og fantastisk spændende mad. Vi var 7 af os, og sad ved det store bord. Bordet havde plads til nogle flere mennesker, men vi fik det hele til vores egen som jeg finder meget fokuseret på vores erfaring fra restauranten. De ansatte var kølig og venlige uden at blive for meget.
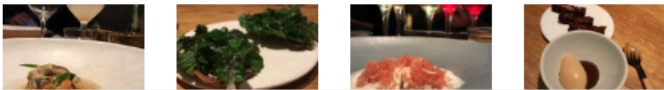
Maden var fantastisk. For eksempel har vi får et kogt og dehydreres kartoffel i parmigiana sauce, en frisk ost-crepe aromatiseret med den fremragende kombination af sorte oliven og blåbær, og Roe med lidt muggent knoldselleri i mandel mælk. For mig en god restaurant i en restaurant, der serverer retter, som jeg gerne prøve derhjemme, og her fik jeg tre retter for inspiration.

Vi havde den helt store menu 9 portioner menu med drikkevarer pakke. De eneste servere naturlige vine, så hvis du ikke kan lide det naturlige vine det er typisk ikke det rette sted for dig. Til en af de retter de serverede en ikke - alkoholisk drik. Kom nu! Jeg er ikke en alkoholisk men jeg kunne have været - jeg synes om det.

Når de syv af os har modtaget en regning vi fik ikke få nogen hjælp til at opdele dem, som jeg ikke synes er god service. Regningen havde ikke engang sige hvad hver genstand omkostningsbalanceret pr. punkt. Så vi var nødt til at gøre en masse regne det ud. Det havde de ikke servere alkohol for alle retter i den drik gudskelov pakke.

Absolut værd en stjerne, men placering på 50 bedste kan protestere imod. Men det betyder kun, at mine forventninger var for høje i forhold til, hvad der blev leveret.

Ville jeg tage her igen? Jeg har faktisk ikke kender. Jeg næsten aldrig gå tilbage til en høj - restaurant. Jeg vil gerne prøve noget andet. Og i København er der en masse andre steder, som er mere overkommelige.
Vis færre

Thunde…
☑91 👍
36

40.

⊙⊙⊙⊙⊙ Anmeldt 4. februar 2017

Relæet slog til

Min nevø inviterede mig ud og spise, ellers var jeg nok ikke kommet på et sted som Relæ. Specielt ikke, når man er vokset op med det klassiske franske og italienske køkken.

Der var to valgmuligheder og vi tog den store "Relæ experience" med tilhørende vinmeny. Det sidste var en rigtig god ide, for det ville have været rigtigt svært, at have fundet en til to vine, der havde matchet spændvidden i de retter, der blev serveret.

Sagt med det samme. Der er tale om mange små retter, der udfordrer smageren både hvad angår form, farve, tekstur, ingredienser og disses sammensætning. Nogle måske lige på kanten af det fortænkte, men ingen af den faldt efter min mening igennem.

På samme måde var vinene ikke nogle, jeg umiddelbart havde hørt om før, men enkeltglas serveringerne stod for det meste godt sammen med den givne ret.

Der var mange dejlige tjenere, der var opmærksomme, uden at være påtrængende på nogen måde. Tjenerne kom fra hele verden, så snakken gik på dansk, svensk, engelsk mv.

Alt i alt en spændende og udfordrende oplevelse. Jeg vil dog sige, at jeg ikke tror, at man skal spise der, hvis man har børn med eller er særligt kræsen, og så skal man huske at tage det store betalingskort med.
Vis færre

Jan F
Københa vn, Danmark
🗗173 👍 32

41.

⊙⊙⊙⊙⊙ Anmeldt 19. maj 2017

Spændende oplevelse

Når jeg kigger på de andre anmeldelser synes to faktorer at gå igen, hos de som er skuffet over deres besøg hos Relæ. Enten havde man forventet klassisk fyldige retter eller var man skuffet over oplevelsen i sammenligning med andre Michelin-restauranter. Men hvis man er i midten af spektret og hverken forventer/ønsker bøf og bernaise men som studerende heller ikke har råd til at vælte sig Michelin-besøg, så er Relæ altså virkelig en spændende oplevelse. Sådan var det for min familie og jeg. Topklasse service. Venlig og uformel og ikke påtrængende. Og i øvrigt vil jeg sige, at det må forventes at der tales engelsk mange steder i Kbh. Dette gælder ikke kun på restauranter, men også i butikker, caféer osv. Maden er interessant og noget jeg ikke har oplevet før, og vinmenuen ligeledes. Indretningen og de små detaljer med bestik i en skuffe under bordet var prikken over i'et. Relæs koncept er gennemført om det så gælder indretning og/eller økologisk mad og vin.
Hvis man ønsker en spændende mad- og vinoplevelse til rimelige penge, så vil jeg helt klart anbefale Relæ!
Tak for et dejligt besøg!
Vis færre

Mette P
🗒1

⊙⊙⊙⊙⊙ Værdi   ⊙⊙⊙⊙⊙ Service
                              ⊙⊙⊙⊙⊙ Mad

Stil et spørgsmål om Relæ

42.

Nicholas L Balfe har anmeldt Relæ – 5★
12. september · 🌐

Another spellbindingly good meal at Relae back in August... The Experience
Menu consisted of at least 9 servings of delicious, beautiful, smart, often
surprising, vegetable-led dishes (much of which was grown at their own farm
nearby), as well some organic, sustainably-sourced meat and fish.

The beverage pairing felt generous, full of interesting organic/biodynamic
wines from artisan producers, often using lesser known grapes and/or made
in atypical styles. White wines that are tanic. Reds that are effervescent.
Orange wines that are smooth and refreshing. Sweet wines that are oxidative
and enlivening... Even a fruit juice that tasted of smoke and grass... Go with
an open mind and a limbered palette.

Service is swift and professional, with just the right level of informality, and
plenty of opportunity to chat to the chefs if that's what you're into (I am!).

A stylish, understated room. A great team on the floor. Expert sourcing of
ingredients. Technically flawless cooking. Incredible flavours. Super tasty
food... Can you tell I'm a big fan???

Thank you Team Relae. Can't wait to go back!

👍 Synes godt om   💬 Kommenter   ↪ Del

👍 2

Cynthia De Leon Mitchell Excellent rating overall! ✅✅✅✅✅
Synes godt om · Svar · 14. november kl. 00:33

43.

Mandy Beck har anmeldt Relæ – 5★
29. november kl. 10:08 · 🌐

What a gastronomic experience. It says "no frills" which is really the concept
applied to the cuisine and the service. Which makes it even more
extraordinary. Service was great, relaxed, not pushy yet professional and
observing! As for the food, simply amazing. We went for the 4 course Relae
menu with wine pairing. I undertand that natural wines are not for everyone,
but it worked perfectly for us. I would definitely recommend and I am looking
forward to going back sometime soon!

👍 Synes godt om   💬 Kommenter   ↪ Del

44.

Senta Hoyne har anmeldt Relæ – [5★]
24. august · ⊙

I could quickly see why all my chef friends put Relae at the top of their list. Relae uses the freshest most exquisite ingredients and treats them with the ultimate respect. Service was impeccable and we loved sitting at the bar looking into the kitchen. While I absolutely loved the whole experience I have to admit that my husband did not feel the same way. He doesn't have quite the same excitement for the perfect baby carrot served with the fluffiest of hollandaise or the list of natural wines and much prefers a beer and schnitzel at Restaurant Barr :)

I loved dining at Relae, and if you are into the details of excellence you will too.

👍 Synes godt om   💬 Kommenter   ➥ Del

45.

Mark Kelly har anmeldt Relæ – [5★]
30. december 2016 · ⊙

Absolutely amazing, gastronomically. I/we were "schooled" (surprised) by the thoughtful (smart) meal, in a good way, i.e. it was inspirational [my mind is still blown by sauce under the celery-root rösti].
The food itself conveys Relae's ideal and mission: respectfully elevating local and basic ingredients, without being presumptuous, over-the-top, or inaccessible--and to a world-class standard.
It is an experience, which in terms of taste is (beautiful) art; the wine pairings furthered such.
All this is done at a reasonable price (for a Michelin star place), with great service and atmosphere.

46.

Ida Scheibye-Alsing har anmeldt Relæ – 5★
10. september · 🌐

Som gæst på Relæ kan man sidde, så man kan se kokkene arbejde. Det kan varmt anbefales, for deres teamarbejde er fantastisk at være vidne til. Betjeningen var fantastisk, og vi bad aldrig om noget, for det kom hele tiden til os på helt rette tid. Maden var sublim i sin enkelthed og så velsmagende, at det gav kuldegysninger. En helt igennem fantastisk oplevelse, og jeg glæder mig til at gæste Relæ igen i fremtiden.

47.

Anmeldt 8. juni 2016

Kompromisløs økologi med Michelin*

Jeg er vildt imponeret over Relæ. Jeg har været der nogle gange nu og jeg bliver aldrig skuffet. De er kompromisløse i råvarevalg, ekstremt inteligente i tilberedningerne og utroligt behagelige i serveringen.
Som dedikeret økolog er jeg ikke i tvivl.
Relæ er en af de absolut bedste restauranter i København.

Vis færre

Værdi

Service
Mad

jenskok1
Roskilde,
Danmark
☑ 1

Stil et spørgsmål om Relæ

👍 Tak, jenskok1

48.

Anmeldt 23. maj 2016

Sublimt og økologisk certificeret!

Kælderlokalet er ikke stort, man skal bestille bord en måned i forvejen og man sidder tæt, men det er også det eneste negative jeg kan komme i tanke om. Til gengæld er priserne lavere end flere af de andre Michellinstjerne restauranter i København. Vi valgte deres syvretters menu suppleret med en 8. (ost). Alt var tilberedt og anrettet med kirurgisk præcision og serveret af en fremragende tjenerstab der ikke blot transporterer maden ind fra køkkenet men virkelig serverer. Fremragende service! Alt maden var virkelig velsmagende. Man skal nok ikke vælge stedet hvis man er en udpræget kødspiser for det er overvejende grøntsager der serveres men det gør de til gengæld fantastisk. Fantastisk og super dejligt hjemmebagt surdejsbrød. Imponerende og helt enestående vinkort og gratis økologisk og bæredygtigt (vandposte) vand. Kan varmt anbefales. Kommer gerne igen!

Vis færre

MrJGraff
Danmark
218 170

Værdi

Service
Mad

49.

Anmeldt 29. november 2017

"No frills" to perfection!

Google Oversæt

First of all, I want to point out that you should come here (as to any other special restaurant with a different kind of kitchen philisophy) witth an open mind. Their food is organic and the wines natural so if you are used to mainstream restaurants where you order one plate that could feed an entire family, well maybe this is not for you. Also, if you have food allerdgies or dont eat something, tell them in advance (my partner cant eat mushrooms so the dish was adapted accordingly)

For us, it was a great gastronomic experience (and yes we have been to other restaurants with a special kind of kitchen philisophy). Th restautant itself is no frills, yet chic and relaxed - agreat mixture of sleek design. We especially liked the fact that you have a small drawer where the menu and cutlery is inside.

The service was great, relaxed, not pushy yet professional and observing.

As for the food, simply amazing. We went for the 4 course Relae menu with wine pairing. I undertand that natural wines are not for everyone, but it worked perfectly for us. I would definitely recommend and I am looking forward to going back sometime soon!

Vis færre

LadyM…
Zürich,
Schweiz
2 1

Værdi

Service
Mad

50.

Andrew Hall har anmeldt Relæ – 5★
19. februar kl. 09:29 · 🌐

Just brilliant. Some of the best winter veg dishes ever and a wonderful localized twist on noodles w/ squid and Danish dashi with their own katsuobushi! (Though Danish wood chopsticks would be the final awesome touch. 😛) Fabulous service and interesting wine pairings. Couldn't ask for a better meal and honestly is a bargain at its level.

👍 1   1 kommentar

👍 Synes godt om   💬 Kommenter   ↪ Del

Relæ Thanks you very much for your feedback Andrew, we're thrilled you had such a good time. Kind regards Katrine // Relæ

Synes godt om · Svar · 6 d

9.6 REVIEW OVERVIEW – R_

Review	Date	Headline	Channel	Rate	Positive						Negative					
1	10/10/2017	Utilfresstillende fødseslddagmiddag	Tripadvisor	1							1.A	1.B	1.C	3.A	3.B	
2	18/03/2017	Ordinær mad	Tripadvisor	1							1.A	1.F	3.B			
3	27/10/2017	How is this place #39 in the world?	Tripadvisor	1							1.A	1.B	1.D	1.E		
4	02/01/2018	The emperor's new clothes	Tripadvisor	1							1.A	1.E	2.F	3.B		
5	27/10/2017	A utterly disappointing meal	Tripadvisor	1							1.B	1.E	1.F	2.D	2.F	
6	22/11/2016	Totally overrated	Tripadvisor	1	1.B	2.C	3.A				1.A	1.D	1.F			
7	08/03/2017	Ludicrous	Tripadvisor	1	2.A						1.C	1.D	2.F			
8	08/07/2017	Quite possibly the worst restaurant we've been to. In the w	Tripadvisor	1							1.A	1.F				
9	05/08/2017	Not good and too pretentious	Tripadvisor	1							1.A	1.C	1.E	1.F	2.D	
10	11/12/2017	Förvånad kan vara med i Guide Michelin!	Tripadvisor	1	1.B						1.A	1.F	2.A	2.B	2.C	3.C
11	27/11/2016	Skuffet	Tripadvisor	2	1.A	1.F					1.A	1.B	1.D			
12	01/02/2018	Over priced ordinary food with terrible wines	Tripadvisor	2	2.C						1.A	1.B	1.C	1.D	1.F	3.D
13	07/02/2017	Unsure	Tripadvisor	2							1.A	1.F	3.B			
14	16/02/2016	No title	Facebook	2	1.F						1.B	1.C	1.D			
15	21/11/2017	No title	Facebook	2	3.D						1.A	1.F	2.F	3.F		
16	16/04/2017	No title	Facebook	2							1.A	1.B	1.D	1.F		
17	01/09/2017	Rediculous	Tripadvisor	2	3.A	3.B					1.A	3.E				
18	30/11/2016	Kejsernes nye klæder	Tripadvisor	2	1.F	2.C	3.B				1.A	1.B	1.C			
19	18/02/2016	No title	Facebook	2							1.A	1.B	1.C	1.D		
20	28/02/2018	Disappointed	Tripadvisor	2	1.A						1.A	1.D				
21	16/10/2016	Hyped up. Delivered less than expected.	Tripadvisor	3	1.A						1.A	1.B	1.C	1.D	1.F	2.C
22	06/03/2016	So so madsnobberi	Tripadvisor	3	1.A	1.F	2.C				1.A	2.F	3.A	3.B		
23	07/02/2018	Kinda disappointing	Tripadvisor	3	3.B	3.D					1.C	1.D				
24	07/02/2018	Meh. Nothing special	Tripadvisor	3	1.A	1.D					1.A	1.B	1.E	2.E	3.B	
25	15/10/2017	A little disappointing	Tripadvisor	3	1.A	1.F	3.A	3.B			1.A	1.F				
26	14/08/2017	The emperor's new clothes	Tripadvisor	3	1.A	1.F					1.A	1.B	1.D	1.F	3.B	
27	08/08/2017	A bit overrated	Tripadvisor	3	1.A	3.A					1.A	3.B	3.D			
28	29/03/2017	Ikke på niveau med andre Michelin-restauranter	Tripadvisor	3	1.A						1.A	1.C	3.B	3.C	3.D	
29	22/01/2017	Nice food, but….	Tripadvisor	3	1.A	1.B	1.D				1.D	2.E	3.A	3.B		
30	13/10/2016	Great flavours, marred by small portions at the price point	Tripadvisor	3	1.A	3.B					1.A	1.C	1.D	1.F	3.B	
31	25/06/2016	Økologisk gastronomi	Tripadvisor	4	1.A	1.F	2.C	3.B	3.F		1.A	2.F	3.B			
32	28/01/2018	No title	Facebook	4	1.A	1.B	3.B				1.B	1.C				
33	17/09/2017	Naughty Nordic	Tripadvisor	4	1.A	1.B	3.A	3.B			2.C	2.D	2.F			
34	05/08/2017	Excellent but 39 in world?	Tripadvisor	4	1.A	1.B	1.F	2.E	3.B	3.E						
35	27/07/2017	Excellent restaurant in Copenhagen	Tripadvisor	4	1.A	1.F					1.D					
36	03/09/2017	Not for everyone, but worth a try if you like lamb	Tripadvisor	4	1.A	1.B	3.B				1.A					
37	14/07/2017	Not the crescendo we wanted	Tripadvisor	4	1.A						1.A	1.B	1.F	2.D	2.F	3.B
38	22/07/2017	Very good food and nice staff	Tripadvisor	4	1.A	1.B	3.B				1.A	1.D				
39	08/04/2017	Havde en fantastisk tid med interessante portioner	Tripadvisor	4	1.A	1.B	1. F	2.F	3. A		3.B					
40	04/02/2017	Relæet slog til	Tripadvisor	4	1.A	1.B	1.F	3.B			1.C					
41	19/05/2017	Spændende oplevelse	Tripadvisor	5	1.A	1.B	1.D	2.C	3. A							
42	12/09/2017	No title	Facebook	5	1.A	1.B	1.F	2.C	2.E	3.B						
43	29/11/2017	No title	Facebook	5	1.A	1.B	3.A	3.B								
44	24/08/2017	No title	Facebook	5	1.A	3.A	3.B				1.C					
45	30/12/2016	No title	Facebook	5	1.A	1.B	1.D	1.F	2.F	3.B						
46	10/09/2017	No title	Facebook	5	1.A	2.D	3.B	3.D								
47	08/06/2016	Kompromisløs økologi med Michelin *	Tripadvisor	5	1.A	1.F	3.A	3.B								
48	23/05/2016	Sublimt et økologisk certificeret	Tripadvisor	5	1.A	1.D	1.E	1.F	3.A	3.B	2.D					
49	29/11/2017	"No frills" to perfection	Tripadvisor	5	1.A	1.F	2. C	2.F	3.A	3.B						
50	19/02/2018	No title	Facebook	5	1.A	1.B	3.B									

9.7 REVIEWS ANALYSIS – R_

List	Positive	Negative	Total	Average	Positive	Index	Negative	Index
1.A	31	29	60	23,6%	26,5%	112	21,2%	90
1.B	15	14	29	11,4%	12,8%	112	10,2%	90
1.C	0	14	14	5,5%	0,0%	0	10,2%	185
1.D	5	16	21	8,3%	4,3%	52	11,7%	141
1.E	1	5	6	2,4%	0,9%	36	3,6%	155
1.F	15	15	30	11,8%	12,8%	109	10,9%	93
2.A	1	1	2	0,8%	0,9%	109	0,7%	93
2.B	0	1	1	0,4%	0,0%	0	0,7%	185
2.C	7	3	10	3,9%	6,0%	152	2,2%	56
2.D	1	5	6	2,4%	0,9%	36	3,6%	155
2.E	2	2	4	1,6%	1,7%	109	1,5%	93
2.F	3	8	11	4,3%	2,6%	59	5,8%	135
3.A	10	3	13	5,1%	8,5%	167	2,2%	43
3.B	21	14	35	13,8%	17,9%	130	10,2%	74
3.C	0	2	2	0,8%	0,0%	0	1,5%	185
3.D	3	3	6	2,4%	2,6%	109	2,2%	93
3.E	1	1	2	0,8%	0,9%	109	0,7%	93
3.F	1	1	2	0,8%	0,9%	109	0,7%	93

| 1. Material Product	2. Environment	3. Behavior and attitude
A. Quality and taste of food	A. Location and accessibility	A. Friendliness
B. Quality and taste of beverages	B. Cleanliness	B. Competence and professionalism
C. Portion size	C. Furniture and interior	C. Comprehension
D. Price of meal/service	D. Size, shape and spaciousness of restaurant	D. Efficiency and speed
E. Variety of menu choices	E. Employee's appearance	E. Responsiveness to special requests
F. Range of textures, aromas, color, temperature, appearance, consistency	F. Atmosphere (color, lighting, temperature, music, noise level)	F. Responsiveness to complaints

9.8 INSTAGRAM OVERVIEW – IG_

#	Date	Title / text	Likes	Comments	Picture of	Info	Relæ com.
1	28/02/2018	Working on new ideas at Relæ - King crab caught along the coast of Finnmark, northern Norway.	501	3	Ingredient		
2	26/02/2018	Nordlys and blackberry	335	1	Dish		
3	23/02/2018	Charcoal ice cream and blood orange	710	10	Dish		X
4	22/02/2018	Birch bark - another great ingredient for us to work with	493	9	Ingredient		X
5	20/02/2018	We can't begin to express our appreciation for each and every one on our amazingly talented team at Relæ! You guys are simply the best - Thank you!	827	5	Award		
6	19/02/2018	Carrots - paper thin, simple and beautiful	703	0	Ingredient		
7	15/02/2018	Experiments for a new dish.	314	0	Ingredient		
8	13/02/2018	Jerusalem artichoke, quinoa and coffee	1031	11	Dish		
9	06/02/2018	Oyster mushroom - grown om used organic coffee grounds	1067	12	Ingredient		X
10	02/02/2018	Whipped goat cheese and parsley	1173	8	Dish		
11	23/01/2018	Potato and parmigiano	558	0	Dish		
12	15/01/2018	Tomorrow we're opening the doors at Relæ, we're very excited to be back after the holidays. Gothenborg duck and autumn greens with celeriac and duck confit.	857	4	Dish	X	
13	13/01/2018	Follow our instastory - Relæ's head chef Jonathan Tam is participating as 1/3 at the #6handdinner	428	3	Tam	X	
14	11/01/2018	Hokkaido pumpkin, braised pumpkin seeds, pumpkin purée and caramelized cream.	1101	6	Dish		
15	13/12/2017	The ultimate present for the foodie in your life: A gift card to Relæ!	619	14	Interior	X	X
16	13/12/2017	Seasons greetings everyone! We'll be taking sime time off to celebrate the holidays, we look forward to seeing you in the new year.	185	1	Info	X	
17	12/12/2017	Follow our instastory - today Relæ's head chef Jonathan Tam shares highlights from his pop-up at Singapore nouri restaurant	319	2	Tam	X	
18	06/12/2017	Relæ's head chef Jonathan Tam will be working with Singapore nouri restaurant	278	3	Tam	X	
19	01/12/2017	Last radishes of the year from the Farm are going on the menu.	322	3	Ingredient		
20	30/11/2017	Salt cured eggs from the farm - ready to be smoked and dried	1038	8	Ingredient		
21	22/11/2017	Farm egg custard, crones and trout roe	558	2	Dish		
22	17/11/2017	Rød løber og watercress	359	1	Dish		
23	10/11/2017	Sweet corn	837	4	Dish		
24	27/11/2017	The very first Duck, thank to Eva Bøtker	300	0	Ingredient		
25	06/10/2017	Hands on snack,please! Baby corn and parmigiano	256	1	Ingredient		
26	04/10/2017	At Relæ, we see the light in vegetables	621	3	Ingredient		
27	03/10/2017	Today we shape the pumpkin, tomorrow we shape the world	555	8	Ingredient		
28	16/09/2017	Welcome to Relæ	721	5	Restaurant		
29	13/09/2017	Few know it, everybody loves it	589	17	Ingredient		
30	09/09/2017	Orange stripe eggplant	609	5	Ingredient		
31	09/09/2017	Courgette, pistachio and basil	448	4	Dish		
32	08/09/2017	Different types of basil	241	0	Ingredient		
33	07/09/2017	Courgette from our @farmofideas are growing bigger and bigger	192	1	Ingredient		
34	06/09/2017	Harvedvadgård lamb and summer greens	526	0	Dish		
35	06/09/2017	Our lamb from Harvervargård, on the west coast of Jylland. The lambs roam the marshes and graze along the coast line eating wild vegetation on the marshes	639	3	Ingredient		
36	05/09/2017	Our fresh greens from @farmofideas on the grill	443	2	Ingredient		
37	29/08/2017	Fresh cheese and nasturtium	521	1	Dish		
38	28/08/2017	Olive oil massage for our nasturtium	385	0	Ingredient		
39	26/08/2017	Our milk, our cheese	310	0	Ingredient		
40	25/08/2017	Globe artishoke from @farmofideas at its best with caviar de riofrio	421	2	Dish		
41	24/08/2017	Globe artischoke from @farmofideas at its finest	287	0	Ingredient		
42	19/08/2017	Globe artischoke from @farmofideas	271	2	Ingredient		
43	16/08/2017	Blureberries, whey and pine	427	3	Dish		
44	15/08/2017	Wild swedish blueberries	395	2	Ingredient		
45	13/08/2017	Noble fir pine cone	261	0	Ingredient		
46	11/08/2017	Pike perch, kohlrabi and coriander	303	3	Dish		
47	11/08/2017	Danish organic kohlrabi for our pike perch	316	1	Ingredient		
48	09/08/2017	Pike perch from Tissø	169	1	Ingredient		
49	05/08/2017	Tomatoes from our @farmofideas	403	4	Ingredient		
50	25/07/2017	Grilled aubergine, burn cream and black truffle	589	4	Dish		
51	22/07/2017	Celtuce from our @farmofideas, oregano, almond granite and fresh green almonds	741	4	Dish		
52	20/07/2017	Courgette tart. Tart with yellow fin and alberelle zucchini, lemon basil from our @farmofideas and goat cheese	363	1	Dish		
53	20/07/2017	Wild strawberries and sage parfait	422	3	Dish		
54	16/07/2017	House made fresh cheese, phubarb and olives	441	3	Dish		
55	15/07/2017	Buttermilk and chervil	554	10	Dish		
56	12/07/2017	Limfjord oyster and Di Milano turnip from @farmofideas	475	1	Dish		
57	07/07/2017	Fava and fennel	499	3	Dish		
58	06/07/2017	Potato, seaweed and pecorino	394	2	Dish		
59	04/07/2017	Grilled corn	492	5	Dish		
60	27/06/2017	Wild duck, elderberries and white onions	411	0	Dish		
61	14/06/2017	One day at Relæ. 2012	253	3	Video		
62	07/06/2017	The basis of the restaurants in the family were established in the Relæ test kitchen. Here @chrifrapug was working on one of the first tries on eventually making fresh mozzerella.	198	1	Ingredient	X	
63	01/06/2017	Prepping all dag and everyday. The team of approx 12 preps and serves the food for the two menues offered at Relæ Tuesday to Saturday.	156	0	Ingredient	X	
64	26/05/2017	"@politiken" awards us with the smashing review in today's newspaper.	221	4	Review	X	
65	25/05/2017	Throwback to when @chrifrapug @leeselov and @jtam1342 were grinding out a service in bits and pieces. New kitchen, new times, new dishes - same soul, energy and oassion.	256	2	Restaurant	X	
66	16/04/2017	Christian had the pleasure of joining @chefdanbarber for the WastED pop up Selfridges.	201	2	Puglisi		
67	05/04/2017	The amazing team of Relæ, we're so happy and proud to once again be in the company of the worlds best chefs	214	3	Puglisi and Tam	X	
68	05/04/2017	No title	61	0	Award		
69	05/04/2017	@restrelae #39 #50best	141	8	Video		
70	05/04/2017	No title	388	1	Dish		
71	05/04/2017	No title	270	2	Dish		
72	05/04/2017	No title	250	3	Dish		

9.9 FACEBOOK OVERVIEW - F_

Ref #	Date	Type	Media	Name	About		Likes	Comments	Shares
1	23/02/2018	Article	TV2	Fire retter der endre i skraldespanden frem for på Michelin-menukortet	Menu	Creativity	15		
2	21/02/2018	Article	Børsen	"Hemmeligheden er, at vi har villet lave en Michelin-restaurant"	Michelin	Info/news	92	5	3
3	20/02/2018	Picture	Relæ	Michelin star	Michelin	Awards	102	1	
4	14/02/2018	Article	Culturetrip	This one street boasts Copenhagen's most vibrant spot	Review		38		
5	12/02/2018	Event	Relæ	Earth Hour	Event		18		3
6	06/02/2018	Event	Relæ	Glasshouse Kitchen dinner Tasting Australia	Event		27	1	5
7	19/01/2018	Article	Eater	The 38 best restaurants in Copenhagen	Review		62	2	5
8	15/01/2018	Article	Vogue Magazine	A weekend in Copenhagen is full of possibility	Sustainability		94	5	
9	12/01/2018	Blog	Dinnerbooking	Guide: 8 restauranter med grøntsager i fokus	Menu	Vegetables	47		1
10	11/01/2018	Article	Politiken	Gæsterne elsker vores gourmetbrød, men vi må ikke fodre hæns med det	Sustainability		106	2	6
11	09/01/2018	Article	Xcellence	Sustainable dining	Sustainability		23	1	1
12	03/01/2018	Event	Relæ	Six hand dinner - Jonathan Tam	Event		31		1
13	29/12/2017	Article	Politiken	Det var et godt år på madfronten: Her er de bedst anmeldte restauranter 2017	Review		59		1
14	13/12/2017	Info	Relæ	Information about closing during holidays	Info/news		17		1
15	12/12/2017	Podcast	Oak	Oak - The Nordic Journal featuring Christian Puglisi.	Farm of ideas		1		
16	11/12/2017	Info	Relæ	Christmas gift card to Relæ	Info/news		58	2	1
17	06/12/2017	Event	Relæ	Dining event - Jonathan Tam	Event		33	2	2
18	19/09/2017	Event	Relæ	Farm of ideas - seed exchange event	Event	Farm of ideas	87		10
19	18/08/2017	Article	Berlingske	Mød manden bag slow food-bevægelsen og byt plantefrø med stjernekokke	Event	Farm of ideas	76		
20	09/08/2017	Article	Copenhagen cooking	Seed exchange - celebrating gastronomy and agriculture	Event	Farm of ideas	78		4
21	26/07/2017	Info	Relæ	Farm of ideas - seed exchange event	Event	Farm of ideas	56	1	
22	02/07/2017	Event	Birkemosegaard	Dinner event at Birkemosegaard with biodynamic meats and vegetables	Event	Sustainability	56	1	1
23	04/06/2017	Info	Relæ	Birthday wishes for Puglisi	Internal		282	16	36
24	26/05/2017	Article	Politiken	Topkarakter til landets hyggeligste Michelinrestaurant	Review		152	4	13
25	01/05/2017	Article	Dagens Næringsliv	Vision Farm of Ideas	Farm of ideas		90		5
26	05/04/2017	Video	Relæ	#39 World's 50 Best	Awards		608	32	22
27	05/04/2017	Video	Relæ	Live video from World's 50 Best	Awards		83	5	2
28	16/03/2017	Article	Great Chef Series	Dinner event Great chef series TasTafe academy	Event		248	4	11
29	23/02/2017	Article	DR	Spis Michelin for højst 500: Her er landets billigste toprestauranter	Michelin		131	4	
30	22/02/2017	Picture	Relæ	Keeping their Michelin star	Michelin	Awards	794	19	12
31	30/08/2016	Video	Bæst	Farm of ideas - new staff	Farm of ideas		9	2	
32	25/08/2016	Article	New York Times	Green Initiatives (paid post by Moet Hennessy)	Sustainability		51		3
33	19/08/2016	Report	Relæ	Official sustainability rating report	Sustainability		35		1
34	17/08/2016	Article	Modern Farmer	Chef Christian Puglisi's Ambitious New Project is a "Farm of Ideas"	Farm of ideas		239	5	65
35	12/08/2016	Article	WG Magazine	Q/A Interview with Jonathan Tam	Internal	Info/news	32		5
36	09/08/2016	Event	Madbillet	Copenhagen cooking event	Event		20		
37	22/07/2016	Report	Relæ	Sustainability Report 2016 Restaurant Relæ	Sustainability		270	3	24
38	11/07/2016	Article	Ateriet	Q/A Interview with Jonathan Tam	Internal	Info/news	80	1	9
39	03/07/2016	Article	Food Made Good	Relæ: the best in the world just got better	Sustainability		144		31
40	20/06/2016	Article	National Observer	This is the world's most sustainable restaurant	Sustainability		324	11	42
41	14/06/2016	Picture	Relæ	Annoncing winning the Sustainable Restaurant Award 2nd time and #40	Sustainability	Awards	543	26	40
42	09/06/2016	Article	Den danske spiseguide	Nominering for årets sommelier og årets vinkort 2016	Internal	Awards	28	2	
43	09/06/2016	Article	Pioneer	Verdens mest bæredygtige restaurant	Sustainability		18		5
44	07/06/2016	Event	OCD MAD	Dinner event - the amazing pig out 2016	Event		15		
45	02/06/2016	Event	Relæ	Dinner event - the amazing pig out 2016	Event		9		
46	30/05/2016	Video	Foodscene	An insight into how they work at Relæ	Internal	Menu	305	11	157
47	27/05/2016	Article	Munchies VICE	Interview Jonathan Tam	Internal	Info/news	122		51
48	27/05/2016	Article	Relæ	The next chapter - Jonathan Tam becomes new head chef	Internal	Info/news	822	27	
49	20/05/2016	Picture	Relæ	Picture of dish	Menu		57	2	2
50	18/05/2016	Picture	Relæ	Welcome, now on tuesdays too. Book table.	Internal	Info/news	49		2
51	13/05/2016	Event	Relæ	Dinner event - the amazing pig out 2016	Event		13		1
52	06/05/2016	Event	Billetto	Dinner event - the amazing pig out 2016	Event		7		2
53	29/04/2016	Video	Relæ	Christian Puglisis økologiske gårdprojekt	Farm of ideas	Info/news	78	3	15
54	17/04/2016	Event	Wilderness Festival	Wilderness Festival - Out-of-town cooking	Event		104	3	7
55	07/04/2016	Article	Triple Pundit	The foodie's travel guide to the world's most sustainable restaurants	Sustainability		83	3	6
56	06/04/2016	Info	Relæ	Tuesday booking now possible at Relæ	Info/news		7	1	
57	03/03/2016	Article	Food Made Good	Award adds carbon free fuel to the fire	Sustainability	Awards	59	3	3
58	25/02/2016	Article	DR	Spis Michelin for under 500: Her er de 6 billigste toprestauranter	Michelin		102		8
59	22/02/2016	Info	Relæ	Wefood	Sustainability		17	1	1
60	05/02/2016	Article	The World's 50 Best	Sustainable Restaurant Association	Sustainability	Awards	23		3
61	08/01/2016	Picture	Relæ	Sustainable power	Sustainability		26	3	3

9.10 INSTAGRAM "STORY"

Collected between 28/11-17 – 28/2-18.
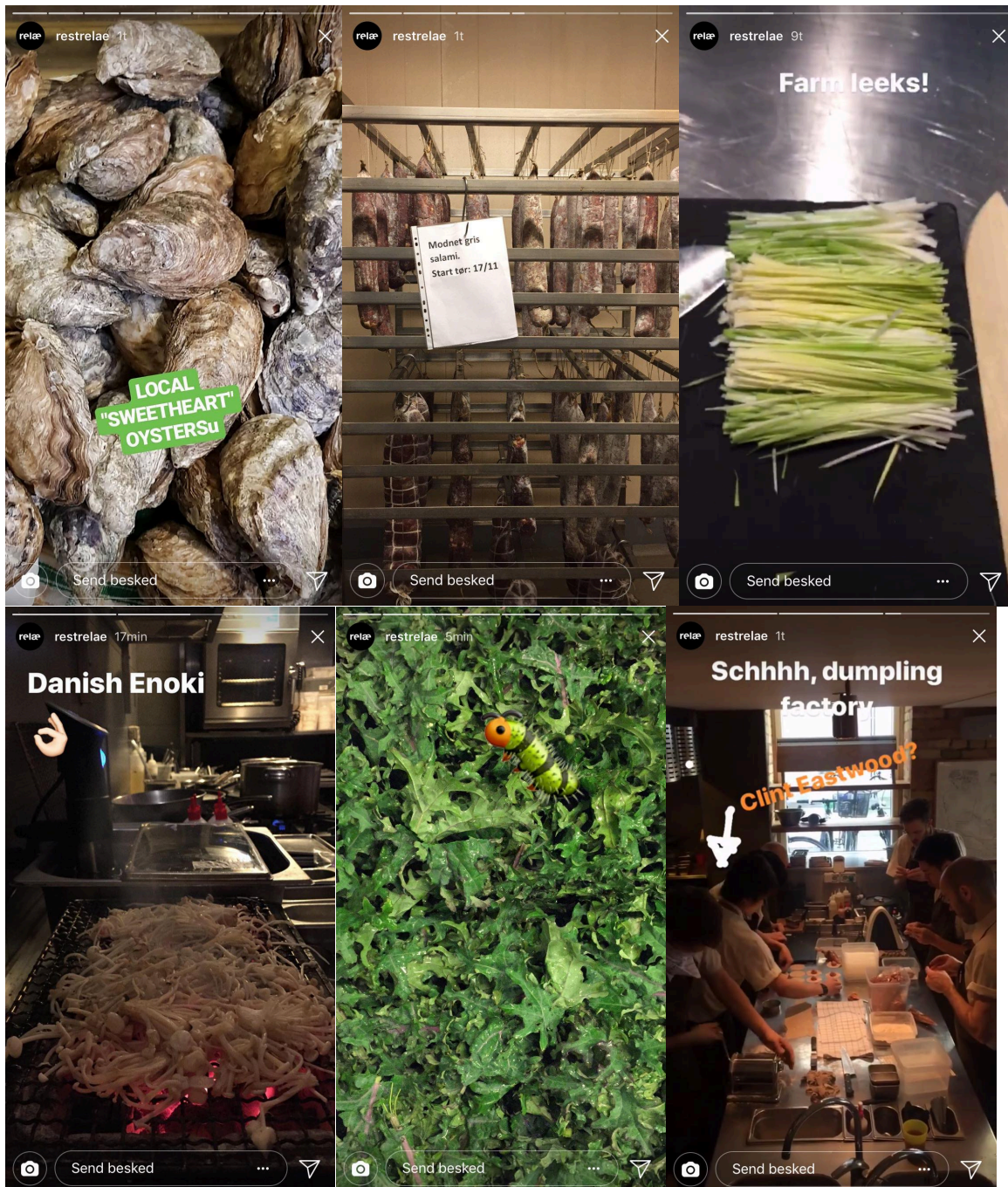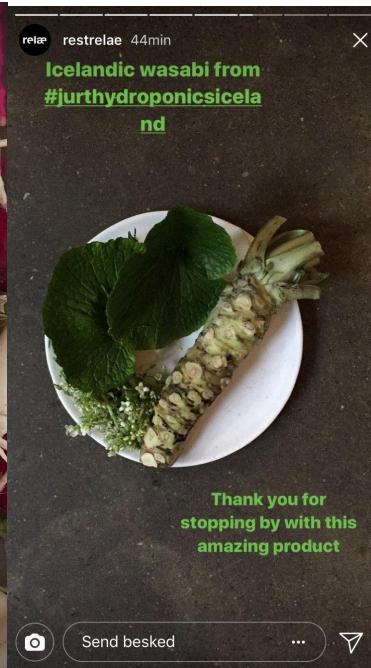
9.11 REVIEW QUOTES TRANSLATIONS

R_#
Q: Quote
QT: Quote translated

R_10
Q: "Mycket enkel miljö, ganska trångt, inga dukar, skamligt, kändes som man var på ett 'enklare' ställe..."
QT: "Very simple environment, quite crowded, no tablecloths, shameful, felt like you were in a 'simpler' place..."

R_11
Q: "Maden er meget fantasifuld og nogle af retterne velsmagende, men en del af retterne var simpelthen ikke på niveau med hvad man forventer af en Michelin restaurant og på det pris niveau"
QT: "The food is very imaginative and some of the dishes are tasty but some of the dishes were simply not on the level with what one would expect of a Michelin restaurant and at the price level"

R_16
Q: "Vi fik Relæ experience med beverage menu (3400 DKK for 2 personer) … Ikke good value for money efter vores mening"
QT: "We had the Relæ Experience with Beverage Menu (3400 DKK for 2 people) ... Not good value for money in our opinion"

R_18
Q1: "At der bliver brugt meget lange og ressourcekrævende tilberedningsmetoder på f.eks. sirligt anlagte blade af syre på hvidt jordbær – aubergine/fløde/trøffel giver ikke nødvendigvis en tilsvarende oplevelse på bundlinjen. Kreativt og smukt – men der er på ingen made værdi for pengene"
QT1:"The use of very long and resource-consuming cooking methods, for example, meticulously placed leaves of acid on white strawberries - eggplant / cream / truffle, does not necessarily give a similar experience on the bottom line. Creative and beautiful - but there is no value for money"
Q2: "Det skal dog siges at møblementet, brødet og porcelænet trak helhedsoplevelsen op"
Q2T: "However, it should be said that the furniture, bread and porcelain made the whole experience better"
Q3: Der er ingen tvivl om at personalet gør sig endog meget store anstrengelser for at opnå noget særligt – men den særlige oplevelse udeblev dog for mit vedkommende (R_18 – 2*)

Q3T: "There is no doubt that the staff make even great efforts to achieve something special

- but the special experience failed to appear to me"

R_28

Q: "Alt I alt må jeg desværre sige, at jeg ikke kan anbefale Relæ til andre – om end der ikke var tale om nogen dårlig oplevelse. Konkurrencen er blot så stor I København, at alternativer som Formel B og Kiin Kiin, der befinder sig I nogenlunde samme prisleje, er langt mere anbefalelsesværdige efter min mening"

QT: "All in all, unfortunately, I can not say that I will recommend Relæ to others - although it was not a bad experience. Competition is just so great in Copenhagen, alternatives like Formel B and Kiin Kiin, who are in the same price range, are far more worthy to be recommended in my opinion"

Q2: "Maden kan karakteriseres som utrolig spartansk/minimalistisk. Hvis det ikke var for surdejsbrødet, der blev serveret I rigelige mængder, så var vi gået sultne herfra med menuen på fireretter"

Q2T: "The food can be characterized as incredibly minimalistic. If it were not for the sourdough bread that was served in abundant quantities, we would have been hungry after the menu of four dishes"

Q3: Rent servicemæssigt var der i mine øjne ligeledes tale om en "gennemsnitlig" oplevelse. På trods af at alle i selskabet taler flydende engelsk, så fandt alle det vanskeligt at forstå beskrivelserne af maden, der blev angivet meget hurtigt – og til tider med lettere uforståeligt engelsk. Dernæst synes jeg det er en anelse upersonligt at blive betjent af op imod 6 forskellige mennesker i løbet af en aften

Q3T: "In my opinion, the service was also an "average" experience. Despite the fact that everyone in the company speaks fluent English, everyone found it difficult to understand the descriptions of the food that were presented very quickly - and sometimes with slightly incomprehensible English. Next, I think it's a bit impersonal to be served by 6 different people during an evening"

R_31

Q: "Musikken var 'klar-til-at-gå-i-byen fredag' men klientellet var helt anderledes"
QT: The music was 'ready-to-go-out-Friday' but the clientele was completely different'

R_32

Q: "Hvis man er til økologisk mad og ønsker mere end blot lidt restaurantmad, så kan jeg godt anbefale Relæ. Er man virkelig sulten, tror jeg man skal gå efter den store menu"
QT: "If you are into organic food and want more than just a little restaurant food, then I can recommend Relæ. If you are really hungry, I think you have to go for the big menu"

R_39

Q: "Absolut værd en stjerne, men placering på 50 bedste kan det protesteres imod. Men det betyder kun, at mine forventninger var for høje I forhold til, hvad der blev leveret"
QT: "Absolutely worth a star, but a ranking of 50 best can be challenged. But that only means that my expectations were too high compared to what was delivered"

R_40

Q: ”Der er tale om mange små retter, der udfordrer smageren både hvad angår form, farve, tekstur, ingredienser og disses sammensætning. Nogle måske på kanten af det fortænkte, men ingen af dem faldt efter min smag igennem”

QT: "There are many small dishes that challenge both shape, color, texture, ingredients and their composition. Some maybe on the edge of overthought, but none of them fell through to much to my taste"

R_41

Q1: ”Hvis man ønsker en spændende mad- og vinoplevelse til rimelige penge, så vil jeg helt klart anbefale Relæ”

QT1: ”If you want an exciting food and wine experience for reasonable money, then I definitely recommend Relæ"

Q2: ”Når jeg kigger på de andre anmeldelser synes to faktorer at gå igen, hos de som er skuffet over deres besøg hos Relæ. Enten havde man forventet klassisk fyldige retter eller var man skuffet over oplevelsen i sammenligning med andre Michelin-restauranter. Men hvis man er i midten af spektret og hverken forventer/ønsker bøf og bearnaise men som studerende heller ikke har råd til at vælte sig Michelin-besøg, så er Relæ altså virkelig en spændende oplevelse”

QT2: "When I look at the other reviews, two factors seem to revert, with those who are disappointed with their visit to Relæ. Either you had expected classic rich dishes or were disappointed with the experience in comparison to other Michelin restaurants. But if you are in the middle of the spectrum and do not expect/want steak béarnaise, but as a student can not afford visit a lot of Michelins, then Relæ is really an exciting experience"

Q3: ”Indretningen og de små detaljer med en skuffe under bordet var prikken over i'et. Relæs koncept er gennemført om det så gælder indretning og/eller økologisk mad og vin”

Q3T: “The decor and the small details with a drawer under the table was the dot above the i. Relæ's concept was complete, both in terms of interior and/or organic food and wine”

R_46

Q: ”Til gengæld er priserne lavere end flere af de andre Michelin stjerne restauranter I København”

QT: "On the other hand, prices are lower than a lot of the other Michelin star restaurants in Copenhagen"

R_47

Q: ”Som dedikeret økolog er jeg ikke I tvivl. Relæ er en af de absolut bedste restauranter I København”

QT: "As a dedicated ecologist, I have no doubt. Relay is one of the absolute best restaurants in Copenhagen"

9.12 EVALUATIVE PRACTICES WITHIN THE CULINARY FIELD

The Michelin Red Guide system and the San Pellegrino World's 50 Best Restaurants list, are according to Christensen & Strandgaard (2013) both ranking systems that evaluate and rate restaurants by *"judging their food, service, physical setting and so forth"* (p. 235). The Michelin guide is *"based on a standardized system of fixed criteria"* and evaluated by inspectors, judging the restaurants on their *"quality (value for money), and award them with star(s) indicating their rated quality"* (p. 235). The San Pellegrino World's Best Restaurants list, is however *"not based on any explicit criteria for evaluation, but has the alleged implicit criteria 'novelty' and 'innovation'"* (p. 235), judged by an elaborate voting system and resulting in a ranking of the list (Christensen & Strandgaard, 2013).

9.13 WEB 1.0 – WEB 3.0

WEB 1.0	WEB 2.0	WEB 3.0
1996 - 2004	2004 - 2016	2016 +
The Hypertext Web	The Social Web	Executable Web
Millions of Users	Billions of Users	Trillions+ of Users
Echo System	Participation and Interaction	Understanding Self
One Directional	Bi-Directional	Multi-User Virtual Environment
Companies Publish Content	People Publish Content	People build applications, through which people interact and publish content
Static Content	Dynamic Content	Semantic Content
Personal Websites	Blog and Social Profile	Semi Blog, Haystack
Message Board	Community Portals	Semantic Forums
Buddy List, Address Book	Online Social Networks	Semantic Social Information

(Choudhury, 2014)

9.14 PROGRESSSION OF ECONOMIC VALUE
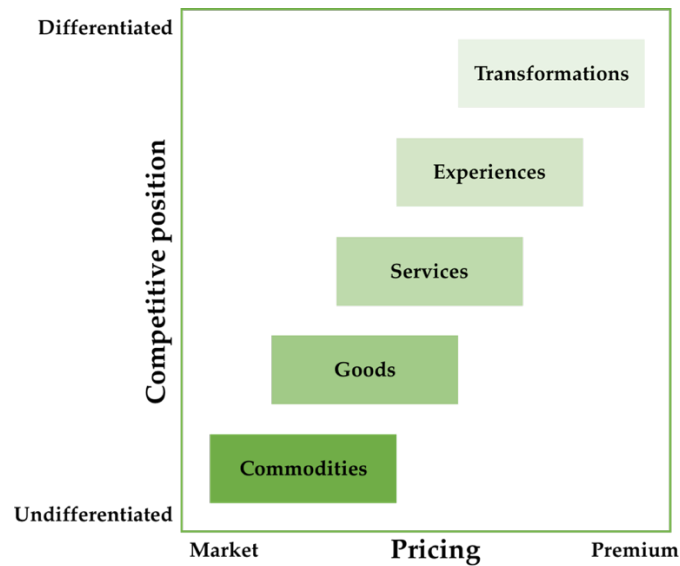
(Pine and Gilmore, 1998)

9.15 TRANSFORMATION OF THE SERVICE ECONOMY

Government Policies	Social Changes	Business Trends	Advances in Information Technology	Globalization
• Changes in regulations • Privatization • New Rules to protect consumers, employees, and the environment • New agreement on trade in services	• Rising consumer expectations • Ubiquitous social networks • More affluence • Increased desire for buying experiences vs. things • Rising consumer ownership of computers, cell phones, and high-tech equipment • Easier access to more information • Immigration • Growing but aging population	• Push to increase shareholder value • Emphasis on productivity and cost savings • Manufacturers add value through service and sell services • More strategic alliances and outsourcing • Focus on quality and customer satisfaction • Growth on franchising • Marketing emphasis by nonprofits	• Growth of the Internet • Wireless networking and technology • Digitization of text, graphics, audio, and video • Cloud technology • User-generated content • Location-based services • Big data • Artificial intelligence • Improved predictive analysis	• More companies operating on a transnational basis • Increased international travel • International mergers and alliances • "Offshoring" of customer service • Foreign competitors invade domestic markets

(Lovelock & Wirtz, 2016)