Critical Success Factors of Campus Restaurants: A Case Study of Eastern Mediterranean University

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ABSTRACT

Restaurants and the catering sector experience a constant expansion and also stiff competitiveness. Yet, they are among the industries that witness new ventures uppermost failure rates. The course of action and choices made by these facilities in operating is determinant for their performance. In this regard, the aim of this study is to investigate the critical success factors of campus restaurants. Campus restaurants play an important role in the local economy and consumer needs. Our sample consisted of restaurants in the campuses of EMU. A sample of 21 managers/owners was available for the survey, while interviews were done with 10 of them. A qualitative and quantitative approach using interviews and questionnaires was adopted to collect data. Results disclose that success factors, for our case study, are relevant to the manager/owner attributes, quality, human resource, communication, and servicescape. Within these groups, 17 commonly factors including the management strategies and practices came out from the analysis. Limitations and suggestions are further discussed.

Keywords: Success factors, Campus restaurant, Managers, Customers, Performance

ÖZ

Restoranlar ve ikram sektöründe sürekli olarak gelişme ve yoğun bir rekabet yaşanmaktadır. Oysa, yeni girişimlerin en üst seviyede başarısızlık oranlarına tanıklık eden endüstriler arasında yer almaktadır. İşletmede bu tesisler tarafından yapılan eylem ve seçimler onların performansı için belirleyici bir unsurdur. Bu bağlamda, bu çalışmanın amacı, kampüs restoranlarındaki kritik başarı faktörlerini incelemektir. Kampüs restoranlar, yerel ekonomi ve tüketici ihtiyaçlarında önemli bir rol oynamaktadır. Bu çalışma DAÜ kampüslerindeki restoranlarda uygulanmıştır. Anket için 21 yönetici / sahip mevcut olmasına rağmen, mülakatlar bunlar arasından 10 kişi ile yapıldı. Veri toplamak için mülakatlar ve anketler kullanılarak nitel ve nicel yaklaşım benimsenmiştir. Bu çalışmadaki vaka incelemesinin sonucunda ortaya çıkan başarı faktörleri yönetici / sahip nitelikleri, kalite, insan kaynakları, iletişim ve hizmet ortamı ile ilgilidir. Bu gruplar içerisinde, yönetim stratejileri ve uygulamaları da dahil olmak üzere analizden 17 ortak faktör ortaya çıkmıştır. Kısıtlamalar ve öneriler ayrıca tartışılmıştır.

Anahtar Kelimeler: Başarı faktörleri, Kampüs restoran, Yöneticiler, müşteriler, Performans

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LIST OF ABBREVIATIONS

CSF   Critical Success Factor

BSC   Balance Scorecard

EMU   Eastern Mediterranean University

PM   Performance Management

Chapter 1

INTRODUCTION

1.1 Overview

The global hospitality industry has been expected to preeminently generate the resounding number of US$550 billion as a 2016 industry trend forecast, jumping from nearly a US$100 billion more than in 2011 (Hospitaliynet, 2015). Such massive revenues from this industry just portray how fast growing it is. Despite a global recovering economy, the hospitality industry seems to be spared by the slow take off of other sectors.

In fact, the impact that the industry has stamped on the global economy is accounted by 266 million jobs created, added by a 9.5% contribution on the worldwide gross domestic product (GDP) (Roth & Fishbin, 2015), resulting to a fast paced environment.

The restaurant and catering industry is set to be playing a salient role in this landscape. the sector is experiencing increasing attention from people, as these usually consist of meeting point for diverse reasons. Whether for professional meeting, familial or friendship meeting, or celebration, or simply recreation, restaurants stand as a flexible asset of a location economy.

1.2 The restaurant industry

The restaurant and catering sector witnesses an expansion and stiff competitiveness, and such landscape holds restaurant managers and owners in a doubled faced coping situation. On one hand, there is steadiness of sales, but increasing operational costs (Daniel, 1989), and on the other hand, the increasing selective demands in service types customers get (Hale 1989). The service sector nowadays witnesses the dynamism and exponential growth of the restaurant businesses.

1.2.1 Restaurants in North Cyprus

North Cyprus, officially the *Turkish Republic of Northern Cyprus* (TRNC), is the northern part of Cyprus, which ranks as the third largest island within the Mediterranean Sea. It expands into 3,514.61 square kilometers of area. It is a developing country wherein restaurant businesses are quite popular. In this sense, they substantially affect the economic landscape. In fact, restaurants in North Cyprus are very lucrative ventures when effectively managed, and mostly consist of privately owned businesses, and family and/or friends' joint-ventures. Besides, this industry has accounted for more than 734 million of Turkish Lira in 2014, according to the TRNC State Planning Organization (2015, p. 5).

While some restaurants tend to be successful, this could be triggered by the island inhabitants' extraversion, for whom outings and outdoor time spending with friends and family consist of such enjoyable moments. Any segment of the population such as couples, singles, or families are sometimes attracted in having lunch or dinner in restaurants rather than home. On top of it, being a touristic destination, restaurants are usually the corner point for tourists who recreate themselves with either Turkish, Turkish Cypriot dishes or more standard dishes or sea food.

Like elsewhere, different types of restaurants can be spotted in North Cyprus. One can count from the top scale full-service restaurants such as fine, casual, and fast-casual eateries (Parpal, 2015), fast-food, take-away, and home delivery restaurants, and also cafeterias. There are also chain restaurants or coffee shops, which are usually found in every major city of the country. In addition, some restaurants tend to diversify their outlook by proposing full-service dining experience or take-away and home deliveries (NorthCyprusOnline, 2016).

This enables them to withstand competition and reach wide segments of customers. The major cities like Famagusta, Kyrenia or Nicosia share the largest number of restaurants of the island among themselves. Though most of the registered restaurants to the Cyprus Turkish Restaurant Association seem to be located in Kyrenia, the most touristic city on the far north of the island and Nicosia, (KITOB, 2016), there are nevertheless several other places throughout the country meeting the same customer needs. The association list of registered restaurants reported a total of 130 restaurants by the time we consulted the source. They are distributed as follow: 71 in the region of Kyrenia and suburbs, 18 in the region of Famagusta and suburbs, 32 in the region of Nicosia, 5 in Guzelyurt, and 2 in Dipkarpaz. The detailed list can be found in appendix C

1.2.2 Campus restaurants in North Cyprus

Beside tourism, North Cyprus also attracts foreign students with to date eight (08) operating universities (4CU, 2016). Scattered nationwide among the main cities (Famagusta, Nicosia, Kyrenia, Guzelyurt, and Lefke), the higher education enrolls about 63,000 students from over 131 different nationalities (Consulting, 2016). With such large number of students, university administrators have stressed on providing a place for students to recreate themselves besides class periods.

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This thesis will refer the term "*campus restaurants*" to any spot within or nearly around university campuses, providing students, academic or administrative staffs or any other individual room to eat and/or drink (Josiam et al., 2014). Different kind of restaurants can be found such as those offering refined menu services, ready-made dishes for lunch experiences, or simple cafeterias offering rather light or carry-on snacks. Both types offer different kinds of beverages except alcoholic ones. However, the choice of meals or beverages are more diversified in *off-campus* eateries. Being not subject to alcoholic drinks ban by school regulations, they provide more varieties than the *on-campus* counterparts.

1.3 Research problem and aim of the study

Restaurants are among one of the uppermost failure rates exposed new ventures, due to the fact that they operate in a multifaceted business landscape (Camillo, Connolly, & Kim, 2008). Because of the industry low entry barriers, aspiring entrepreneurs usually jump into this highly tempestuous and competitive setting despite a sufficient appreciation of necessary expertise or experience (Lee, Lee, Chua, & Han, 2016). As a result, their failure rate is reported to be high within the first three years of operations (Parsa, Self, Njite, & King, 2005; Khanfar, Loudon, & Mujtaba, 2010). This has given room to scholars to investigate onto the elements that are important for restaurateurs (novice or experienced) successful venture.

DiPietro, Murphy, Rivera, & Muller (2007) focused on multi-unit or chain dining restaurants and attempted to find out key success factors enabling multi-unit/franchise managers' job success. Later in (2008), Camillo et al. conducted a study where they found success factors for independent restaurants, i.e. the ones managed or operated by a single or small group of people newly venturing in the

industry. Mamalis (2009) bent on the fast food type restaurants and examined the perceived factors that could lead such businesses into success. Recently, challenges and factors of success for independent cafes were being investigated by Lee et al., 2016).

Despite all the extensive conducted research in the restaurant industry, limited number has examined the underlying factors which can influence campus restaurant success. Campus restaurants also provide a significant added-value to a region economy, especially in cities hosting colleges or universities. To fill his gap, this work will evaluate the features necessary for campus restaurants economic survival, which may not escape from the general failure trend mentioned above. This thesis will be answering the following research question: What are the success factors of campus restaurants from managers' point of view?

1.4 Outline of the study

This thesis is made up of five chapters. Chapter 1 discusses the relevance of the present research to date, and discusses the underlying research interest and aim. The second chapter includes the review of the relevant literature to this topic. Chapter 3 will describe the research methodology used to conduct the study, while the results of the relevant analyses are disclosed in chapter 4. Finally, discussion, implications of the obtained results and the concluding remarks appear on chapter 5.

Chapter 2

LITERATURE REVIEW

2.1 Performance Measurement

Performance measurement consist of evaluating an actual performance against a set of predetermined goals/aims and objectives, which occurs at the operational level of a firm (Melia, 2009). In this sense, it is tightly based and reciprocally consistent and supportive of the company objectives, aims, and strategy; and ultimately, the collected and treated information will be salient for any further decision makings (Folan & Browne, 2005; Neely,2005).

In the literature, performance measurement is defined as the usage of multi-facet group of performance measurers, merely aimed at quantifying the effectiveness and efficiencies of the accomplishments undertaken by the firm (Bergin-Seers & Jago, 2007; Folan & Browne, 2005). It can also be defined as the assessment of the way a company manages and provide value to its stakeholders, as well as what it has achieved, and this assessment makes use of external, internal, non-financial, and financial measurement tools (Bourne, Neely, Mills, & Platts, 2003; Moullin, 2007)

Performance monitoring is helpful to spot the reason of potential underperformances, necessary at finding corrective actions; in order to complete the measure and monitoring, managers need to set appropriate performance indicators and targets (Siti-Nabiha, Thum, & Sardana, 2012). The next paragraph aims at listing different

types of performance measurements mostly used by managers and mentioned in the literature.

2.2 Type of performance measures

2.2.1 Financial performance measurements

For some scholars such as Otley (1999), the financial accomplishment is the utmost goal and result for a business delivering any value against a pecuniary exchange, in order to back up the investment made. Zigan & Zeglat (2010) argued that this type of measurements gives worthy information regarding the firm financial position.

In the hospitality industry, research has shown that traditional and financial type of indicators are extensively used. For instance, traditional measures were evidenced by Cruz (2007) as mostly used by international hotel industry. Earlier, Banker, Potter, & Srinivasan (2005) posed that the capacity of financial measures to disclose a hotel's effectiveness across present and previous activities make them preferably used in the lodging industry. Even recent studies related to the hotel industry still use these indicators as primary measures (e.g. (Chen, 2011; Enz, Peiró-Signes, & Segarra-Oña, 2014).

Thus, financial performance is usually measured using some accounting and/or financial market indicators (Richard, Devinney, Yip, & Johnson, 2009). One of the generally and promptly accessible ways of measuring a company performance are accounting figures. The following paragraphs, adopted from an in-depth review of Richard et al. (2009), resumes most of the accounting and financial based indicators used by managers in assessing a firm performance.

2.2.1.1 Accounting indicators

Cash flow operation. It is the net operating income plus the noncash expenditure minus the noncash revenues. The se authors claimed that it is an accounting measure to helping to find any significant difference between cash flow and earnings.

EBIT and EBITDA. EBIT stands for Earnings before interest and taxes. It is the difference of the revenues minus the administrative and selling expenses. Regarding EBITDA which is Earnings before interest, taxes, depreciation, depreciation and amortization are also not deducted from the revenue. These measures are often disclosed in income statements.

Net profit and Profit margin. This is the measure of the total sales revenues less all operating and administrative expenses, cost of goods sold, interests and taxes. The profit margin on the other hand is the percentage of the net profit over the revenue.

Sales, sales growth, and ROS. Sales is simply the total revenue earned from good or service sold. The sales growth refers to the change in the amount of sales from a previous period to the current period, expressed in terms of percentage. The return on sale is used as the ratio of the net income over the total sales.

2.2.1.2 Financial indicators

ROA, ROI and ROE. ROA which is the return on asset, is the percentage obtained from of the net income divided by the company assets at the beginning of the year. It is a widespread measure reported on a balance sheet. The other mostly used criterion is the ROI return on investment which is the ratio obtained from the operating income divided by the assets book value. Finally, another measure of financial performance is the return on equity (ROE). It refers to the ratio of the net income to

the shareholder equity's book value. This simply shows the value a company makes for its proprietors.

Market value and stock price. Also called market capitalization, market value is the value of a company's common stock expressed as its resources residual value. It is measured by multiplying the number of its outstanding shares by the actual stock price. The stock price is the price allocated to the listed common stock of a company.

Earning-per-share. The EPS express the value of the company value, and is evaluated by the ratio of the net operating income minus the preference shares dividends all divided by the amount of the delivered common stocks.

The total shareholder return. The TSR is the percentage of the opening worth of the stock, calculated by the totality of the changes in stock price throughout the period (years) and he remunerated dividends. This measure evaluates the possible loss or gain incurred by the firm's investors throughout the year.

2.2.2 Non-financial performance measurements

While the literature suggests that the hotel industry relies on financial measures, it also posits that other industries such as food, restaurants, retailing are less likely to heavily lean on those financial indicators (Lin, Tou, & Yeh, 2014). Generally, they consist of measures of quality, time, cost, and flexibility (Neely, Gregory, & Platts, 2005). Quality refers to the conformity of characteristics, and comprises measures of aesthetics, reliability, feature and/or value.

Measures of time performance are usually related to delivery frequencies and deadline achievements, manufacturing and delivery lead time, and the rate of

production among others. Flexibly, with respect to Cox (1989) refers to the efficiency measurement which can be shifted with manufacturing or service delivery process, with a special emphasis on volume flexibility and product mix. Hence material and output quality, new and modified product, volume, mix, and deliverability consist of some indicators in measuring flexibility. Finally, performance is also measured by cost. Some measurement factors include manufacturing, service and running cost, selling price, and added value (Neely et al., 2005).

2.3 Performance measurement frameworks

2.3.1 Balance scorecard

Kaplan & Norton (1992) pioneered the balanced scorecard (BSC) framework as a proposition for criticism pertaining traditional performance measurements, which focused heavily on financial measures, thus giving more importance to shareholders. The BSC instead take into account different aspects relating to business stakeholders, such as employees, clients, institutions, and processes (Wisniewski & Dickson, 2001). This convergence of perspectives that characterizes the BSC, has rocketed it as one of the most largely used by professionals and scholars, as a worldwide managerial instrument (Rigby & Bilodeau, 2011; Sainaghi, Phillips, & Corti, 2013).

According to Qu, Cooper, & Ezzamel (2011), the tremendous use of BSC can be explained by its idea customizability and adaptability to specific users' needs. In fact, it focuses on four outlooks, which provide managers with a wide range of answers to questions pertaining financial, customers, internal business, and learning and innovation levers (Neely et al., 1995; Sainaghi et al., 2013). The following figure

depicts the essence of BSC appraisal system, as posited by Kaplan and Norton (1992).
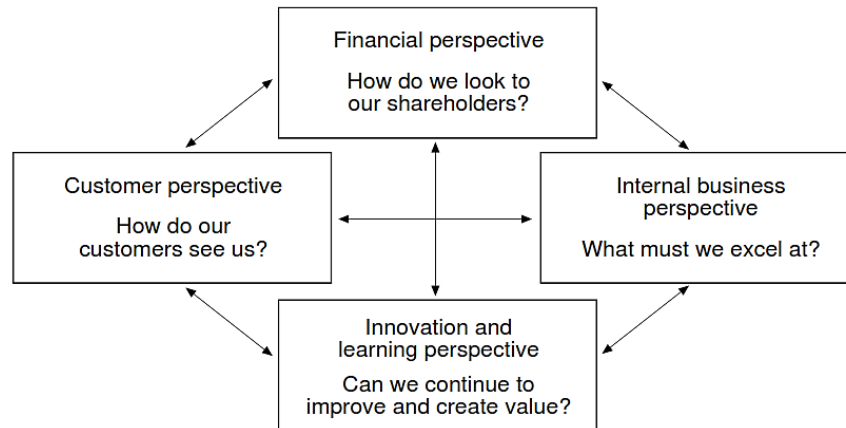
Figure 1: Balance scorecard

2.3.2 Result and determinant model

This evaluation framework initiated by Fitzgerald, Johnson, & Brignall (1991), embodies two perspectives to measure performance. The first one, results, focuses on indicators pertaining financial performance and competitiveness. The second one, determinants, consists of indicators related to exploitation of resources, flexibility, and quality and innovation (Sheykholeslam & Vernekar, 2015). Specifically, three distinct factors from the result and determinant model, as suggested by (Brignall, Fitzgerald, Johnston, & Silvestro, 1991) pertain the performance measurement system: these are business strategy, service type and competitive environment (Mandal, 2015).

Referring to business strategy first of all, Mandal (2015) proposed that with respect to the two core strategies being differentiation and cost leadership, most microbusinesses and in our occurrence campus restaurants, the most appropriate strategy is differentiation. This is because these businesses do neither have the

capability nor focus on cos leadership. They attempt instead to make their differences a tool for competition. In this case the determinants of their performance (financial performance, competitiveness) rely on flexibility (for instance output, customization, speed and specification flexibility to meet the current demand), innovation (ability the find and implement new or creative ideas to meet clients' needs) and resource allocation (the process of effectively and efficiently use material, human and financial resources in the business process), and finally quality (mostly service quality).

Secondly, the service type factor is clustered into three categories based on the intensity of the contact [with customer] (Mandal, 2015). Categories include:

- Mass services characterized by many customers but being low contact business,

- Service shop with an intermediate contact business characteristic and stands between mass service and professional service,

- Professional services characterized by a high contact business where the customers are constantly close and embedded to the business process.

In the case of restaurants and campus restaurants, the type of service is the last one because services and products are customized to the clients, and these ones are present in the facility throughout the length of the service.

Lastly, the third factor is competitive environment consist of a market turbulence, uncertainty, size and complexity. These feature are considered in assessing a campus real performance as they define how strong the restaurant stands in a competitive setting (Mandal, 2015).

2.3.3 Prism

The performance prism framework (PPF) can be considered as the "second generation" of performance evaluation models, enabling companies to address contemporary issues they are likely to experience (Neely, Adams, & Crowe, 2001). As such, in helps managers answering fundamental strategic questions by assimilating five sides. Firstly, there is the stakeholders' satisfaction concern, where managers find out who the business stakeholders are and what consist of their wants and needs. Secondly, the stakeholders' contribution emphasizing on the needs and wants the business expect from its stakeholders.

Then thirdly, the strategies facet is help managers find the relevant strategies to satisfy stakeholders' needs and wants. Fourth, processes are relevant to the procedures the business should set and undertake to meet the needs and want, while the last capabilities, is concerned with association of people, infrastructures, practices, and technology necessary to run more efficiently and effectively the processes (Neely, Adams, & Kennerley, 2002). The following figure illustrates a performance prism.

2.3.4 Critical success factor

Critical success factor (CSF) is very salient for any organization seeking good performance and long-term competitiveness. The literature refers to it as an organization specific sets of dimensions, enabling highest competitive influence capable features, which deserve intense resources allocation (Brotherton, 2004a, 2004b; Rockart, 1979). Moreover, Leidecker & Bruno (1984) added that CSF consist of combinations of features, characteristics or conditions that can meaningfully

influence a firm's success within its competitive setting, solely if they are appropriately managed.

While the earliest paper on CSFs is considered to be Daniel's (1961), Rockart (1979) seems to have made the most punctilious approach and definition of CSFs and recognized their multi-faceted source as related to the industry, considering geographical positions, environmental and strategic situations, time-based factors (Amberg, Fischl, & Wiener, 2005; Gikonyo, Berndt, & Wadawi, 2015). Thus, CSFs appears to be an information gathering tool aimed rather at managerial control and monitoring for ameliorated and ultimate performances, than for strategic purposes (Amberg et al., 2005).

Amberg et al. (2005) argued that there are six dimension of CSFs, obviously set as continuum. They believed there are (1) group vs. hierarchy of CSFs, (2) constant vs. provisional CSFs, (3) external vs. internal CSFs, (4) tactical vs. strategic CSFs, and finally (6) actual vs. perceived CSFs. Hua, Chan, & Mao (2009) and Brotherton (2004b)reduced it to two dimensions, external and internal. For them, internal CSFs consists of a business's internal environment and fundamental competences involving products, process, structure and people, that are essential for its competitive survival and advantage (Berry, Seiders, & Gresham, 1997; Duchessi, Schaninger, & Hobbs, 1989; Meer & Calori, 1989). Conversely, external CSFs pertains external environmental situations like market condition and competition, less likely controllable than internal factors but deemed at being subject to fluctuating degree of monitoring and quantification.

Moreover, scholars (for example Melia, 2009) have argued that CSFs equally stern from a business multiple operational situation and landscape's characteristics. In this sense, the monetary strength, cost structure, style of management, position, site, rivals' activity (Flanagan, 2005), the *size* of the business (Hoque & James, 2000), the *company's competitive strategy* (Said, HassabElnaby, & Wier, 2003), the corporate beliefs, principles and culture (Powell, 2004), and the product life cycle stage (Andersen, Cobbold, & Lawrie, 2001) are the factors which strongly influences an organization's critical success factors.

2.4 Performance measurement Critical success factors in the hospitality industry

Within the hospitality industry, the literature has suggested that traditional performance measures such as financial types of indicators are expansively used. in this line, Banker et al. (2005) claimed that financial measures' capacity to unveil a hotel's effectiveness across current and preceding activities make them preferably used in the lodging industry. For example, Cruz (2007) demonstrated that traditional measures are mostly used in the international hotel sector. Even recent studies related to the hotel industry still use this indicators as primary measures (e.g. (Chen, 2011; Enz et al., 2014).

Against these studies, Haktanir & Harris (2005) undertook a case study research on an independent five-star hotel and found that performance measurement practices implemented were relative to the following:

- Business dynamics which are linked to the hotel's departments flow of information and decision-making,

- Hotel overall performance as summarized from the individual performance measures use by individual department,

- Innovative activity measures where novel products, activities, and service delivery ways are being identified and their results being measured,

- Customers satisfaction measures which evaluate the extent to which the establishment has effectively integrate the customers' needs and requirements and adapt the system accordingly,

- Employee and financial performance measures which are relevant to the evaluation of the facility human resource in providing and delivering different goods and services on one hand, and on the other hand the financial performance of each organizational level of the hotel.

Lin et al. (2014) surveyed a literature related to performance measurement and chain restaurants. They concluded that for quality-related measures such as food, service and environment qualities against financial performance measures. This is because these quality-related measures highly influenced customer satisfaction. According to this study, restaurant besides the financial performance spare more focus on their service and employee performance in this sense that superior quality service is enhance by employee good performance. Ultimately, this tends to directly affect the restaurant customer performance. For hospitality industry businesses such as restaurants to succeed, it appears that some important factors are necessary to be observed.

Several research has focus on the CSFs within the hospitality industry in general. For instance, Melia (2009) investigated CSFs of hotels in the Irish hospitality sector and found that management, employees, product, service and infrastructure quality,

customer care and satisfaction, and hotel emplacement significantly affect the performance. In this same line, other research which focused on the international hospitality industry, proposed that staffing and human resource programs, marketing expertise (*market insight, customer relationship management, service orientation, brand management*), productivity, guest accommodation, financial control (Brotherton, 2004b; Daun & Klinger, 2006; Kandampully, 2006; Kobjoll, 2007).

Hua et al. (2009) investigated six (06) Chinese budget hotels' CSFs across multiple stakeholders' perspective. They found that the industry professionals stressed on the *safety, security and bedroom comfort level of guests, speed of guest service, hygiene and cleanliness, and convenient location*. Governmental authority considered *strong brand differentiation, guest safety and security, value for money accommodation and guest bedroom comfort level, and speed of good service* as salient factor for success.

Investors believed in *strong brand differentiation, general sales/reservation system, geographical coverage of hotel network, value for money accommodation and guest bedroom comfort*. Later survey with customers revealed that they were primarily concerned about service quality. Specifically, the prime five factors extracted were relevant to *security*, all kind of *amenities provision, responsiveness to customer demands, and flexibility of operations and speed of guess services.*

Kılıç & Okumus (2005) discovered that managers considered staff training and recruitment, meeting guest expectation, and service quality to be relatively consequent in triggering hotels productivity in North Cyprus, far beyond marketing, forecasting or technology. In addition, Wang & Hung (2015) investigated customer perceptions of CSFs of guest houses in china and found that in the order of

importance, customers were more sensitive to value for money, home atmosphere, and cleanliness, location, and room facilities.

2.5 Critical success factors in the restaurant sector

Similarly, we review the available literature on CSFs of businesses in the restaurant and food service, consistent with the purpose of the present thesis. Recently, Lee et al. (2016) discovered four CSFs important for independent cafes' entry stage survival, speciffically concept and strategy articulation, location selection extended notion, building fundations, and finally familly aspects and family life-cycle management. Investigating CSFs of succesful ethnic restaurants, Agarwal & Dahm (2015) revealed that the facilities managers assumed the manageeial competence as most primordial to success, followed by market-oriented pricing, loyal clienteles, and cost control.

On another perspective, Gikonyo et al. (2015) assessed franchisors' perceptions about CSFs of a licensed restaurants penetrating the kenyan market. The study disclosed that the most prominent factors deemed at triggering succes of such ventures comprise the concept and power of the brand, the choice of a strategic site or location, an excellent selection of and healthy relationship with the franchisees, a competitive setting, an appropriate contract and distance management, governmental policies, and a cultural appeal.

More generically, Mamalis's study (2009) disclosed that food service and restaurants industry CSFs consist of six features, namely locality adaptation, food quality, facilities, service, and place to be. Camillo et al. (2008) study came up with several factors that can enhance a restaurant success. Among others, the results included

management competence, concept uniqueness, culinary and hospitality management background, price, price/value and product/service appropriaeness. Cost and revenue control, consumer loyalty, vision and proactiveness.

A causal dining eateries industry perspective raised by DiPietro et al. (2007) with emphasis on "chain" or mullti-unit restaurants showed that standard operational procedures, individual unit operations and finances, "chain" strategic planning, travel and visiting units, human relationships, social and interpersonal responsibilities, and effective leadership.

At last, a research (Andaleeb & Caskey, 2007) on on-campus cafeteria in a US university campus assessed factors affecting student satisfaction with the food service facilities. The authors found that students, who constitue the overwhelming majority of such establishments' clientele, were highly sensitive to the quality of food served, the attitude of the crew and he price, but equally cleanliness, atmosphere and responsiveness.

Chapter 3

RESEARCH METHOD AND METHODOLOGY

3.1 Introduction

This part of the study aims at explaining the different tools and means which will be necessary for undertaking this research. First of all, we will discuss the method of the study. Secondly, we will talk about population and sampling, with a special emphasis on our research. Then finally, we will present the instrument development.

3.2 The methodology of study

Research philosophies usually determine or are linked with two approaches. Phenomenology constitutes one philosophy commonly linked to qualitative approach; meanwhile positivism is related to quantitative approach (Altinay & Paraskevas, 2008, p. 75) .

3.2.1 Qualitative method

Qualitative research uses an inductive technique; the goal of this kind of research is to comprehensively understand an existing behavior or phenomenon within its natural context. Its nature is inquisitive, allowing the researcher to immerse into the research setting, and to get closer and deep information from the participants, thus giving room for them to express their emotions and detail their experiences more profoundly. This method's concern is oriented to stories dealing with emotional state, points of view, believes and subjective thoughts (Matthews & Ross, 2010, p. 142; Saunders et al., 2003).

This kind of research also allows the informants, respondents or participants to set priorities in terms of their importance of the information they provide to the researcher. This contrasts with the quantitative research where the nature of information required is under the control of the researcher. Walle (1997, p. 533) suggested that qualitative studies make use of intuition and insights as well as qualitative data, collected from interview, written and non–written documentaries. Such research is not suitable to be undertaken when dealing with time constraints, but just requires few respondents. It is hence prone to issues related objectivity and the results may not be subject to generalization (Altinay & Paraskevas, 2008).

Matthews & Ross (2010) suggest that in qualitaive studies, answers to research questions implies explanation and description of events, and collection of participants' experiences, feelings anf thoughts. Here, the researcher does not have a specific idea about his study objective. Subsequently, he/she is usually proned to be the primary tool for data collection and involved in the research process. The research strategy form is flexible because it tend to be progressive and depending on the current situation, and data collected can be of various aspects or characterisics.

3.2.2 Quantitative method

Quantitative research approach on the other hand does not aim at discovering or understanding a specific phenomenon. Instead, the purpose is to evaluate relationships and/or influence of one variable over another, or a set of variables on a single variable. To evaluate these relationships, researchers prominently use mathematical and statistical tools. In this sense, the core elements of analysis here are structured-type data, which are presented numerically (Matthews & Ross, 2010; Saunders et al., 2003; Walle, 1997). Thus, the research requires a certain consistent amount of data, much above than in qualitative studies. Moreover, there is an

emphasis on scientific rigor, formalization and objectivity. Interpretations are based on deductions related to the obtained results, which usually tend to be generalized (Altinay & Paraskevas, 2008; Walle, 1997).

According to Altinay & Paraskevas (2008) quantitative studies are clustered into descriptive and experimental groups. Descriptive works aims to investigate on a given sample over a specific time, without excreting any influence upon the observed variables or the participants. Said simply, descriptive method consists of evaluating *"things as they are"*. Conversely, in experimental studies are characterized by the researcher's influence over the participants' behaviors, or imposition of the conditions wherein the sample is being evaluated, Thus, testing the hypotheses inherent to these conditions.

With this method, the research questions usually are formed as hypotheses that can be tested. Subsequently, they are verified using statistical analyses of numerical or name-coded data. The research behavior is prominently objective as the researcher steps aside from any form of personal involvement or implication in the research. In this manner, questionnaires and/or surveys are primarily used as instrument of data collection. The research strategy here is already predetermined by the researcher, as this one has a clear and concise picture of what is needed or looked for (Matthews & Ross, 2010, p. 142).

3.2.3 Mixed method

In the present research, the quantitative approach is the most suitable because, first it allows getting some needed information from the surveyed restaurants managers, in a restricted period of time, consistent with previously related studies. Second, it gives an objectivity validity to the results expected from recreation spots managers. In

addition to this method, qualitative method will be used to get more insights on the managers' individual perceptions of success, based on their own experiences. This may reveal some new information which the survey might not have anticipated for the quantitative side of the study. Such mixed approach is usually called triangulation, a practice of collecting data from various sources but on the same topic (Matthews & Ross, 2010, p. 145).

3.2.4 Case study

A case study or case research is a method of studying a phenomenon intensively throughout time and in one or few locations inside the natural environment (Bhattacherjee, 2012). This method can use several source and type of data, and the obtained results from the phenomenon investigated have a tendency to be contextualized, rich and exhaustive. Case studies subject(s) can be an individual, people, an organization, a group, a local community, a circumstance or a country, and it the selection of the case and subject have to be in line and linked to the research questions addressed (Matthews & Ross, 2010; Swanborn, 2010).

In case studies, according to (Swanborn, 2010) the phenomenon is being monitored throughout a given period (example of longitudinal case study), or on the other hand, information pertaining the development of a phenomenon can be collected afterwards in a specific period (example of cross-sectional case study). This research strategy is adopted for this thesis over others because our research question specially emphasizes on campus restaurants and what make them successful despite existing competition and changes in taste, cultural distribution and preferences of main customers in the campus.

3.3 Population of the study

The population is the complete group of cases which are relevant to a study, and from which the sample will be withdrawn (Saunders, Lewis, & Thornhill, 2003, p. 151). The scope of the study being the university campus, the population consists of 49 on–campus recreational spots, which have been censed by the Eastern Mediterranean University (EMU) administration. Among these, 16 cafeterias, 12 canteens, 10 tea centers, 10 kiosks, and 1 buffet stand were reported. Table 1 shows the complete list of these facilities.

Table 1. List of all on-campus recreational points.

SIRA NO	İŞLETME İSMİ	SIRA NO	İŞLETME İSMİ
	KAFETERYALAR		**ÇAY OCAKLARI**
1	BASKET 2	1	REKTÖRLÜK ÇAY OCAĞI
4	TABLE D-HOT RESTOURANT	2	YÖNETSEL BİNA ÇAY OCAĞI
5	SABANCI YURDU KAFETERYASI	3	İŞLETME VE EKONOMİ FAKÜLTESİ ÇAY OCAĞI
6	İŞLETME FAKÜLTESİ KAFETERYASI	4	FEN VE EDEBİYAT FAKÜLTESİ ÇAY OCAĞI
7	İNTERNET CAFE	5	BİLGİ İŞLEM MERKEZİ ÇAY OCAĞI
8	MAKİNE MÜHENDİSLİĞİ KAFETERYASI	6	MİMARLIK FAKÜLTESİ ÇAY OCAĞI
9	MERKEZ KAFETERYA	7	ECZACILIK FAKÜLTESİ ÇAY OCAĞI
10	İNŞAAT MÜHENDİSLİĞİ KAFETERYASI	8	İŞLETME EK BİNA RD ÇAY OCAĞI
11	HUKUK FAKÜLTESİ KAFETERYASI	9	YABANCI DİLLER OKULU ÇAY OCAĞI
12	İLETİŞİM FAKÜLTESİ KAFETERYASI	10	SAGLIK BILIMLERI FAKULTESI ÇAY OCAĞI
13	YABANCI DİLLER OLULU KAFETERYASI		
14	KIZ YURDU PASTAHANE VE DİNLENME SALONU		
15	ÖĞRENCİ HİZMETLERİ BİNASI CAFE PASTANE		**BÜFELER**
16	DAÜ DENİZ ÖĞRENCİ YURDU KAFETERYASI	1	VİTAMİN BÜFESİ LMP SPOR SARAYI
	KANTİNLER		**KÖŞK**
1	BTYO KANTİNİ	1	KÜTÜPHANE NAHÇESİ AHŞAP BÜFE
2	MERKEZİ DERSLİKLER KANTİNİ SANDRAS CAFE	2	AHŞAP SATIŞ KÖŞKÜ (F)
3	TURİZM FAKÜLTESİ KANTİNİ	3	AHŞAP SATIŞ KÖŞKÜ (D)
4	MİMARLIK FAKÜLTESİ KANTİNİ NO.1	4	AHŞAP SATIŞ KÖŞKÜ (E)
5	MİMARLIK FAKÜLTESİ KANTİNİ NO.2	5	AHŞAP SATIŞ KÖŞKÜ (B)
6	ELEKTRİK VE ELEKTRONİK MÜHENDİSLİĞİ KANTİNİ	6	AHŞAP SATIŞ KÖŞKÜ (A)
7	MERKEZİ DERSLİKLER KANTİNİ CAFE CL	8	AHŞAP SATIŞ KÖŞKÜ (G)
8	SPOR SARAYI KANTINI	9	AHŞAP SATIŞ KÖŞKÜ (H)
9	TIP FAKÜLTESİ KANTİNİ	10	AHŞAP SATIŞ KÖŞKÜ (C)
10	BİLGİSAYAR MÜHENDİSLİĞİ KANTİNİ		
11	ENDÜSTRİ MÜHENDİSLİĞİ		
12	İLETİŞİM FAKÜLTESİ KANTİNİ		

3.4 Sample of the study

Sampling techniques are the methods used to appropriately select a sample for the study (Saunders et al., 2003, p.151). these techniques are probability/representative sampling and non-probability/judgmental sampling. In the probabilistic sampling, the chance for any individual of the entire population to be selected is equal to any other. When addressing the study's objectives, the researcher draws implications from the sample regarding the population. The types of probabilistic samples include cluster, systematic, multi stage, random and stratified random.

On the other hands, non-probabilistic sampling gives room to the researcher to purposefully and subjectively select the sample needed, based on the specificity of the research questions and objectives. From this technique will derive the sampling method of this study. According to Altinay & Paraskevas (2008), it includes techniques such as quota, snowball, convenience, self-selection, and purposive/judgmental sampling.

In quota sampling, the population is first clustered into different *"mutually exclusive"* groups; then, the researcher will choose voluntarily which individual(s) will be selected. The goal here is to ensure that the sample should proportionally represent the differences in the population.

Snowball sampling is used when identifying and locating eventual participants is hard at first glance. In this case, actual and identified participants are used as referrals to reach new ones. With this technique, the most difficult part is reaching the first participant. Once done, he/she can assist in orienting the researcher to find other suitable participants.

Another sampling is self-selection sampling. In this technique, the researcher advertises the need for the study and participants propose their involvement by themselves on a voluntary basis. In addition, there is convenience sampling. Here, the researcher randomly selects participants, but according to the ease of their accessibility. In other words, the sample cases are selected according to how easy they can be obtained.

Finally, and none the least, there is judgmental or purposive sampling, which has been used for this study. Purposive sampling is appropriate when the researcher needs within a population or a subgroup, only the elements or individuals which are most adequate for the study, or who can ultimately help the investigator in answering the research question(s) effectively. This sampling technique includes typical case sampling, critical case sampling, extreme case or deviant sampling, heterogeneous and homogenous sampling. In addition, the homogeneous sampling was applied. This emphasizes on some specific sample, where the entire individuals are identical. We used this because the focus of the study is on food spots which offer to customer full meal experience such as restaurants. In the population above mentioned, there are some points which just provide drinks and snacks. Our aim is to assess those offering full and complete meals to customers. Thus, out of 49 on-campus businesses, just 21 were found appropriate to be included in the survey. Questionnaires were given to managers or owners of the selected businesses. They were chosen because of their upward position in the business organigram. They are more knowledgeable about the different strategies and inherent information which pertains the operational mode of the restaurant. The full list of surveyed restaurants can be found below.

Table 2. List of surveyed restaurants

No	Campus Restaurants Names	Respondent
1	BASKET 1	Owner
2	BASKET2	Manager
3	MERKEZ	Owner
4	SABANCI	Owner
5	TABLE D-HOT	Owner
6	TOWER	Owner
7	ROOF	Owner
8	WIMPY	Owner
9	HOME AFRICAN	Owner
10	LONGSON	Owner
11	MARDO	Manager
12	HARPUT	Owner
13	CHINESE	Owner
14	SIMIT SARAY	Owner
15	ARTITECHTURE DEPARTMENT	Owner
16	LAW DEPARTMENT	Owner
17	COMPUTER ENGINEERING DEPARTMENT	Owner
18	PHARMECY DEPARTMENT	Owner
19	BUSINESS DEPARTMENT	Owner
20	TOURISM DEPARTMENT	Owner
21	CIVIL ENGINEERING DEPARTMENT	Owner

In addition, we mentioned earlier the adoption of a qualitative method to get more insights about our research questions. Thus, conditioned with their accessibility during data collection, some managers were later approached and asked to participate in a short structured interview. This allowed them to explain in their own terms and based on their experience, what they believed salient for their success, which the survey could have possibly omitted. Note should be emphasized that data collection was done during summer. During this period, some facilities are closed due to the limited number of students and academic/administrative staff. In total, out of the previous 21 restaurants previously surveyed, we could only reach 10 managers later on for further interview. The table below shows the restaurants which managers/owners were available and accepted to do interview

Table 3. Restaurants list for interviews

No	Campus Restaurants Names
1	BASKET 1
2	BASKET 2
3	MERKEZ
4	SABANCI
5	TABLE D-HOT
6	TOWER
7	ROOF
8	LONGSON
9	LAW DEPARTMENT
10	BUSINESS DEPARTMENT

3.5 Questionnaire development

The survey questionnaire was obtained from the extant literature to address restaurant's critical success factors and is exhibited in appendix A (English version) and B (Turkish version). For example, we assessed factors related to manager/owner related characteristics such as prior hospitality/business education, business plan elaboration, administrative and operational procedures. There were adopted from (Camillo et al., 2008). All questions have dichotomous answers (yes/no or myself/outsourced). The following questions were asked to get information about the managers, their background and the way they undertake some business process.

➢ Year(s) of experience in this restaurant:

➢ Year(s) of experience in the industry:

➢ What sort of cuisine is produced and served?

➢ Did you have hospitality business education?

➢ Do you have a business plan?

➢ Do you have a marketing plan?

➢ Are any family members involved in the operation?

- Did you self-finance your business?

- Did you borrow money to finance your business?

- Did you seek legal counsel?

- Did you use recipe costing?

- Do you attend continuing education classes?

- Do you have a training plan in place?

- Who does your payroll?

- Who does the accounting?

In addition, Melia's (2009) work provided us with demographic and some marketing, financial and management related questions. Demographic questionnaire included among others age, gender, nationality, marital status, education level, years of experience in the restaurant and the industry, and the origin of cuisine served. Moreover, we retrieved question related to various aspects in the restaurant. There are financial, accounting and marketing related questions. These questions helped to have an idea about the profile of the restaurant. Therefore they were selected.

- Number of customers per days:

- What type of financial performance measures do you use most frequently to measure performance?

- How do you measure market share?

- What criteria the restaurants use to measure itself against competitors?

- Average sales per day during academic term (not summer period)

- Average sales per month during academic term (not summer period)

- How is employee training measured?

- Who is the Restaurant makes the decision on the type of measures used?

- Which methods do you use to track customer satisfaction?
- Number of employees working in your restaurant?

Finally, we adopted items from Mamalis (2009) to access some information related to the facility *per se*. We adopted some of these items because they were relating to the facility servicescape, staff and service, and product offered because we thought they were very important to the managers and the customers. Participants were asked to refer their level of agreement to the statements on a 5-point Likert type scale, with 1 anchored "strongly disagree" and 5 anchored "strongly agree". The questions were as follow:

- Uses fresh ingredient
- Offers high quality products
- Staff is willing to correct errors
- There are limited waiting time and not big cues
- Staffs are very helpful.
- Service is reliable and consistent
- Has non-smoking space
- Stores are always air-condition
- Has clean dining area
- Has pleasant dining area
- Has facilities for disable people
- Price range is reasonable
- Products carry value for money
- Is a nice place to go out
- Is a place for fun

3.6 Interview questions

In addition to the survey, we conducted short structured interviews with 10 participants later on. We could not meet again all of the owners/managers we surveyed, because the questionnaire was dropped a different day from the time the interviews were done. The two questions below were asked to managers to get their own perspective view of determinant factor for success because they have more than 6 years if experience in their restaurant and the business.

1) What's makes you successful?

2) What are the keys factors to be in the business for long-term?

The first question aims at discovering from each participant (here managers/owners) what they have encountered throughout their own experience and which have made them successfully. In other words, we want to find out what have been their secret for success and what have they undertaken to this path. In the second question, we want to explore what they believe in general makes onbe successful in this industry and in the specific field in particular. This second aims at discovering in a relatively long term period main aspect of success.

Chapter 4

QUANTITATIVE DATA ANALYSIS AND RESULTS

4.1 Frequencies

In this part, we report the frequencies of occurrence of the demographic variables. We requested some individual information as well as restaurant related information. First we present the respondents related results, then we will present the restaurant related figures.

4.1.1 Respondents profiles

In table five, the modal age group is 31-40 years with 7 managers/owners reported, making 33.3% of the total respondents. Then two groups had frequencies equivalence, namely the 21-30 and 41-50 age groups. They respectively consisted of 23.8% of respondents (n=5). The least reported group was those between 51-60, who were only 4 with a percentage of 19%. There was no participant older than 60 among our respondents. This shows that in campus restaurants, the majority of entrepreneurs are young aged people, specifically middle, young and late adults. Only a fringe consisted of early seniors.

Table 4. Age

		Frequency	Percent	Valid Percent
	21-30	5	23.8	23.8
	31-40	7	33.3	33.3
Valid	41-50	5	23.8	23.8
	51-60	4	19.0	19.0
	Total	21	100.0	100.0

In table 6, the result suggests an overwhelming majority of male managers over females. Specifically, management or ownership position is held by 14 men against only 7 women, with a respective percentage of 66.7% against 33.3%. we can say from this result that parity in gender is not applied for this sample, as men are more likely engaged in supervisory position than women.

Table 5. Gender

		Frequency	Percent	Valid Percent
	Female	7	33.3	33.3
Valid	Male	14	66.7	66.7
	Total	21	100.0	100.0

With respect to the nationality of the participants, there is an overwhelming majority of Turkish Cypriot managers/owners than others. They accounted for 16 out of 21 with a 76.2% of occurrence. The insignificant remainder was Turkish and other national citizens, respectively representing 9.5% (n=2) and 14.3% (n=3). Thus, we may say that either the likelihood of opening a venture or managing a business is

enhanced by the local nationality, or there are few incentives for other nationals to invest or run a business.

Table 6. Nationality

		Frequency	Percent	Valid Percent
Valid	TRNC	16	76.2	76.2
	TC	2	9.5	9.5
	Other	3	14.3	14.3
	Total	21	100.0	100.0

Similarly, in table 8 the utmost majority of managers reported to be married, giving 85.7% of occurrence (n=18). Only 3 participants reported to be single.

Table 7. Marital status

		Frequency	Percent	Valid Percent
Valid	Married	18	85.7	85.7
	Single	3	14.3	14.3
	Total	21	100.0	100.0

In table 9, frequencies of educational level are shown. It suggests that nearly the half of the respondents ended to a university degree (bachelor for instance). They accounted for 47.6% (n=10). Thereafter, 7 respondents only ended at high school (33.3%). Only 2 managers/owners hold a Master's degree (9.5%). The remaining two ended their education level in secondary school and primary school.

Table 8. Education Level

		Frequency	Percent	Valid Percent
Valid	Primary school	1	4.8	4.8
	Secondary school	1	4.8	4.8
	High school	7	33.3	33.3
	University	10	47.6	47.6
	Master	2	9.5	9.5
	Total	21	100.0	100.0

We also asked for the managers' tenure in their respective facility. It comes out that 9 out of the 21 participants (42.9%) are relatively new in the position, either as managers or owner. This suggests that they might have accessed the position or opened the business recently. After this group, the second most reported group was the seniors in the restauranteur experience. These people have spent 11 or more years in this position (33.3%). They may benefit from a certain reputation due to their longevity, or have deep insights about the type of business. The last group is made of managers holding 6 to 10 years as managers.

Table 9. Years of experience in this restaurant

		Frequency	Percent	Valid Percent
Valid	1-5 years	9	42.9	42.9
	6-10 years	5	23.8	23.8
	11 years and more	7	33.3	33.3
	Total	21	100.0	100.0

In table 11, statistics shows that, more than the half of managers/owners has more years of experience in the industry in general. Specifically, nearly 62% claimed to have 11 years of experience or more. Suggesting that they may have run or been involved in either a similar business elsewhere, or a heterogeneous venture but within the catering and hospitality sector. The rest is made up of relatively new or sufficiently experienced managers in the industry. They accounted for respectively 19% each, 4 respondents for each category.

Table 10. Years of experience in this industry

		Frequency	Percent	Valid Percent
Valid	1-5 years	4	19.0	19.0
	6-10 years	4	19.0	19.0
	11 years and more	13	61.9	61.9
	Total	21	100.0	100.0

Table 11. hospitality business education

		Frequency	Percent	Valid Percent
Valid	No	14	66.7	66.7
	Yes	7	33.3	33.3
	Total	21	100.0	100.0

In the beginning of this questionnaire, we asked the participants about their major, if they have the relevant major in business or hospitality before they open their

business, and they accounted for 14 out of 21 that their education is not relevant to any of those 2 majors. Only 7 of them have the necessary education in their field.

Table 12. Elaborated business plan

		Frequency	Percent	Valid Percent
Valid	No	3	14.3	14.3
	Yes	18	85.7	85.7
	Total	21	100.0	100.0

We asked to the participants whether they prepared a marketing plan for their respective restaurant. About more than the half or managers confirm that indeed they have a marketing plan, and they accounted for 13 out of 21. 6 managers reported not having any marketing plan. Perhaps they have an "on-the-feeling" marketing approach where they choose strategies according to the prevailing situation. 2 of the managers did not answer to this question.

Table 13. Elaborated marketing plan

		Frequency	Percent	Valid Percent
Valid	No	6	28.6	31.6
	Yes	13	61.9	68.4
	Total	19	90.5	100.0
Missing	99.00	2	9.5	
Total		21	100.0	

One of the questions in the survey was dedicated to the family members and their involvement into the business. The participants were asked to answer with yes or no if they have some family members included, and from the result in the table we can see that out of 21, 14 has answered positively, while 6 do not have any family members involved. Only one of the respondents did not answered on this question

Table 14. Members involved in the operation

		Frequency	Percent	Valid Percent
Valid	No	6	28.6	30.0
	Yes	14	66.7	70.0
	Total	20	95.2	100.0
Missing	99.00	1	4.8	
Total		21	100.0	

The following question is related to the financing of their businesses. According to the results shown in the table, more than 50% are self-funded. 3of them have answered with no, while others said that they are self-funded.

Table 15. Self-finance business

		Frequency	Percent	Valid Percent
Valid	No	3	14.3	14.3
	Yes	18	85.7	85.7
	Total	21	100.0	100.0

The next question refers to the source of their self-financing business. Whether in self-financing they have used their personal funds or had a need of a loan. From the answers we can see that most frequently it is their personal funds they used and very few of them have decided to borrow money for startup. 12 out of 21 have not used any borrowings, while 9 of them had needed this kind of help.

Table 16. Borrowed money to finance the business

		Frequency	Percent	Valid Percent
	No	12	57.1	57.1
Valid	Yes	9	42.9	42.9
	Total	21	100.0	100.0

According to their answers from the table below, the legal counseling was not very needed in the case of opening their businesses because the majority of respondents were like-minded and they answered that had no need for any legal advising (18 of them), while the remaining number of respondents, which make only 3 of them, had used legal advisers while opening their businesses.

Table 17. Seek legal counsel

		Frequency	Percent	Valid Percent
	No	18	85.7	85.7
Valid	Yes	3	14.3	14.3
	Total	21	100.0	100.0

When it comes to opening a business restaurant, the menu is one of the main elements and success factors, so our next question refers precisely to this, if the owners of these restaurants have made a plan for costs for their recipes they will offer on the menu while planning their business. From the answers we can see that most of the owners has taken this into consideration and made their cost analyses for

the recipes. 12 respondents answered with yes, 8 of them answered negatively while

1 respondent didn't express his answer.

Table 18. Use of recipe costing

		Frequency	Percent	Valid Percent
Valid	No	8	38.1	40.0
	Yes	12	57.1	60.0
	Total	20	95.2	100.0
Missing	99.00	1	4.8	
Total		21	100.0	

We asked to the participants whether they are attending any educational classes for

their knowledge. About more than the half, 12, confirm that they are not involved

into any education, 8 of them reported continuation in their education, while 1 did

not answer to this question.

Table 19. Attend continuing education classes

		Frequency	Percent	Valid Percent
Valid	No	12	57.1	60.0
	Yes	8	38.1	40.0
	Total	20	95.2	100.0
Missing	99.00	1	4.8	
Total		21	100.0	

Training is an important part of the work of any organization, and also for business restaurants. The next question is for training of their employees. They were asked whether they provide special training for their employees in their restaurants for retraining skills and abilities of employees and improvement of the same. From the results we can see that this activity is not very popular among the business owners. Only 4 out of 21 has answered with yes and have provided training in place, while the rest 17 remain without any training.

Table 20. Existing training plan in place

		Frequency	Percent	Valid Percent
Valid	No	17	81.0	81.0
	Yes	4	19.0	19.0
	Total	21	100.0	100.0

The following two tables are about the making the payroll and finishing the accounting processes. When it comes to paying the money, often it is the owners themselves, while in other cases these processes are performed externally. About the payroll, 12 of 21 owners are doing it through outsourcing and has hired someone to do the job, while 9 themselves are participating in this process. When it comes to accounting, the results are slightly different. 18 of the owners hired someone to carry out these activities, while the remaining 3 are their own accountants.

Table 21. Payroll process

		Frequency	Percent	Valid Percent
	Outsourced	12	57.1	57.1
Valid	Yourself	9	42.9	42.9
	Total	21	100.0	100.0

Table 22. Accounting process

		Frequency	Percent	Valid Percent
	Outsourced	18	85.7	85.7
Valid	Yourself	3	14.3	14.3
	Total	21	100.0	100.0

4.1.2 Restaurants profiles

In this section we present the relevant information related to the restaurants per se. Among the question asked to the participants about their restaurant, some had single possibility of answering and other allowed multiple choice answers

Table 23. Type of cuisine Frequencies

	Responses	
	N	Percent
Cypriot	15	39.5%
Turkish	8	21.1%
Nigerian	2	5.3%
International	13	34.2%
Total	38	100.0%

In the table above, the types of dishes offered to customers are listed. It looks like restaurants are offer simultaneously Cypriot and international dishes. They account for respectively 15 out of 21 and 13 out of 21. So most of them propose Cypriot-made foods and more common international-like food. Also 8 managers reported that their restaurant also propose Turkish dishes to customers. Finally, 2 restaurants claimed they also provide Nigerian dishes.

Table 24. Financial performance criteria Frequencies

	Responses	
	N	Percent
Return of investment	3	8.3%
Sales	11	30.6%
Profit on employee	1	2.8%
Profit Margin	4	11.1%
Occupancy rate	2	5.6%
Gross/net profit	11	30.6%
Cash flow budget	4	11.1%
Total	36	100.0%

The criteria for financial performance measurement are shown on the table above. The total revenue and profit are the main criteria used by managers to evaluate their respective performance. 11 managers reported to use these. Probability because they are the basic accounting technique to assess financial performance. Few of the managers claimed to use other ratios. For instance, 4 managers reported their use of cash flow budget and profit margin. Return on investment (ROI) was use by three managers, who we believe may have a sufficiently good base in financial management. Some said they use profit on employee and occupancy rate, respectively 1 and 2 managers.

Table 25. Measurement against competitors Frequencies

	Responses	
	N	Percent
Profits	3	11.5%
Advertising	5	19.2%
Price	5	19.2%
Promotional Strategies	2	7.7%
Costs	3	11.5%
Market share	1	3.8%
Do not measure against Competitors	7	26.9%
Total	26	100.0%

The table above shows that there are two categories of managers. The first group consist of those who do not have in mind and applied a competitive behavior against other businesses. These 7 managers probably manage to run smoothly their business as things goes. On the other hand, there are managers who adopt a monitoring

approach against the others. 5 managers reported to have a price and advertisement comparative strategy, 3 sad to rely on profits and cost comparison approach, whereas 2 admitted to compare themselves with other restaurants based on the promotional strategies. Only 1 manager claimed the use of market share as a direct comparison method with others.

But they were asked how can they evaluate their current market share. In the table below, it shows that one third of the respondent (33%, n=7) do not even engage in such endeavor. For the rest, 7 managers assessed their market share by the number of customer they have and 5 used the ration of their actual number of customer over the total potential customers.

Table 26. Measure of market share

	Frequency	Percent	Valid Percent
Number of customer	7	33.3	35.0
Percentage of total customers	5	23.8	25.0
% of market	1	4.8	5.0
Do not measure market share	7	33.3	35.0
Total	20	95.2	100.0
Missing 99.00	1	4.8	
Total	21	100.0	

In addition, when asked for patterns for employee training, they argued that the performance disclosed against the standards, customer loyalty, repeat business and competencies constituted the main factor which influenced their employee training, by respectively 7, 5, 4, and 4 managers. It is interesting to note that only 1 manager claimed to use percentage of customer complaint as factor for employee training.

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Table 27. Employee training types

	Responses	
	N	Percent
Competencies	4	15.4%
Retention	1	3.8%
% of customer complaints	3	11.5%
Increased Sales	2	7.7%
Repeat Business	4	15.4%
Customer Loyalty	5	19.2%
Performance against Standards	7	26.9%
Total	26	100.0%

Related to previous paragraph, we surveyed the decision maker individual in each restaurant. According to the table below, the owner was the one to decide on everything in 14 restaurants. Otherwise, it is the investor or the director, the department head, or the operations manager, who is in charge of the decision making responsibility. One of the participant did not respond.

Table 28. Measures decision-maker

	Frequency	Percent	Valid Percent
Investor /Director	2	9.5	10.0
Owner	14	66.7	70.0
Department Heads	2	9.5	10.0
Operations Managers	2	9.5	10.0
Total	20	95.2	100.0
Missing 99.00	1	4.8	
Total	21	100.0	

Customers make the business move, so it is important for the owners to know the number of their customers. As part of the success of the business, is taking care of its

customers. In our case, the question "how consumers you have daily in your restaurant", over 150 customers is most often chosen answer among the respondents, and 13 of respondents said so. We have 2 in each group of "less than 50", and "between 50 and 100", and last 3 respondents answered that the number of customer is between ""101-150" per day.

Table 29. Number of customers per days

		Frequency	Percent	Valid Percent
Valid	Less than 50	2	9.5	10.0
	51-100	2	9.5	10.0
	101-150	3	14.3	15.0
	over 150	13	61.9	65.0
	Total	20	95.2	100.0
Missing	99.00	1	4.8	
Total		21	100.0	

The average sales per day during the academic term are different than during the summer. Our respondents were asked to answer the first part of the question, and as we can see 11 restaurants out of 21, make less than 2000 TL of sales daily, another 5 has ranked themselves in the group between 2000-3000, and the rest 5 has chosen the number of sales per day of 4000 and more.

The second table below shows the difference in the average sales per year, which vary a lot compared to the daily one. While 2 of the respondents did not answer this

part of the questionnaire, the 2 most chosen groups are "less than 20 000", with 6 answers and "40 000 and more" with 7 of the answers.

Table 30. Average sales per day during academic term (in Turkish Lira – not summer period)

		Frequency	Percent	Valid Percent
Valid	Less than 2000	11	52.4	52.4
	2000-3000	5	23.8	23.8
	4000 or more	5	23.8	23.8
	Total	21	100.0	100.0

Table 31. Average sales per year during academic term (in Turkish Lira – not summer period)

		Frequency	Percent	Valid Percent
Valid	Less than 20000	6	28.6	31.6
	20000-30000	4	19.0	21.1
	30000-40000	2	9.5	10.5
	40000 or more	7	33.3	36.8
	Total	19	90.5	100.0
Missing	99.00	2	9.5	
Total		21	100.0	

The last question of the survey was aimed to discover the total number of employees who are working in the restaurant. From the results obtained, we can see that the

number vary a lot. 8 of the business included in this process has less than 5 employees, 9 of them have employed a number between 5 and 10. One has answered that his business has employed between 10 to 15 people, and 3 have more than 15 employees in the restaurant.

Table 32. Number of employees

		Frequency	Percent	Valid Percent
	Less than 5	8	38.1	38.1
	5-10	9	42.9	42.9
Valid	10-15	1	4.8	4.8
	15 or more	3	14.3	14.3
	Total	21	100.0	100.0

4.2 Descriptive statistics

Descriptive statistics are displayed in the table below. It shows the means and standard deviations of the listed operations, staff, service and servicescape items. It turns out that emphasis is thoroughly made by managers in using fresh ingredients (M=4.90, SD=.30), good product quality including food and beverages (M=4.85, SD=.36), and clean dining area (M=4.85, SD=.35). on the other hand, air conditioning (M=3.05, SD=1.66), and disable people facilities (M=3.10, SD=1.44) seemed not to be unanimously emphasized on by managers, as factors affecting their success.

Table 33. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Uses fresh ingredient	21	4.00	5.00	4.9048	.30079
Offers high quality products	20	4.00	5.00	4.8500	.36635
Staff are willing to correct errors	17	2.00	5.00	4.2353	.83137
There are limited waiting time and not big cues	20	1.00	5.00	4.2500	.96655
Staffs are very helpful	19	2.00	5.00	4.3684	.83070
Service is reliable and consistent	21	4.00	5.00	4.7143	.46291
Has non-smoking space	20	4.00	5.00	4.8000	.41039
Stores are always air-conditioning	20	1.00	5.00	3.0500	1.66938
Has clean dining area	21	4.00	5.00	4.8571	.35857
Has pleasant dining area	20	4.00	5.00	4.7000	.47016
Has facilities for disable people	20	1.00	5.00	3.1000	1.44732
Price range is reasonable	21	4.00	5.00	4.5714	.50709
Products carry value for money	20	3.00	5.00	4.5000	.68825
Is a nice place to go out	20	2.00	5.00	4.3500	.74516
Is a place for fun	20	1.00	5.00	3.7000	1.12858

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Chapter 5

INTERVIEWS ANALYSIS AND RESULTS

5.1 Interviews reports

In the next table, a condensed overview of the responses provided by the

interviewees are as follow.

Table 34. Summary of interviews

Respondent	Answers
1	He does follow principles of standards such as production quality, service quality, cleanliness, infrastructure, qualified staff, kitchen utensils. Also he considers the importance to have a good team and happy workers.
2	She follows the business plan, and provides the best service to customers. In addition, she emphasizes on satisfy them with varieties of dishes, qualified staff, reasonable price and service according to the target market and he demand from students. She renewed restaurant and made a new design and decoration inside and outside (garden area, playground, smoking area)
3	He concentrates on quality of food, respect for customers, serving the best food in the best time, using fresh ingredient, making fresh food, good package with reasonable price. He offers side dishes for more satisfying customers. Decorates and design the place for attracting more customers. He also mentioned the importance of having a good team. He expressed 3 things the most to consider (quality and quality and respect to customer)

4	She loved her job and she is chef/owner of the restaurant. The quality of food with low price, a good behavior and friendliness with customers, are more important factors for her. She thinks more about customers' service and accommodating her customer rather than generating cash for her restaurant. She believes taking good care of customers in proper manner will spillover on money return.
5	The good position inside the school and serving food very fast with reasonable price and good quality. The restaurant has daily variety of cuisine (preparing by the chef and demonstration kitchen). Also, the consistency is a key to success. Doing according to the standard and maintaining your quality of food help to success in the business.
6	He said he offers special package for students for one semester with very reasonable price and good quality and hygienic standards. Also using the modern equipment and technology for catering around 5000 foods per days. Consistency is always the main key. Hierarchy to success is consistency, high standards, serving good quality of food at the good and reasonable price in a good hygienic atmosphere.
7	She said she focuses on the customer and how to behave with them, by offering good quality and reasonable price, good behavior with customers and considers customers' feedback toward the food. She applying fresh ingredient and making fresh food. Had a good delivery service and monitoring the competitors, to get the new idea to growing up her business.
8	He said respect to the customer is the most important. It is a family business and all family working there and has a good behavior with customers. Preparing fresh food with good quality and reasonable price also they had a variety of food in their menu. He makes a contract with Coop Bank and offering good food by good price to students. He designed and decorated inside and outside (smoking area and playground) of the restaurant and changing them every year.

9	He said he focuses more on customers and has a good behavior with customers also serving special food and selling local foods as another factor. The variety of food is more important. He had the daily menu and making fresh food with fresh ingredient. It is a family business and they offer good food with good quality at the reasonable price to customers.
10	She said communication style, friendly behavior with customers, fresh food with quality, clean area, hygienic, reasonable price, qualified workers, staff are the most important factors in restaurant businesses. To knowing more languages for having the better relation with customers.

Table 35. Commonly proposed factors of success

Critical Success Factors	Code	Occurrence
Food Quality	1	9
Service Quality	2	1
Cleanliness	3	2
Infrastructure/ Decoration	4	5
Qualified Staff	5	3
Good Team	6	2
Happy Worker	7	2
Customer Service	8	3
Pricing	9	8
Customer Respect	10	2
Friendliness	11	2
Good Behavior	12	4
Food variety	13	4
Consistency(Standards)	14	3
Fresh Ingredient	15	3
Monitor Competitors	16	2
Communication/Language	17	2

After listening, transcription and repeated reading of the scripted interviews, some factors came up, repeatedly mentioned by the managers we interacted with. In this manner, as shown on the above table, all the concepts which were commonly and

repeatedly stated were coded. This help us to consistently identify every possible important factor suggested by the managers. As a result, 17 factors were extracted from our analysis and explained below.

Food quality, service quality and customer service

The majority of the managers interviewed agreed that food and service quality were very important in the successful campus restaurant, for instance, 9 out of 10 managers explicitly claimed that food quality was the first critical success factor, while 4 of them explicitly proposed customer service. One manager said in this regard:

> "*One of the only reason can be quality of the food, (…) and the aim of the serving best in the best time, in the shortest time, these are very important, as we are inside the university, we have tried our best to attract more customers, we focusing to our quality plus serving the food as fast that we can*" (respondent 3).

A second added that:

> "*Quality of food is more important even if it is a cheap for example a sandwich with cheap price but the taste not good and don't have good quality I don't want to buy them I prefer to pay more and eat good food with good quality*" (respondent 10).

So food and service quality stands as an important critical success factor.

Pricing and Consistency (Standards)

8 out of 10 respondents explicitly claimed that pricing was one of the factors of a successful restaurant. Moreover, 3 of them proposed consistency and following the standards of restaurant business will be a good strategy in the restaurant business. To support these two factors respondent (5) stated that:

> "*For the long term for success, only consistency. I had to say this word again, consistency is always the key to success. So it means keep in very high standards of food, (…) all these things must be kept at the same standards all the times. If you drop any of your standards you*

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will lose customers and you will lose your reputation. So, hierarchy of success is consistency, high standards (…)".

Also respondent (7) expressed that:

"I go to other restaurant and taste their food in my free time, and check their menu and price, and always I try to offer less than price for the students because the budget of students is limited here. Also we offer good package for student with good price for semester".

Also respondent (2) expressed that:

"We are trying to find qualified staff to serve better service; also, we know the budget of student is limited, we offering food by best quality with reasonable price to student".

Therefore, pricing and consistency stands as another important critical success factors.

Food variety and fresh ingredient/food

Other two important factors are food variety and fresh ingredient, 4 out of 10 managers claimed that variety of food can help managers to be more successful and 3 out of 10 mentioned that consuming fresh ingredients is a must in restaurant businesses. Three managers said accordingly:

"We think about satisfaction of customers. We have too much selection, we have alternative in the menu, we have different food for vegetarian, fish lovers, meat lovers and chicken lovers, and we are trying to find qualified staff to serve better service". (Respondent 2)

"This is the only restaurant in the campus that has special menu. You could not find any places like this in the campus. Before being the first menu in the campus, the quality and using fresh material and ingredient and everything is buying fresh for a day, not even two days". (Respondent 7)

"Different types of cuisines produce by students and special culinary chefs that's come and do different cuisines …. So we offer people so many different foods so that's very popular" (Respondent 6)

According to above-mentioned respondents Food variety and fresh ingredient/food stands as important critical success factors in restaurant business.

Qualified Staff, Good Team and Happy Worker

The managers interviewed agreed that qualified staff (three respondent), good team (two respondent) and happy workers (two respondents) are other three factors can come into consideration for successful restaurant, for instance respondent (2) stated that:

> *"Qualified staff and you know, our aim is smiling faces in this restaurant firstly, staff to be in a good relation with customers but you know that limited and they have to smiling and serving very best for satisfying customer".*

In addition, respondent (1) claimed that:

> *"In order to be successful, you need to have a lot of principles and you have to work in standard, in other words, according to your question also you need a good team who are all following those standard and principles that you have constructed".*

Also respondent (1) expressed that:

> *"In order to be successful you need good team and happy workers, so before the happiness of customers you need to work about happiness of workers".*

Customer Respect, Friendliness, Good Behavior and Communication

Two respondents argued that customer respect is important factor for being successful in restaurant business, also two respondents mentioned friendliness with costumers is important, 4 respondents stated that good behavior play an important role, and finally 2 respondents believed that having a proper communication would be a good way to be successful. For example, respondents (7)

> *"Depends of my opinion which make me successful is that we are focusing on customers, always they have a right here. The first things here is customer, their appetite, taste, whatever, it depends if I want to choose between my group and customers, always the customer is winner".*

Furthermore, respondent (4) believed that:

"Customer happiness and good customer service are important, quality food with little price and maintaining at time of opening making sure close at the same time, even if no student there do not change the system and we have a particular system here, as I told before quality food with low price and make environment friendly and good service. She loves her job and".

Additionally, respondent (10) claimed that:

"We are successful because of communication style, we know how to communicate with the customers, if you communicate with them like friend, they like and come every day and talking with you because they feel like it is their home".

Cleanliness

Another important factor in restaurant business is cleanness which only two respondents implied to this factor. Respondent (8) expressed that:

"All my staff smiling and respecting to customer, and this is clean. They make fresh food and quality is high and daily, do you what I mean and everything every desk and table and kitchen are more clean".

Infrastructure/Decoration

Five interviewees agreed that infrastructure/decoration was very important in the successful campus restaurant. For instance, 5 out of 10 managers clearly claimed that infrastructure/decoration plays a substantial role on critical success factor. For instance, respondent (1) claimed that:

"It is in a good location and in main gate and decorate and design by different area as smoking area and garden part outside and playground, and we doing according what student want."

Respondent (8) expressed that:

"Respect to customers and have a good relation with them, and make service buffet and change all furniture and put more bench and chair and billiard table, football table outside, and TV and painting every year my place".

5.2 Categorization

Table 36. Categories of CSFs

1	Quality	Food Quality, Service Quality, Customer Service, Pricing, Consistency(Standards), Food variety, Fresh Ingredient
2	Human Resource Management	Qualified Staff, Good Team, Happy Worker
3	Communication	Customer Respect, Friendliness, Good Behavior, Communication/Language
4	Service Scape	Cleanliness, Infrastructure/ Decoration

After the analysis of the interviews with respondents, we came up with four categories within which the 17 critical success factors can be confederated as described in the table above. The first category is quality. Quality is vital in restaurant business. Quality in food, quality in service, and quality in raw materials are all the factors that bring a restaurant to a safe position, and that can generate cash for the owner. Among these factors, consistency also is important in which the restaurant keep its quality during the business running. As it was stated earlier between these factors there are similarities which make them to be included in the same category as quality.

Qualified staff, good team and happy staff are all the factors that related to the human resource management. These factors need to be taken into consideration by managers when they are going to employ new staff for their business. They should choose those applicants who matched with their standards and achieved business objectives.

As it was argued by many scholars, customers are the crucial part of any business. And when it comes to service industry it gets the first priority in consideration. we categorized customer respect, friendliness, good behavior and communication under the umbrella of communication. These three factors are important because in service business, service provider and customer have face to face communication. So, managers need to train their staff regarding have good behavior toward customers as well as customer respect.

Servicescape is a term that defines the physical environment that has great impact on service business. As respondents stated, three factors are important to attract more customers into their business. Among those factors cleanliness, infrastructure and decoration are forming the servicescape. Although only two of respondents directly mention servicescape as important factor for restaurant business, still it needs to be considered by other managers in the future to be more successful.

Chapter 6

DISCUSSION, LIMITATIONS AND SUGGESTION FOR FUTURE RESEARCH

6.1 Discussion

This study aimed to identify critical success factors of campus restaurants, the case of Eastern Mediterranean University. Qualitative and quantitative approaches have been used to meet this objective. Based on the interview data, it appears that four main factors are important for a successful venture in campus restaurants.

The foremost important factor from managers' perspective is *quality*. Managers seemed to stress heavily on quality related factors. This includes the offerings quality. In fact, the quality and freshness of ingredients used which may favor the final dish quality. The second important aspect of this factor is quality related to the service to customer *per se*. it is of such salience that all the managers stressed on this point. Then the last points within this main factor are pricing policy and standard consistency. Managers confessed that having a reasonable but not low price, as well as a sustained high standard in the management through competitors monitoring are also important.

The second main plebiscite success factor is *communication*. In this particular factor, the consideration of customers takes the lion's share. The managers argued that it is important to create friendship atmosphere with the customer, with the mean of irreproachable behavior and respective attitude towards them. Moreover, it appeared

that the knowledge of different language than the local one may be important in the process. Thus, the majority of managers/owners of these facilities are relatively bilingual, speaking Turkish and English languages.

In order to demonstrate respect and good behavior to customers, the managers vowed also that it is critical to have an adequate *human resource management*. In this regard, it seems crucial to have a qualified and happy staff. Such workforce is more likely to invest themselves in a making quality product/food, impeccable service to customers, and also demonstrate a warm and welcoming behavior.

Finally, the last aspect from managers' perspective was the *servicescape*. This factor is related to the cleanliness of the facility and furniture in general, from the dining area to the kitchen. In addition, the physical appearance of the restaurant. Some managers mentioned their redesign and redecoration policy as an appealing factor to customers.

Furthermore, the survey provided us with supporting evidences, consistent with findings from the interviews. Freshness and quality of food and customer services, price reasonability, and staff availability to customers were pulled as critical success factors related to operations and management of the restaurant. In addition to this, they result of the survey also suggest that an adequate planning and financing are salient. Majority of managers claimed to have a business and marketing plan, as well as self-financing and costing techniques which help the business gain reputation. Moreover, from both data source, it is also noteworthy to mention that a given degree is not a triggering success factor in the campus catering service. Although it may give some theoretical knowledge to a person, it does not directly affect the success.

6.2 Limitations

Several limitations are embedded with this work. First of all, the results obtained from this research are just inherent to the case sample, i.e. restaurants within the campus. Other points such as tea spots or kiosk also operate inside the campus and could have been included. Even though they do not offer a consistent meal experience like restaurants, they also provide some light or fast eateries and beverages. Including those might have provided extra results from the one obtained.

Second, this study was a case study on campus restaurants. But our study was limited only to the campus of EMU, thus this may not lead to solid inferential assumptions regarding other similar businesses in other campuses within North Cyprus, or campuses in other countries. Also, the finding retrieved from managers may have been framed within the social context they run their business. Also, their replies might have been subject to social desirability answers, without really telling their deep thoughts.

Third, the data collection was undertaken during summer holidays. During this period, some restaurants close due to lack of customers, and in addition, some managers are not often around that period, mostly coming in specific time. For this study have been undertake during normal semester, we could have reached more managers for interviews for instance. This could have led us to potentially new and different perspectives.

6.3 Suggestions for future research

In the light of the aforementioned limitations and other notes taken by the researcher, we propose the following. Future studies should expand the sample size of the

surveyed restaurants. That is, they may consider the inclusion of other universities campus restaurants in their research scope. In addition, this could be done during regular semesters were all of the facilities work at their full capacity. This will consistently increase the validity of the results obtained here.

Moreover, further studies may investigate possible relationship between managers' perception of critical success factors and customers level of agreement with these, satisfaction with relative decisions made by the managers. They can also consider investigation the difference and comparisons in these perceptions, between managers and customers point of view. For these two groups have different expectations and perception, it may be noteworthy to bend on this matter.

Finally, emphasis can be stressed on any potential cultural influence in the level of satisfaction and agreement of customers with managers perceived factors and implementation. Campus is usually full of student from several nationalities and cultural backgrounds. Due to these, they may have their own perception and taste with can affect their satisfaction with the campus restaurants. In a multicultural environment like the prevailing one at EMU, further researchers may also investigate if managers think of expanding their offers to specific cultural dishes beside Turkish and Cypriot ones, to contend foreign students, who are majoritarian at the EMU campus. Also if they think of making some different atmospheres for some student to fell a bit home.

6.4 Conclusion

At the end of this research, it can be said that quality-related measures seemed to be preferred by campus restaurants managers, while few or almost none openly

mentioned the primacy of financial performances. This work can be of great importance to potential entrepreneurs, planning to make a shift into this sector, especially if they are new in the whole catering industry.

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APPENDICES

Appendix A: Questionnaire (English)

Research on Success Factors of Campus Restaurant

This survey was prepared as part of research project of Master of Tourism Management at EMU. It investigates the factors that influence success of campus restaurants. It will take about 15 minutes to fill out the survey. Thank you for your contribution.

Demographic Characteristics

1. Age:
☐ 20 and Below   ☐ 21-30   ☐ 31-40   ☐ 41-50

☐ 51-60   ☐ 61 and above

2. Gender
☐ Female   ☐ Male

3. Nationality:
☐ TRNC   ☐ TR   ☐ Other Nationality

4. Marital Status:
☐ Married   ☐ Single

5. Education:
☐ Primary School   ☐ Secondary School   ☐ High School

☐ University   ☐ Master   ☐ PhD

6. Year(s) of experience in this restaurant:
☐ Less than 1 year   ☐ 1-5 years   ☐ 6-10 years

☐ 11 years and more

7. Year(s) of experience in the industry:

☐ Less than 1 year   ☐ 1-5 years   ☐ 6-10 years

☐ 11 years and more

8. What sort of cuisine is produced and served?

☐ Cypriot   ☐ Iranian

☐ Turkish   ☐ Nigerian

☐ International

8. Did you have hospitality business education?   ☐ Yes   ☐ No

9. Do you have a business plan? ☐ Yes ☐ No

10. Do you have a marketing plan? ☐ Yes ☐ No

11. Are any family members involved in the operation? ☐ Yes ☐ No

12. Did you self-finance your business? ☐ Yes ☐ No

13. Did you borrow money to finance your business? ☐ Yes ☐ No

14. Did you seek legal counsel? ☐ Yes ☐ No

15. Did you use recipe costing? ☐ Yes ☐ No

16. Do you attend continuing education classes? ☐ Yes ☐ No

17. Do you have a training plan in place? ☐ Yes ☐ No

18. Who does your payroll? ☐ Yourself ☐
outsourced

19. Who does the accounting? ☐ Yourself ☐
outsource

20. Number of customers per days:

☐ Less than 50 ☐ 101-150

☐ 51-100 ☐ over 150

21. What type of financial performance measures do you use most frequently to measure performance?

☐ Return of investment ☐ Sales

☐ Profit on employee ☐ Profit Margin by Department

☐ Occupancy rate ☐ Gross/Net Profit

☐ Earnings per share ☐ Asset Turnover

☐ Gross net profit ☐ Cash Flow budget

22. How do you measure market share?

☐ Number of customer

☐ Percentage of total customers

☐ % of market

☐ Do not measure market share

23. What criteria the restaurants use to measure itself against competitors?

☐ Profits ☐ Advertising

☐ Price ☐ Promotional Strategies

☐ Costs ☐ Marketing

☐ ☐

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Market share   Do not measure against Competitors

24 Average sales per day during academic term (not summer period)

☐ Less than 2000   ☐ 2000-3000

☐ 3000-4000   ☐ 4000 or more

25. Average sales per month during academic term (not summer period)

☐ Less than 20000   ☐ 20000-30000

☐ 30000-40000   ☐ 40000 or more

26. How is employee training measured?

☐ Competencies   ☐ Retention

☐ % of customer complaints   ☐ Increased Sales

☐ Repeat Business   ☐ Customer Loyalty

☐ Performance against Standards

27. Who is the Restaurant makes the decision on the type of measures used?

☐ Investor /Director   ☐ Owner

☐ Financial Controller   ☐ Department Heads

☐ Operations Managers

28. Which methods do you use to track customer satisfaction?

☐ Response time to customers   ☐ Number of complaints as % of total
customers

☐ Repeat customers visit   ☐ Do not track customer satisfaction

29. Number of employees working in your restaurant?

☐ Less than 5   ☐ 5-10

☐ 10-15   ☐ 15 or more

Please mark the below questions according to your option.
(1) Strongly Disagree   (2) Disagree   (3) Neither
(4) Agree   (5) Strongly Agree

Measurements	1	2	3	4	5
Uses fresh ingredient	1	2	3	4	5
Offers high quality products	1	2	3	4	5

Staff are willing to correct errors	1	2	3	4	5
There are limited waiting time and not big cues	1	2	3	4	5
Staffs are very helpful.	1	2	3	4	5
Service is reliable and consistent	1	2	3	4	5
Has non-smoking space	1	2	3	4	5
Stores are always air-condition	1	2	3	4	5
Has clean dining area	1	2	3	4	5
Has pleasant dining area	1	2	3	4	5
Has facilities for disable people	1	2	3	4	5
Price range is reasonable	1	2	3	4	5
Products carry value for money	1	2	3	4	5
Is a nice place to go out	1	2	3	4	5
Is a place for fun	**1**	**2**	**3**	**4**	5

Appendix B: Questionnaire (English)

(Kampüs Restoranlarının Başarı Faktörlerine Yönelik Bir Araştırma)

Bu anket DAÜ Turizm İşletmeciliği Master araştırma projesinin bir parçası olarak hazırlanmıştır. Bu araştırma kampüsteki restoranların başarısını etkileyen faktörleri incelemektedir. Bu anketi doldurmak yaklaşık 15 dakikanızı alacaktır. Katkınız için teşekkürler

Demografik özellikler)

1. Yaş

☐ 20 ve aşağı   ☐ 21-30   ☐ 31-40   ☐ 41-50
☐ 51-60   ☐ 61 ve yukarı

2. Cinsiyet

☐ Kadın   ☐ Erkek

3. Milliyet

☐ KKTC   ☐ TC   ☐ Diğer Milliyet

4. Medeni hal
☐ Evli   ☐ Bekar

5. Eğitim

☐ İlkokul   ☐ Ortaokul   ☐ lise
☐ Üniversite)   ☐ Yüksek   ☐ Doktora

6. Bu restorandaki deneyim süreniz

☐ 1 yıldan daha az   ☐ -5 yıl   ☐ 6-10 yıl
☐ 11 yıl ve daha fazla

7. Bu sektördeki deneyim süreniz

☐ 1 yıldan daha az   ☐ -5 yıl   ☐ 6-10 yıl
☐ 11 yıl ve daha fazla

8. Üretimini yaptığınız ve servis ettiğiniz mutfak türü:

☐ Kıbrıs Mutfağı   ☐ Iran Mutfağı

☐ Türk Mutfağı   ☐ Nijerya Mutfağı

☐ Uluslararası

8. Otelcilik işletmesi eğitiminiz var mı? ☐ Evet ☐
Hayır

9. İşletme planınız var mı? ☐ Evet ☐ Hayır

10. Pazarlama planınız var mı? ☐ Evet ☐ Hayır

11. Operasyona katılan aile üyeleri ve akrabalarınız var mı? ☐ Evet ☐ Hayır

12. İşinizi kendiniz mi finanse ettiniz? ☐ Evet ☐ Hayır

13. İşinizi finanse etmek için borç aldınız mı? ☐ Evet ☐ Hayır

14. Hukuki danışmanlığa başvurdunuz mu? ☐ Evet ☐ Hayır

15. Reçete maliyeti kullandınız mı? ☐ Evet ☐ Hayır

16. Sürekli eğitim sınıflarına katılıyor musunuz? ☐ Evet ☐ Hayır

17. Eğitim planınız var mı? ☐ Evet ☐ Hayır

18. Maaş bordronuzu kim yapar? ☐ Dışarıdan
kendiniz

19. Muhasebe işlerini kim yapar? ☐ Dışarıdan
kendiniz

20. Günlük müşteri sayısı

☐ 50'den az ☐ 101-150

☐ 51-100 ☐ 150'den fazla

21. Finansal performans ölçmek için en sık kullandığınız yöntemler nelerdir?

☐ Yatırımın geri dönüş ☐ Satış

☐ çalışana başına düşen kâr ☐ Kâr Marjı

☐ Doluluk oranı ☐ Brüt / Net Kar

☐ Hisse başına ☐ Varlıkların dönüşümü

☐ GrosBrüt net kâr ☐ Nakit Akışı bütçesi

22. Pazar payını nasıl ölçüyorsunuz?

☐ müşteri sayısı

☐ toplam müşterilerin yüzdesi

☐ Pazar %

☐ pazar payını ölçmeyiz

23. Restorant rakiplerine karşı kendisini ölçmek için aşağıdaki hangi kriterleri kullanırsınız?)

☐ Kârlılık ☐ reklâm

☐ Fiyat   ☐ promosyon Stratejileri

☐ maliyetler   ☐ Pazarlama

☐ Pazar payı   ☐ Rakiplere karşı ölçüm kullanmaz

24 akademik dönem boyunca günlük ortalama satışınız (yaz dönemi hariç)

☐ En az 2000   ☐ 2000-3000

☐ 3000-4000   ☐ 4000 ya da daha fazla

25. Akademik dönem boyunca aylık ortalama satışınız (yaz dönemi hariç)

☐ En az 20000   ☐ 20000-30000

☐ 30000-40000   ☐ 40000 ya da daha fazla

26. Çalışanlarınızın eğitimini nasıl ölçülersiniz?

☐ Yeterlilikleri   ☐ işte kalma süresi

☐ Müşteri şikayetleri %   ☐ artan satışlar

☐ Devamlı Müşteri   ☐ müşteri sadakati

☐ Standartlar doğrultusunda sergilenen performans

27. Kullanılacak göstergelerin türüne kim karar verir?

☐ Yatırımcı / Yönetici   ☐ İş yeri sahibi

☐ Finansal Kontrolör   ☐ mBölüm başkanları

☐ Operasyon Yöneticileri

28. Müşteri memnuniyetini takip etmek için hangi yöntemleri kullanırsınız?

☐ müşterilere ilgilenme süresi   ☐ şikayetlerin sayısının toplam müşterilere olan % 'si

☐ Devamlı Müşteri ziyaret   ☐ Müşteri memnuniyetini takip etmeyiz

29. Restorant da çalışan personel sayısı?)

☐ 5den az   ☐ 5-10

☐ 10-15   ☐ 15 veya üstü

 sizin seçiminize göre aşağıdaki soruları işaretleyiniz.
(1) Kesinlikle katılmıyorum   (2) Katılmıyorum
(3) hiçbiri   (4) katılıyorum
(5) Kesinlikle katılıyorum

ölçümler	1	2	3	4	5
Taze malzeme kullanılır	1	2	3	4	5
Yüksek kaliteli ürünler sunmaktadır	1	2	3	4	5
Personel hatalarını düzeltmek için isteklidir	1	2	3	4	5
Sınırlı bekleme süresi vardır ve uzun kuyruklar oluşmaz	1	2	3	4	5
Personel çok yardımcıdır	1	2	3	4	5
Hizmet, güvenilir ve tutarlıdır	1	2	3	4	5
Sigara içilmeyen alan vardır	1	2	3	4	5
Tüm restorant klimalıdır	1	2	3	4	5
Temiz bir yemek alanına sahiptir	1	2	3	4	5
Hoş bir yemek alanına sahiptir	1	2	3	4	5
Engelliler için olanaklar vardır	1	2	3	4	5
Fiyat aralığı makuldur	1	2	3	4	5
Ürünler de fiyat-değer dengesi vardır	1	2	3	4	5
Dışarı çıkmak için güzel bir yerdir	1	2	3	4	5
Eğlenmek için iyi bir yerdir	**1**	**2**	**3**	**4**	5

Appendix C: Interviews transcript

Respondent 1 (Basket 1)

As a one of the successful manager in campus restaurant, what's makes you successful?

"In order to be successful, you need to have a lots of principles and you have to work in standard, in other words, according to your question also you need a good team who are all following those standard and principles that you have constructed, so in order to be successful you need good team and happy workers, so before the happiness of customers you need to work about happiness of workers"

Thank, for the second question, what are the keys factors to be in the business for long-term?

"In order to have a sustainable business, you need to work with correct people. You need to have your standards. The following the standards means, you had put standards to your quality, your production quality must be high also your serving quality, cleanness, infrastructure must be high. In order to produce more quality food, you need quality background, so the workers must be qualified and your instrument must also have to be in high standards. Also advertisement another factor and quality are always a key factor also manager must be more innovative and looking for new method and items to producing high-quality food"

Respondent 2 (Basket 2)

As a one of the successful manager in campus restaurant, what's makes you successful?

"firstly, as I mentioned in the questionnaire, we are doing business plan, in beginning of every semester, we are trying to make best service, we are think about satisfaction customers, we have too many selection, we have alternative in the menu, we have different food for vegetarian, fish lovers and meat lovers and chicken lovers, we are trying to find qualified staff to serve better service, also we know the budget of student is limited ,we offering food by best quality with reasonable price to student"

Ok, for the second question, what are the keys factors to be in the business for long-term?

"I think in every part we have good manager, we are serving according to our target market, we have many customers as student, teacher and the people coming from outside and we focusing according the demand. Variety of food is more important also we decided to add pizza and Iranian and Italian to our menu, qualified staff and you know ,our aim is smiling faces in this restaurant firstly, staff to be in a good relation with customers but you know that limited and they have to smiling and serving very best for satisfying customer , also it is in a good location and in main gate and decorate and design by different area as smoking area and garden part outside and playground ,and we doing according what student want ."

Respondent 3 (Merkez)

As a one of the successful manager in campus restaurant, what's makes you successful?

"one of the only reason can be quality of the food , respect to the customers, and the aim of the serving best in the best time , in the shortest time, these are very important ,as we are inside the university, we have tried our best to attract more customers, we focusing to our quality plus serving the food as fast that we can, as a like a fast food but we are serving the fast food as a daily food ,it is a fresh food but faster than fast

food ,we have a package service inside the university and I think we are one of the restaurant that we are making the package and delivery outside and inside the university it is one of the most important things for us to cover our customers everywhere"

Ok, for the second question, what are the keys factors to be in the business for long-term?

"One of important things in my business is my customers as I told before we are in the university and they have a limited time for eating so we are trying to serve the food as fast that we can, and one of the other important thing is price that not be too much expenses, plus we every time try to keep the side dishes like a meze to satisfying customers more, in our serving food we are every times saying we have to make the customers too feel up their eyes than their stomach. Also changing the decoration and designed inside and outside of restaurant. also in this country first of all quality, second is quality and respect to the customers."

Respondent 4(Sabanci)

As a one of the successful manager in campus restaurant, what's makes you successful?

"Customer happiness and good customer service are important, quality food with little price and maintaining at time of opening making sure close at the same time, even if no student there do not change the system and we have a particular system here, as I told before quality food with low price and make environment friendly and good service. she loves her job and"

Thanks, for the second question, what are the keys factors to be in the business for long-term?

"I am not the boss in my restaurant and I working here, sometimes like a boss give some orders and sometime washes the dishes, I am doing my job with love and I like when people sitting and eating my food in my restaurant, does not matter they have money or not. If take care of customers with good behavior and have good relation with them money will come in return."

Respondent 5 (Table D Hot)

As a one of the successful manager in campus restaurant, what's makes you successful?

"Another of units of tourism department are Table D Hot restaurant, table d hot restaurant is another one of our unit to the tourism department but it is very different operation to tower restaurant ,table d hot offers much more catering for student specifically for the student ,we saw a meal or food packages to the students that are staying on the campus so we offer them breakfast, lunch and dinner for set package price per semester so they will take there meal every day and the price will be set for the certain period of time , this price is very reasonable and our aims to giving cheap meal at good quality and hygienic standards to student who do not really have such a high budget of spending on food, our table d hot restaurant is also open for customers everywhere in the university or academic staff or any people that employed in the university and also anybody that come from anywhere else from outside of university. Our restaurant are more successful now more than before because we have a new rebuilt brand new kitchen behind the restaurant who has all the modern equipment and technology to cater up 5000 to 6000 per days, so table d hot so successful because it is preferred by many students because it is good value and very high quality in hygienic food is offer to them"

Ok, for the second question, what are the keys factors to be in the business for long-term?

"for the long term for success only consistency, I had to say this word again, consistency is always the key to success, so it means keep in very high standards of food ,clean, hygienic, good quality, must taste good ,and good portion, all this things must be kept at the same standards all the times if you any drop your standards you will lose customers and you will lose your reputation so, hierarchy of success is consistency, high standards, serving good quality food at reasonable price in good hygienic atmosphere, so this is the key for success."

Respondent 6 (Tower)

As a one of the successful manager in campus restaurant, what's makes you successful? "Tower restaurant is successful restaurant because it has a very good location inside the school,… it is a very practical for specially academicians to come and eat there, we offer a an open a hot and cold buffet, with served food very fast so people very limited time to eat a lunch time ,a so we offer them food at very reasonable prices and eat it quickly and get back to the work and the prices as I said before very good , you can have a meal for like fifteen Turkish lira ,the student also welcome to tower restaurant but it is not very popular for the student because the atmosphere a little more formal, student prefer to be in a bit loud and colorful environment here is a little more quiet and formal we do not really have so many student eat in tower restaurant another reason the tower is successful because at so many days of the week, we have different types of cuisines produce by students and special culinary chefs that's come and do different cuisines …. So we offer people so many different foods so that's very popular"

Thanks, for the second question, what are the keys factors to be in the business for long-term?

"ok, …in most businesses is also the same tower restaurant key factor for staying in a long time and being successful is consistency, if you keep your standards and also always tried to raise your standards that's means that you always have a good customers and continue your business and you have a good reputation and when I say the standards is quality and you must maintain them and increase them all the time because the consistency is a key to success"

Respondent 7 (Roof)

As a one of the successful manager in campus restaurant, what's makes you successful?

"depends of my opinion which make me successful is that we are focusing on customers, always they have a right here, the first things here is customer, their appetite, taste, whatever, it depends if I want to choose between my group and customers, always the customer is winner. This is the only one restaurant in the campus that has special menu; you could not find any places like this in the campus. Before being the first menu in the campus, the quality and using fresh material and ingredient and everything is buying fresh for a day, not even two days. But for being successful I looking forward the market as they wish always I asked you face to face or I want to write for me, what they are desiring to eat here, always about buffet table, every meal and vegetables because Arabic and Iranian and African have different taste and always try to make them more satisfy about the food."

Thanks, for the second question, what are the keys factors to be in the business for long-term?

"As keys factors for working a long-term again quality, price and satisfaction of customers are very important, off course competitors are very important and I going to other restaurant and taste their food in my free time and check their menu and price, and always I try to offer less than price for the students because the budget of students are limited here. Also we offering good package for student with good price for semester. Also we have a good delivery here can deliver the food in best time for our customer. Always we are looking around and looking the customers and competitors. If you see one restaurant are more successful than you off course they doing one thing that you do not do it, I always learning and try to learn new things."

Respondent 8 (Longson)

As a one of the successful manager in campus restaurant, what's makes you successful?

"my customers like my food, they like respect like the you know my face, always I am smiling, also all my staff smiling and respecting to customer, and this is clean .they make fresh food and quality is high and daily, do you what I mean ,and everything every desk and table and kitchen are more clean, my children working here and my wife also working here and with good personality and good relation with customers and always respect to customers and I believe my price is not very expensive is normally and with good standard and quality, one sample one example burger menu with drink is a ten Turkish lira that's normally, for everybody poor and rich student can buy it, do you know what I mean, we are make a contract with bank, coop bank ,using the card of coop bank to buy food here free by card and bank pay me back"

Thanks, for the second question, what are the keys factors to be in the business for long-term?

"respect to customers and have a good relation with them, and make service buffet and change all furniture and put more bench and chair and billiard table, football table outside, and TV and painting every year my place ,you know ,add new food with good price and quality, and bring new chef here for the make better food, and make new kitchen with new things, every year I make new decoration and design ,before I made little fast food and slowly put more food in our menu such as chicken dolma, hamburger, chicken rice, any breakfast and house made cake ,chicken salad and too much food in our menu "

Respondent 9 (Low Department)

As a one of the successful manager in campus restaurant, what's makes you successful?

"I usually make local foods that's the main thing I success here, before me everybody try to make a general food you know , when I got here, usually make local foods, Cyprus traditional food that's why, that's the reason I think, I am an educated people and know how to behave with customers and more kindly and respect to them, for sample any time a student comes and they do not have money, he says can I have water and pay later, I given, and most of them do not come again but I give them always, it is not problem. Every faculty have own customers and when I make local food here the other side some officers and teachers come here as well"

Thank, for the second question, what are the keys factors to be in the business for long-term?

"the relationship is more important ,relationship with the customers so for I sample, I think you can see any teachers and student come here and relation and have a good

behavior is important , I every time try to find new food that's why, as I sample today I make new food and I found somewhere and put in my menu every day and my price more cheap, I can give you an example , sandwich everywhere in School I think 7 , form my sandwiches 6 ,and most of my sandwiches I make here and using fresh ingredients and always fresh that's why ,I make every day different and fresh food here so that is important "

Respondent 10 (Business Department)

As a one of the successful manager in campus restaurant, what's makes you successful?

"We are successful because of communication style, we know how to communicate with the customers, if you communicate with them like friend, they like and come every day and talking with you because they feel like it is their home also downstairs is special cafe for Cypriot and they come here and saw each other, the only cafe that is all Cypriot come here"

Thank, for the second question, what are the keys factors to be in the business for long-term?

"you must be hygienic as always and tidy and your prices must be a equal for the students ,it is not be so high also you must be communicate very good with customers and with you workers because they present you inside and outside of the university , for example our chef must be a friendly to the others people or must be explained them and knowing more languages to communicate with different kind of customers, also this is family businesses and all family member try to have a good relation with customers also quality of food is more important even if it is a cheap for example a sandwich with cheap price but the taste not good and don't have good

quality I don't want to buy them I prefer to pay more and eat good food with good

quality."

Appendix C: Cyprus Turkish Restaurant Association registered restaurants list

List of Touristic Restaurants of Cyprus Turkish Restaurant Association			
Restoran Adı Name of the Touristic Restaurant	Bögesi Region	Telefon Telephone	Adress
AÇMENYA	ALSANCAK/GİRNE	+90 (392) 821 27 36	7.ŞHT ERCAN CAD. ALSANCAK
ZEPHYR BAR AND RESTAURANT	BAFRA	+90 (533) 849 53 63	BAFRA TURİZM YATIRIM BÖLGESİ (BAFRA TOURİSM REGION)
KEMAL'İN YERİ	BOĞAZ	+90 (392) 371 25 15	BOĞAZ/İSKELE
BOĞAZ PASSPORT RESTAURANT	BOĞAZKÖY/GİRNE	+90 (542) 881 33 66	CAĞIS MERKEZİ A1-A2 DÜKKAN
ELAUSA	DİPKARPAZ	+90 (392) 847 55 55	DİPKARPAZ
HASAN TURTLE BEACH	DİPKARPAZ	+90 (533) 864 10 63	DİPKARPAZ KÖYÜ ALTIN KUM MEVKİ (GOLDEN BEACH)
D&B CAFE	GAZİMAĞUSA	+90 (392) 366 66 10	NAMIK KEMAL MEYDANI NO 4
GİNKO RESTORAN	GAZİMAĞUSA	+90 (392) 366 66 60	LİMAN YOLU NO 1 SURİÇİ (INNER CITY)
GLORIA JEANS	GAZİMAĞUSA	+90 (392) 365 32 70	İSMET İNÖNÜ BULVARI NO.60
HISTORIA	GAZİMAĞUSA	+90 (392) 367 01 53	NAMIK KEMAL MEYDANI KALE İÇİ (INNER CITY)
JOHNNY ROKETS	GAZİMAĞUSA	+90 (533) 847 77 62	İSMET İNÖNÜ BULVARI NO.100
KIBRIS EVİ	GAZİMAĞUSA	+90 (392) 366 48 45	POLAT PAŞA BULVARI

ST.MARK CAFE AND RESTAURANT	GAZİMAĞUSA	+90 (392) 366 00 10	SURİÇİ BANDABULYA (INNER CITY)
TEMEL REİS	GAZİMAĞUSA	+90 (392) 366 42 16	GAZİMAĞUSA CENTER
YAPRAK TANTUNİ	GAZİMAĞUSA	+90 (392) 444 40 40	İSMET İNÖNÜ BULVARI 180/A
AKPINAR GRAND	GİRNE	+90 (392) 815 20 58	METE ADANIR CAD:EMEK APT.1
AMBİANCE RESTAURANT	GİRNE	+90 (392) 822 41 55	KARAOĞLANOĞLU
ANI RESTAURANT	GİRNE	+90 (392) 824 43 55	ZEKAİ ADİL CAD. ÇATALKÖY
ANİBAL TAKE-AWAY(NEŞE ANİBAL)	GİRNE	+90 (533) 840 92 00	ISKENDERUN CAD METEFORM PLAZA BLOK 2
ARCHWAY RESTAURANT	GİRNE	+90 (392) 816 03 53	DEREBOYU SK. 5 ZEYTİNLİK
BLUE DOOR	GİRNE	+90 (542) 850 60 61	45.ANKARA CAD. ALSANCAK
CAFE DÜKKAN	GİRNE	+90 (392) 815 59 85	METE ADANIR CAD
CAFE HARBOUR	GİRNE	+90 (392) 815 89 00	KORDONBOYU CAD 78
CANLI BALIK RESTAURANT	GİRNE	+90 (392) 815 11 23	YAT LİMANI (MARINA)
CAPITANO RESTAURANT	GİRNE	+90 (392) 821 30 25	YAYLA MAH. ALSANCAK
CENAP RESTAURANT	GİRNE	+90 (392) 821 84 17	ANKARA CAD27 ALSANCAK
CHILL OUT RESTAURANT	GİRNE	+90 (392) 816 06 73	20 TEMMUZ STAD.DÖNER KAV.
CHIMERA	GİRNE	+90 (392) 815 43 94	YAT LİMANI (MARINA)
CHINA GARDEN	GİRNE	+90 (392) 824 43 98	OZANKÖY

CHINESE HOUSE	GİRNE	+90 (392) 815 21 30	NACİ TALAT CAD 22
CORNARO	GİRNE	+90 (533) 865 16 48	ÇATALKÖY HALK PLAJI(BEACH)
CORNER RESTAURANT	GİRNE	+90 (392) 815 33 57	YAT LİMANI (MARINA)
COUSINS	GİRNE	+90 (542) 855 18 10	20 GULBAHAR SK. EDREMİT
CYPRUS QUEEN	GİRNE	+90 (392) 821 12 44	ŞEHİT ERCAN CAD 7 ALSANCAK
DRAGON RESTAURANT	GİRNE	+90 (533) 877 62 80	ROCKSHOTEL
EFENDİ HOUSE	GİRNE	+90 (392) 815 11 49	5.KAMİL PAŞA SOKAK
EFKARLI MEYHANE	GİRNE	+90 (533) 884 93 70	KURTULUŞ CAD.DOĞANKÖY
EZİÇ CHICKEN	GİRNE	+90 (392) 815 44 66	METE ADANIR CAD
EZİÇ PREMIER	GİRNE	+90 (392) 444 88 88	BAHAR SOK. 16 GİRNE
GREEN HEIGHTS PARK	GİRNE	+90 (542) 815 75 57	ATATÜRK CAD 107 YEŞİLTEPE
GREEN HILL	GİRNE	+90 (533) 8663006	DAĞYOLU ÜZERİ ARAPKÖY
GUTHRIE'S BISTRO BAR	GİRNE	+90 (533) 865 82 62	BELLAPAIS (BEYLERBEYİ)
HARBOUR CLUB	GİRNE	+90 (392) 815 22 11	GİRNE YAT LİMANI (MARINA)
HUZUR AĞAÇ (THE TREE OF IDLENESS)	GİRNE	+90 (392) 815 33 80	BELLAPAIS (BEYLERBEYİ)
İSTASYON CAFE & RESTAURANT	GİRNE	+90 (533) 859 10 00	METE ADANIR CAD.
JASHAN	GİRNE	+90 (533) 850 95 00	KARAOĞLANOĞLU CAD

JAKARANDA RESTAURANT	GİRNE	+90 (392) 815 60 08	CAFER PAŞA SOK. YAT LİMANI(MARİNA)
KERVAN CAFE	GİRNE	+90 (392) 822 27 02	KARAOĞLANOĞLU
KEYFİ SEFA	GİRNE	+90 (542) 883 46 63	MUHAMMED EL HAJ SOK 18 KARAOĞLANOĞLU
KIRGIN TRADING LTD	GİRNE	+90 (542) 881 77 88	KURTULUŞ CAD. 24 DOĞANKÖY
KYBELE RESTAURANT	GİRNE	+90 (392) 815 75 31	BELLAPAIS (BEYLERBEYİ)
KYRENIA ZONE RESTARUANT & BAR	GİRNE	+90 (533) 815 23 50	YAYLA SOK. BELLAPAIS(BEYLERBEYİ)
LAGOON FISH RESTAURANT	GİRNE	+90 (392) 815 65 55	KORDONBOYU CAD NİAZIS RESTAURANT KARŞISI
LEMONTREE FISH RESTAURANT	GİRNE	+90 (392) 824 40 45	ÇATALKÖY
LIASONS	GİRNE	+90 (533) 827 66 77	ATATÜRK MEYDANI 2 OZANKÖY
LOUGHING BUDDA CHINESE	GİRNE	+90 (392) 815 87 15	ECEVİT CAD ONAR TATIL KÖYÜ YANI
MEIDE RESTORAN	GİRNE	+90 (533) 860 26 26	ERSİN AYDIN SOK 16
MAMAMIA PIZZA	GİRNE	+90 (533) 882 23 14	KURTULUŞ CAD BELLAPAIS YOLU
MANIPENI PIZZERIA	GİRNE	+90 (392) 815 07 57	YENİ LİMAN KAVŞAĞI
MORELLI	GİRNE	+90 (533) 876 07 30	KARAOĞLANOĞLU 77
MY BACKSTREET BAR & BISTRO	GİRNE		ATİLLA SOK 25
PASSPORT	GİRNE	+90 (392) 815 98 38	DURSUN ÖZSARAÇ SOK.
PASTA MANIA	GİRNE	+90 (392) 822 41 05	77 SÜLEYMAN RECEP SK. KARAOĞLANOĞLU
PATINA RESTAURANT	GİRNE	+90 (392) 824 54	13 SINIR SK. OZANKÖY

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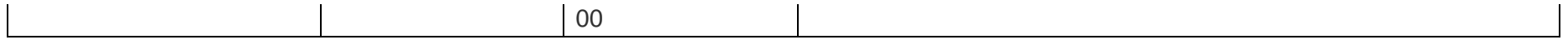
PIZZA HARBOUR	GİRNE	+90 (392) 815 88 96	YAT LİMANI (MARINA)
PIZZA TOWN	GİRNE	+90 (392) 816 05 11	HURRİYET CAD. 1
QUENTE BRAZILIAN STEAK HOUSE	GİRNE	+90 (392) 822 40 40	YAVRUKUŞ SOK10 KARAOĞLANOĞLU
SAINT TROPEZ	GİRNE	+90 (392) 821 83 24	ALSANCAK
SALİH ADALI	GİRNE	+90 (392) 822 38 44	SHT.ÖMER FAYDALI SOK16 KARAOĞLANOĞLU
SAMPİ	GİRNE	+90 (392) 816 10 48	METE ADANIR CAD.
SERENITY RESTORANT	GİRNE	+90 (533) 872 31 08	KARAOĞLANOĞLU
SET FISH RESTAURANT	GİRNE	+90 (392) 815 23 36	YAT LİMANI (MARINA)
SHAYNA BEACH CLUB	GİRNE	+90 (533) 885 00 04	DR.FAZIL KÜÇÜK CAD. ÇATALKÖY
SPAGETTI JUNCTION	GİRNE	+90 (392) 824 56 90	BEŞPARMAK CAD.KUMYALI PLAZA ÇATALKÖY
STONE GRILL	GİRNE	+90 (392) 822 20 02	KARAOĞLANOĞLU CAD.281
SUNSET	GİRNE	+90 (392) 821 81 46	LAPTA
SHERAZ	GİRNE	+90 (392) 824 40 27	24 ÇATALKÖY
TANGO TO BUDDHA	GİRNE	+90 (392) 225 20 86	İSKENDERUN CAD. KARAKUM
THE CARPENTERS	GİRNE	+90 (392) 822 22 51	ADNAN DAMAR SOK91 KARAOĞLANOĞLU
THE COD BABA	GİRNE	+90 (392) 822 27 09	KARAOĞLANOĞLU CAD 120D
THE FISHERMAN'S INN	GİRNE	+90 (392) 815 10 50	2 BOZOKLAR SK
THE HARBOUR DELIGHT	GİRNE	+90 (392) 815 53	YAT LİMANI (MARINA)

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THE VERANDA RESTORAN	GİRNE	+90 (392) 822 20 53	ŞHT.RINVAN ÜNVER SK7 KARAOĞLANOĞLU
TO LIMANI	GİRNE	+90 (392) 815 48 43	EFTAL AKÇA SK82 YATLIMANI (MARINA
5 MILL RESTAURANT	GİRNE	+90 (392) 821 83 30	YAVUZ ÇIKARMA PLAJI ALSANCAK
DREAM CASTLE RESTAURANT	GİRNE	+90 (392) 815 68 34	DR.FAZIL KÜÇÜK CAD. OZANKÖY
ASPAVA RESTORAN	GÜZELYURT	+90 (392) 727 76 21	YEDİDALGA/LEFKE
CEMAL KAŞ (LARA)RESTORAN	GÜZELYURT	+90 (392) 714 51 80	KALKANLI
KARABETÇA KRAL BALIK PLAJ RESTORAN	GÜZELYURT	+90 (392) 727 73 50	71 ECEVİT CAD YEDİDALGA/LEFKE
MARDİN RESTORAN	GÜZELYURT	+90 (392) 727 74 39	YEDİDALGA/LEFKE
YORGO KASAP RESTAURANT	GÜZELYURT	+90 (392) 724 20 60	KORUÇAM
THE GARDEN	İSKELE	+90 (392) 371 34 84	BAHÇELER/İSKELE
AKPINAR RESTAURANT AND CAFE	LEFKOŞA	+90 (392) 228 47 43	ŞEMSİ KAZIM APT.KÖŞKLÜÇİFTLİK
BAĞ RESTAURANT	LEFKOŞA	+90 (392) 245 44 13	LEKLOŞA GAZİMAĞUSA YOLU
BAY KAHKAHA CATERING	LEFKOŞA	+90 (392) 444 00 01	TAZMINAT SOK ARABAHMET HISAR ÜSTÜ
BELLAHAN RESTAURANT	LEFKOŞA	+90 (392) 223 53 70	REMZİ OKAN SK.1 GÖÇMENKÖY
BİYER RESTAURANT	LEFKOŞA	+90 (392) 228 01 43	M.AKİF CAD 61
BURGER CITY	LEFKOŞA	+90 (392) 223 51 11	LEMAR YOLU BURGER CITY KERMIYA
CAFE BİİZ	LEFKOŞA	+90 (392) 227 08 60	42 OSMANPAŞA CAD

CALIFORNIAN	LEFKOŞA	+90 (392) 227 07 00	KÖŞKLÜÇİFTLİK
CHINESE&SUSHI BY DRAGON	LEFKOŞA	+90 (392) 444 48 88	KÜÇÜKKENT ORTAKÖY
DEEP BLUE	LEFKOŞA	+90 (392) 227 10 00	OSMANPAŞA CAD84 KÖŞKLÜÇİFTLİK
DENİZ KABUĞU SU ÜRÜNLERİ	LEFKOŞA	+90 (392) 227 22 78	BEDRETTİN DEMİREL CAD 97
EĞLEN C TAVERNA	LEFKOŞA	+90 (533) 861 24 01	DÜNYA OTO KARŞISI GÖNYELİ
EZİÇ	LEFKOŞA	+90 (392) 444 88 88	GÖÇMENKÖY
GALABALIK	LEFKOŞA	+90 (392) 229 09 49	KEMAL AKSAY CAD71 TAŞKINKÖY
GOMŞU RESTAURANT	LEFKOŞA	+90 (392) 228 05 85	ATATÜRK CAD 5
HAMUR	LEFKOŞA	+90 (392) 228 00 52	46 II.SELİM CAD
KKTC MÜZE DOSTLARI DERNEĞİ	LEFKOŞA	+90 (392) 228 93 45	SELİMİYE CAMİİ AVLUSU
KÖFTE HOUR	LEFKOŞA	+90 (533) 851 37 47	22 ŞHT ECEVİT YUSUF CAD YENİŞEHİR
LORENZA CAFE	LEFKOŞA	+90 (542) 851 56 56	LEFKE HANI 5
MAHZEN WINE & COURMENT	LEFKOŞA	+90 (392) 227 61 66	MEHMET AKİF 75 DEREBOYU
MAJESTE CAFE	LEFKOŞA	+90 (533) 881 10 10	LOKMACI BARİKATI YANI SURLARİÇİ (INNERCITY)
MEZZE MEYHANE	LEFKOŞA	+90 (392) 223 14 46	ATATÜRK CAD. GÖNYELİ
MR.SPONDA	LEFKOŞA	+90 (392) 227 86 84	ESKİ LEFKELİLER HANI
PİRON	LEFKOŞA	+90 (392) 224 09 50	HIDDEN GARDEN KARŞISI
PIZZA TOWN	LEFKOŞA	+90 (392) 444 80	TERMINAL BÖLGESİ

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SUSHICO	LEFKOŞA	+90 (392) 227 50 74	ŞHT ECEVİT YUSUF CAD 21 YENİŞEHİR
ŞEFLER	LEFKOŞA	+90 (392) 225 57 87	ŞHT ERDOĞAN MUSTAFA SK.15
ŞELİ RESTAURANT&BAR	LEFKOŞA	+90 (533) 861 48 18	PENCİZADE SK 5
TWIST	LEFKOŞA	+90 (392) 841 2228	25.NURİ EFENDİ SK.ARABAHMET
VEMELIA	LEFKOŞA	+90 (392) 223 83 37	GÖNYELİ BARAJ BÖLGESİ
VEMELIA KIBRIS AŞEVİ	LEFKOŞA	+90 (533) 841 96 97	39A ATATÜRK CAD GÖNYELİ
ZEKAİ'NİN YERİ	LEFKOŞA	+90 (392) 227 61 62	ŞHT.YÜKSEL AHMET DERELİ1 KIZILAY
CALİFORNIAN	SALAMİS	+90 (392) 365 61 70	SALAMİS/GAZİMAĞUSA
AMBELIA	YENİBOĞAZİCİ	+90 (392) 378 82 16	YENİBOĞAZİÇİ/ GAZİMAĞUSA
CENNET TAVERNA	YENİBOĞAZİCİ	+90 (392) 378 82 34	YENİBOĞAZİÇİ/ GAZİMAĞUSA
EMİR'İN YERİ	YENİBOĞAZİCİ	+90 (392) 378 82 99	YENİBOĞAZİÇİ/ GAZİMAĞUSA
ALEVKAYALI	YENİERENKÖY	+90 (533) 876 09 11	YENİERENKÖY/ KARPAZ
GÜVENİR RESTORAN	YENİERENKÖY	+90 (392) 374 41 00	YENİERENKÖY/ KARPAZ