USING CUSTOMER JOURNEY MAPPING TO ASSESS BRAND EXPERIENCE SUCCESS, COMPARING GORMETERIA AND AMBROGIO PATISSERIE RESTAURANTS

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Abstract. Nowadays, the foodservice industry in Indonesia continues to grow and the market ends up being progressively competitive, customers are facing countless choices when they chose to eat out in a restaurant. The primary way for a restaurant to fully differentiate their brand is by understanding the experience that customers have throughout the consumption process. Therefore, enhancing the brand experience is a legitimate way to endure the market, as these days, the customers are seeking experiential appeals in every aspect of their daily activity. This research seeks to assess the brand experience in two full-service restaurants, Gormeteria and Ambrogio Patisserie, using Customer Journey Mapping technique. The qualitative approach was used in this research by conducting in-depth, semi-structured interview to 14 purposive samples who had visited both Gormeteria and Ambrogio Patisserie. Through the Open Coding, Customer Journey Mapping, and Sentiment Analysis, the findings indicate that Gormeteria succeeds in delivering a well-design and well-maintained brand experience. The results of this research are expected to help full-service restaurants owners in creating a point of difference by designing brand experience in their restaurants.

Keywords: Brand experience; Customer journey mapping; Sentiment analysis; Food-service industry; Full-service restaurants.

INTRODUCTION

Food has been and will dependably be a fundamental piece of living. As (Maslow, A Theory of Human Motivation, 1943) stated in the hierarchy of needs theory, food is considered as the basic physiological needs that are vital to human survival. As indicated by that reality, eating is obviously a necessity and part of the daily activity for human beings. In this manner, the foodservice industry exists to assume a noteworthy job so as to satisfy the demand around the world, including in Indonesia. Indonesia is the biggest market for the foodservice business in ASEAN locale. With rising incomes amongst the growing middle class and changes in ways of life, the foodservice industry in Indonesia is expected to demonstrate a compounded annual growth rate (CAGR) between 2018-2023 of 7.06%. Moreover, a report by Nielsen found that 11% of Indonesia citizen eat out at least once per day in which is higher than the worldwide normal of 9%. As the foodservice industry in Indonesia continues to grow and the market ends up being progressively competitive, customers are facing countless choices when they chose to eat out in a restaurant. Due to that fact, full-service restaurants should create a differentiation to attract the market and endure this competitive industry. The primary way for a restaurant to fully differentiate their brand is by understanding the experience that customers have during the consumption process, because these days, customers are not simply enthused about buying material goods or services, yet they seek for experiential appeals on a personal level of the offers (Ekström & Brembeck, Elusive Consumption, 2004) (Ratneshwar & Mick, Inside consumption: Consumer motives, goals. and desires, 2005). Therefore, a restaurant should be paying attention to the subjective, internal customer responses (sensations, feelings, and cognition) as well as behavioral responses evoked by brand-related stimuli in which called the brand experience (Brakus, Schmitt, & Zarantonello, 2009). However, there is only a handful of studies were found in regards to explore the brand experience in Indonesia, particularly in the foodservice industry. This gap allows the researcher to assess a research about the brand experience in full-service restaurants through Customer Journey Mapping technique. Customer Journey Mapping was invented to get the visualization of the journey as the output illustrates areas where improvement can be made as it accumulates data about customer experiences and emotional responses at a different stage of their journey. Additionally, this research wants to assess the brand experience on food-service industry in Bandung by comparing one restaurant that effectively applied this concept (Gormeteria) to its main competitor that has not applied the concept of brand experience (Ambrogio Patisserie). The scope of analysis and interpretation in this research is limited to customers' holistic experience and impression that were triggered by the brand experience stimuli during the consumption process. Regarding the target brands, the current research likewise has its scope and limitation. First, this research deals with two full-service restaurants in Bandung, which are Gormeteria and Ambrogio Patisserie. Gormeteria is chosen as the main object of this research because of the availability of designed and applied brand experience strategy, while Ambrogio Patisserie is Gormeteria's competitor in which has not applied the brand experience strategy. Second, this research only focuses on the dine-in experiences that customers have in both restaurants. Dine-in experience is chosen because it is the offer made by full-service restaurants due to its standard service to seat the customers at a table and use servers to take the orders. However, the result of this research is conducted in specific time frame, starting from March 2019 to June 2019. In the future, it is possible that the condition may change and affecting some factors used in this research. Hence, the result may not be applicable and future research is necessary. Later on, the results of this

research are expected to help full-service restaurants owners in creating a point of difference by designing brand experience in their restaurants.

LITERATURE REVIEW

1. Brand Experience

According to (Brakus, Schmitt, & Zarantonello, Brand experience: What is it? How is it measured? Does it affect loyalty?, 2009)**,** a term brand experience is a subjective and internal consumer responses that could defined as sensations, feelings, and cognition, and also behavioral responses that had been evoked by stimuli that is related with a brand, e.g. identity, design, packaging, and environment. Since the brand experience engages with customers' senses, emotions, mindsets, and behavior, it can create an active bond with the customers that leads to the forming of brand image and brand loyalty. Below are four brand experience types:

Sensory experience
Brand's sensory experience is the response of the human five-senses in which are sight, sound, smell, taste, and touch. According to (Lindstrom, Brand Sense: Building Powerful Brands Through Touch, Taste, Smell, Sight & Sound, 2005), by using all the five senses "a total sensory experience would at least double, if not triple, the consumers ability to memorize the brand.".

Affective experience
Brand's affective experience is customers' emotional responses that triggered by the brand. Emotion is a central to customer existence which enriches and influences all of their thoughts, motivations, and behaviors. It is possible for brands or products to stir the same emotions that customers might experience in a response to events, situations, or the words and deeds that they encounter (Desmet P. , 2013). Developing feelings from customers to the brand is the goal of affective experience.

Behavioral experience
Brand's behavioral experience is behavioral and physical experience that customers experience in order to express and present themselves to the brand. This behavioral experience is often detected in interaction among customers.

Intellectual experience
Brand's intellectual experience is customers' cognitive response towards the brand in which includes the process of thinking.

To measure the brand experience, previous study from (Brakus, Schmitt, & Zarantonello, 2009) constructed a Brand Experience Scale to measure the significance of sensory, affective, behavioral, and intellectual on brands and measure its influence to the brands analyzed.

Table 1: Brand Experience Scale - (Brakus, Schmitt, & Zarantonello, 2009)

Sensory	The brand makes a strong impression on my visual senses or other senses
	I find the brand interesting in a sensory way
	The brand does not appeal to my senses
Affective	This brand includes feelings and sentiments
	I do not have strong emotions for this brand
	This brand is an emotional brand
Behavioral	I engage in physical actions and behaviors when I use this brand
	This brand results in bodily experiences
	This brand is not action oriented
Intellectual	I engage in a lot of thinking when I encounter this brand
	This brand does not make me think
	This brand stimulates my curiosity and problem solving

However, the brand experience scale could not be applied in this research as the brand experience scale is only used to validate and prove the statements that has been constructed before. In this research context, the author hopes to get authentic stories about the experience from the customers of Gormeteria and Ambrogio Patisserie without triggering them with constructed statements. Without brand experience scale, the stories constructed from customers of Gormeteria and Ambrogio Patisserie are expected to consist of personal relevance, surprise, novelty, learning, and engagement (Poulsson & Kale, 2004).

2. Customer Journey Mapping

Customer Journey Mapping technique has become an increasingly important topic in marketing field, focuses on service management and design. It was developed to understand what customers go through and improve the quality of the customers experience by ensuring consistency throughout all stages of the journey. Specifically, Customer Journey Mapping is a tool for gathering information about customers' experiences and emotional responses and addressing how customers respond to the

products and services at different stage of their journey. This technique involves plotting out the different stages a customer takes when trying to complete an activity (Datig, 2015). (Crosier & Handford, 2012) consider Customer Journey Mapping as an approach to analyze emotional responses to products, goods, and services. It is a technique to view the journey in customers' perspective to describe the process of experiencing a product, service, brand, or business (Kankainen, Vaajakallio, Kantola, & Mattelmäki, 2012). Customer Journey Mapping technique directly engages customers by asking them directly to tell stories about how they felt and observing what happened at each stage of their journey when in contact with a product, service, brand, or business. In this research, the journeys of customers are not only seen as a means to take the customer's point of view but also as a means to reach insight into their experiences. The stories about the experience journey that customers tell are the memories that they recalled when they asked to do the storytelling. This indicates that the customers give testimony about their own experience based on the memorable experience they faced throughout their journeys. Moreover, the output from the Customer Journey Mapping technique is Customer Journey Maps in which reveal the visual representation of the customer journeys where pain points and gain points occurred in the customer experience journey.

Furthermore, Customer Journey Mapping technique is chosen because it is the most suitable way to measure and visualize customers' holistic experience towards a brand. This technique lets the customers tell stories about their experiences authentically without a question trigger. In this research, there are some associated terms to address a specific meaning in Customer Journey Mapping technique that refers as Customer Journey Terminology.

Table 2: Customer Journey Terminology

Terminology	Definition
Stages	The "Stages" refer to the touchpoint in customer journeys. It is the moments when interaction happen between a customer and the product, service, or business in general. Laura Patterson from *VisionEdge Marketing* stated that a touchpoint is any interaction (including encounters where there is no physical interaction) that might alter the way customers feel about a product, service, brand, or business.
Pain Points	A moment in a customer's experience that causes frustration, emotional discomfort, irritation or hassle.
Gain Points	A moment in customer's experience that causes satisfaction and emotional comfort.

METHODOLOGY

Research Design and Measurement

This research utilizes qualitative method to explore and comprehend a phenomenon by relying on the perception of a person's experience in a given circumstance (Stake, 2010). As the purpose of this research is to examine the brand experience and customer journey, the researcher needs to get on individual knowledge to gain insight, explore the depth, richness, and complexity inherent in the phenomenon (Zikmund, Babin, & Griffin, 2008). Even though the previous research of brand experience by (Brakus, Schmitt, & Zarantonello, 2009) has discovered the measurement of brand experience by using brand experience scale, the researcher chooses not to use the brand experience scale because it only provides standardized statements and the participants of the research are only asked to rate the brand experience based on the statements. In contrary, this research aims to explore the detailed and individualized responses to emits authenticity from customers' point of view about their personal experience journey in Gormeteria and Ambrogio Patisserie. Besides, from Customer Journey Mapping and Sentiment Analysis, the pain and gain points of participants will be gathered and analyzed one by one because customers' pain and gain points are highly subjective. Even if participants have exactly the same problem, the underlying causes of that problem could be different.

Sample and Data Collection

The criteria of the selected participants were decided based on non-probability sampling which is purposive sampling. Purposive sampling is a specific type of non-probability sampling method that defined as a technique that relies on some characteristics of a population that aligns with the objective of the research (Crossman, 2018). Purposive sampling is also appropriate to be used when the researcher expects certain criteria. The purpose of this sample design is to provide as much insight as possible into the event or phenomenon under examination. This research needs approximately 10-20 participants considering the participants' criteria for the interview and the duration of interview. The final number of participants was 14 in which determined by the saturation of the answers. The sample was drawn from a population of people who domiciled in Bandung, Indonesia who had ever came to two full-service restaurants in Bandung, specifically Gormeteria and Ambrogio Patisserie Since the research stated to use semi-structured interview, the researcher created a guideline for the interview. First, the researcher gives a brief explanation to the participants about the research that is currently conducted by the researcher. Second, the researcher shares the output that was needed from the participants, in which are their experience journey in Gormeteria and Ambrogio Patisserie. Third, the researcher begins the interview by asking participants to tell their experience journey since the acknowledgement of the brands to the journey

where they experience the brands directly by themselves. After that, the researcher lets the participants share stories without asking questions to gain an authentic experience journey in which the participants recall throughout the interview sessions. Last,the researcher ends the sessions by reviewing the experience journey.

Data Analysis Technique

The researcher begins the analysis by doing qualitative data analysis using manual coding, specifically open coding to determine the touchpoints or "Stages" of customers journey. After doing the manual coding, the researcher utilizes the Customer Journey Mapping technique. Later, the researcher uses Sentiment Analysis to interpret and understand the sentiment that expressed by participants during the in-depth interview and Customer Journey Mapping. The result of Sentiment Analysis is expected to gather the pain and gain points from Customer Journey Maps from participants. To validate the collected data, the researcher uses Triangulation technique by doing a verification with the owner of Gormeteria.

FINDINGS AND ARGUMENT

Based on the major activities that had been done by the 14 participants during their journey in Gormeteria and Ambrogio Patisserie, the researcher decides to do an open coding to decides the touchpoints in the customer journey maps.
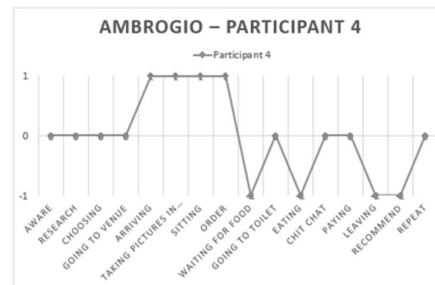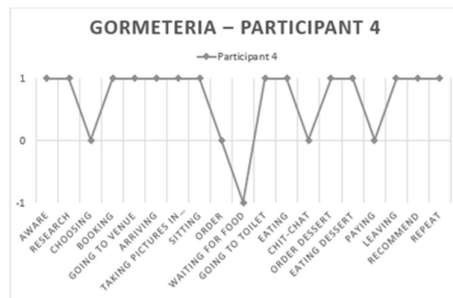

Figure 1: Customer Journey Map in Gormeteri Figure 2: Customer Journey Map in Ambrogio Patisserie

After mapping the customer journey, the sentiment analysis is conducted to point out the pain points and gain points from customers journey. From the sentiment analysis, thevstimulated object that triggers the sentiments, the pain points, and the gain points in customer journeys are identified. After that, the researcher sorted the stimulated objects into two categories, the stimulated objects that are related to brands and the stimulated objects that are unrelated to brands. In this research, the stimulated object is the representative of brand experience stimuli that were created by the experience provider, in this case are Gormeteria and Ambrogio Patisserie. The comparison will be done by comparing the number of brand experience stimuli that were captures by the 14 participants. The comparison will be using a list of brand experience stimuli (stimulated objects that have relation with the brand) to point out the area in participants' journey by which they recall throughout the interview sessions.

Table 3: The Captured Brand Stimuli by Participants in Gormeteria and Ambrogio Patisserie

Brand Experience Stimuli in Gormeteria			Brand Experience Stimuli in Ambrogio Patisserie	
Social Media	Decoration and Artwork	Sound	Social media	Food display
Building	Ambience	Scent	Building	Logo
Application	Seating arrangement	Noise	Application	Seat
Foods	Parking lot	Food presentation	Foods	Environment
Interior design	Price	Eating tools	Interior design	Name
Service	Variety of foods	Taste consistency	Service	Menu design
Hygiene	Toilet design	Serving portion	Hygiene	Parking lot
Reservation availability	Menu design	Location	Decoration	Price
Toilet unavailability	Live cooking experience	Photobooth design	Ambience	Variety of foods
Event	Waiting list	Seat	Seating arrangement	Toilet design
Signage				

Table 3 shows that the participants captured a wider aspect of brand experience stimuli in Gormeteria rather than in Ambrogio Patisserie. Participants recalled 31 brand experience stimuli in Gormeteria and 20 brand experience stimuli in Ambrogio Patisserie. The researcher chooses Gormeteria due to its availability of design brand experience, while in the other hand, Ambrogio Patisserie

was chosen as the comparison object for Gormeteria because both restaurants have similar position in the market. Moreover, the participants are frequent showing sense of enjoyment to recall the journey in Gormeteria while being interviewed by the researcher. This relates to the amount of positive sentiments that Gormeteria gained from the participants. To validate the results of the previous, this research uses Triangulation technique by specifically cross-checking the pain points and gain points from Customer Journey Maps. The crosscheck will be done by creating a list of every brand experience stimuli that was captured by the participants and triggered the participants to express a sentiment. The list will be validated by doing a crosscheck together with Gormeteria's owner in order to make sure that the brand experience stimuli are planned (or unplanned) by Gormeteria. The stimulated object is the representation of the brand experience as it is the stimuli that trigger customers to have subjective responses towards it. The triangulation is only conducted with Gormeteria's owner because Gormeteria is the main object of this research while Ambrogio Patisserie's presence is used to be the comparison of Gormeteria. The result shows that there are 26 brand experience stimuli that were planned by Gormeteria and captured by participants, 5 brand experience stimuli that were unplanned by Gormeteria but captured by the participants.

CONCLUSIONS

Based on the analyzed data, customers can only capture the brand experience that has point of difference in which makes them recalling the experience authentically without being triggered by questions. The findings shows that Gormeteria is having more brand experience stimuli rather than Ambrogio Patisserie. This means that the participants recalling more experience in Gormeteria rather than in Ambrogio Patisserie whether it is a positive or negative experience. From the overall stimuli, the most captured brand experience by the participants in this research is Gormeteria's toilet. The toilet of Gormeteria has complex elements inside it, starting from the aquarium projection on the top of the entrance, calendar wallpaper in the walls, typography on the other side of the wall, the sound of water and bubbles, the aromatherapy inside the toilet, the monkey figures inside the toilet, and also an air conditioner. One of the participants said "*I really like the toilet because I feel like I'm peeing in jungle*". This fact is a practical experience from the theory of brand's sensory experience that has been mentioned before in the Literature Review. Participants recalled the toilet of Gormeteria because it has many sensory stimuli inside it. The aquarium projection on the top of the entrance, calendar wallpaper in the walls, typography on the other side of the wall, the monkey figures inside the toilet are the *Sight stimuli*, while the sound of water and bubbles is the Sound stimuli. Gormeteria also provides aromatherapy inside the toilet in which is the *Smell stimuli*, followed by the availability of air conditioner inside the toilet that controlled the temperature. However, the researcher also judged that the toilet is the most captured brand experience in Gormeteria because every participant which interviewed are expressing the feeling of excitement when they told their journey in Gormeteria's toilet. Most of the participants were impressed by it. The next brand experience is the decoration and artwork in Gormeteria. Most of the participants are recalling the decoration and artwork, some of them are impressed by it. One of the participants said "*The decoration in Gormeteria is unique and it elevates the level of restaurant. It shows exclusivity and expensiveness.*" (Participant 7). The decoration and artwork in Gormeteria are very dominant and located everywhere, starting from the entrance of the building, the stairs, the entrance of the restaurant, every corner of the restaurant, the bar, until the toilet. As the researcher has conducted a verification with the owner in order to do Triangulation to validate the data, the owner of Gormeteria, Ms. Liza Suwandi, said that "*My husband really wants to make this restaurant full of artwork, as he himself is an interior designer and an artist. Therefore, Gormeteria has a very strong touch of art. Besides, the artworks are the point of difference of this restaurant. There is no restaurant that collected as many artworks as we do.*". This fact leads to the conclusion that customers will tend to capture the unique, detail, and well-designed brand experience rather than the ordinary one.

The researcher concludes that there are three main components in Gormeteria that should be described to answer RQ2. Below are the explanations:

Servicescape
Servicescape is a physical environment in which a service process takes place (Booms & Bitner, 1981). It refers to the place where the experience happens throughout the customer journeys. In Gormeteria, the servicescape includes the mini gallery downstairs, the dining room, the outdoor dining room, the photobooth, and also the toilet. The brand experience stimuli in Gormeteria's servicescape are very attractive due to the fact that customers recall almost every component in the servicescape. The underlying reason behind that is because Gormeteria is designing the servicescape based on a good concept. Therefore, Gormeteria may be concerned as a well-design brand experience provider. Moreover, beside designing the brand experience based on a good concept, Gormeteria is also maintaining the servicescape very well. Well enough to create gain points in every component in the servicescape. In conclusion, Gormeteria's servicescape is well-designed and well-maintained.

Service
Service is the process of providing foods and beverages to customers in the servicescape while also showing attention and understanding customers' needs by the waiter and waitress in the servicescape. In Gormeteria, the service includes the process of

booking, greeting, giving recommended place to sit, giving menu, taking the orders, placing the orders, cleaning up the table, bringing the bill, and also helping customers to complete the payment.

As the researcher has conducted a verification with the owner of Gormeteria, the researcher found out that the owner is very aware and concern about the service policy in Gormeteria. Beside the standard operating procedures, the owner is also aware that there is a staff turnover that is going on and on throughout the year. The owner stated "*In these past 3 years, after Ramadan, Gormeteria is always losing its staffs. I have to recruit new staffs and train them. It is very costly, but it must be done because Gormeteria has a standardized policy about the service and the staffs have to follow the rules strictly. Therefore, I should spend another cost to re-train the new staffs each year after Ramadan.*". From the previous statement, the researcher concluded that the owner of Gormeteria is always have an active contribution and aware about the staff turnover. Therefore, the researcher concludes that the service in Gormeteria is always having a continuous improvement.

Food and Beverages

Food and beverages are the main products that are offered by Gormeteria to the customers. Participants often mentioned the "Thai Tea Layer Cake" as the best cake they have ever tasted in their life. Some also stated their favorite meals in Gormeteria. The tendency of having a favorite meal in Gormeteria indicates that the food and beverages in Gormeteria are well-planned. Besides, Gormeteria is continuously create a new menu as the improvement point of their main offers. The owner of Gormeteria, in which is a chef and pâtissier stated that Gormeteria's chefs continuously do research for culinary trends and also do *trial & error* each two weeks. Therefore, the researcher concludes that the food and beverages components in Gormeteria is having a continuous improvement as it develops new menu over and over again.

Customers can only capture the brand experience that has point of difference or uniqueness in which mostly triggered by the multi-sensory stimuli. This tendency is proven by this research as people can recall more elements in Gormeteria rather than Ambrogio Patisserie. Besides, there are several ways to deliver brand experience to customer. In this research, Gormeteria plays a significant role by building three main components that support the existence of brand experience in which are the servicescape, the service, and the food and beverages. The deliverance of brand experience to the customers are supported with the activities that created in the three components.

- Servicescape : well-designed and well-maintained
- Service : has continuous improvement
- Food and beverages : well-planned and have continuous improvement

As conclusion, the brand experience in Gormeteria is delivered because Gormeteria is having a good concept design, keeping every aspect under a well-maintenance, and continuously doing innovations. Therefore, the findings of this research indicate that Gormeteria succeeds in delivering a well-design and well-maintained brand experience; or in other words, Gormeteria is having a brand experience success compared to Ambrogio Patisserie.

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