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Double-Servicescape for Enhancing Social Capital

—A Case of Chinese Tea Restaurant—

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Chapter 1 Introduction

1.1 Background

China is a country with large territory, and there are many differences in its local geographical environment, economic development level, and historical process. With the influence of different local cultures, all over the country contains different style of teahouses and restaurants. The total number of teahouses in China is about 100,000, including varieties of teahouse, tea shop, tearoom, tea restaurant, and its economic output has reached about 300 billion Yuan. Just in Beijing the total number of teahouse is near 9000. Chongqing is one of the old tea cities. Chongqing's are people loving to drink tea, also going to teahouse. There are many teahouses in Chongqing; furthermore some may have four or five teahouse on a hundreds of meters of the street, which will inevitably lead to the convergence of Chongqing teahouse market business model, competitive and other problems. The teahouses mainly contain two kinds: one kind is the place where the customers can buy tea and drink tea; the other kind is called tea restaurant where the customers not only can drink tea, play cards, but also can older a meal. No matter the teahouses styles are different all over China, the tea restaurants are becoming more and more popular, about one-third of the teahouses are tea restaurants.

In order to increase profit by improving customer evaluation in service

firms, most previous marketing research has focused on variable resources(e.g., recruiting, selecting, training, compensating, or motivating) on service employee personnel or service quality such as reliability, responsiveness, and empathy (Bitner, 1990). However, since service is produced and consumed simultaneously, the consumer is “in the factory,” often experiencing the total service within the firm’s physical facility. The factory (or the place where the service is produced) cannot be hidden and may also have a strong impact on customers’ perceptions of the service experience (Bitner, 1992). In the Chinese tea restaurants- more than a tea house or other types of restaurants-customers typically spend at a not small amount of time hoping to enjoy the food, tea or the amusement of playing cards with friends and the employees’ service. Therefore, containing the food service and the entertainment in the Chinese tea restaurants are likely to play a significant role in improving customers’ perceptions and behaviors.

Customer to customer influence through communication is perhaps not surprising as the interaction which is often direct, such as through face to face interactions, or less direct by phone email, texting, or blogging (Alastair, 2010). Certainly, the direct influence customers can have on other customers through customer to customer communication (Davies, 1999; Harris, 2004). In Chinese tea restaurant, customers have direct influence on the other customers by conversation or playing with each other, which also influence each other’s relationship. The relationship we call it “Guanxi” in China. People usually build their “Guanxi” network by dinner and amusement activities. The Chinese tea restaurant seems to be an ideal place.

1.2 Research Questions

In this study, we focus on Chinese tea restaurant which contain restaurant servicescape and teahouse (entrainment) servicescape. We are trying to figure out the meaning of Chinese tea restaurants' existence, the reason of becoming popular and the influence that it brings to the customers.

The research questions that guild our studies are stated as follows.

Major research question

What kinds of values are created by the double-servicescape in Chinese tea restaurant?

Subsidiary research questions

SRQ1: Why does the double-servicescape exist in the Chinese tea restaurants?

SRQ2: Why do the tea restaurants become popular in China?

SRQ3: What are the major aspects of double-servicescape that have impacts on customers' satisfaction?

1.3 Methodology of the study

Both qualitative and quantitative methods were employed in this study.

Data of this research was collected by questionnaires and interviews. The questionnaires were mainly collected in three typical tea restaurants in Chongqing. They are

- Shui Shi Jian
- Long Men Yu Fu
- Mo Shang Hua Kai

We conducted questionnaires and interviews from November 22th to 29th, 2013.

1.4 Organization of the study

Our study consists of 6 chapters.

Chapter 1 is describing introduction.

Chapter 2 is literature review; we introduce the Chinese tea restaurant history and propose the concept of double-servicescape.

Chapter 3 is research methodology.

Chapter 4 analyzes the results and then summarizes the findings.

Chapter 5 is the discussion of the research questions and implication of the research.

Chapter 6 declines the conclusion of this paper and the future study.

Chapter 2 Literature review

2.1 Introduction

The literature review chapter summarized the history of Chinese teahouse and tea restaurant, and according to previous studies about servicescape, we proposed the concept of double-servicescape. We also discussed on the tea restaurant culture and the importance of “Guanxi” in Chinese society.

2.2 The Chinese tea restaurant

In Tang Dynasty the teahouse always connected with hotel and restaurant. That may be the first image of tea restaurant. Tea restaurant is just one kind of teahouse in China, which combine the normal teahouse’s entrainment functions and the restaurant’ food service functions together.

In China the traditional teahouse has lots of categories, for example, the teahouse that sells tea and tea drinks; the teahouse that sells tea drinks and drama shows; the teahouse that sells tea drinks and arranges mahjong rooms. All these traditional teahouses are only provide entertainment

service, but the tea restaurant with food service and entertainment service becomes popular, almost one-third of the teahouses are the tea restaurants.

The tea restaurant usually has restaurant part and teahouse part, the teahouse part always arranged with private rooms where customers can play cards, chess or mahjong.

2.2 1 The history of teahouse

Tea house (Cha guan), a special place for the Chinese to have tea, it is mostly called tea house (Cha lou) in provinces like Guangdong, Guangxi and Hainan, and is called tea pavilion (Cha ting) in Beijing and Tianjin of north China. Historically, there are some other names for it, such as Cha liao, Cha fang, Cha si, Cha she, Cha yuan, Cha wu and Cha shi. Although these names vary, the forms and contents are basically the same-entertainment. Teahouse played an important role in the social life of Chinese cities and was an ideal place to observe the changes in social, economic and cultural and political life. In Chongqing the teahouse was a vital stage of everyday life for the ordinary urban residents in the early 20th century and served as both a place of entertainment and a space for commercial, social and political activities (Qingrong, 2007).

China is the first country that discoveries, uses, cultivates, and drinks tea in the world. The earliest record about tea was found in 59 years BC. That time was called “Xihan” in China. That means as early as Xihan in China the tea was used as drinks (Xiuming, 1995).

The earliest form of teahouse was named “Tea Stalls” which appeared in the period of Jin Dynasty, at that time, people took tea pot to the market to

trade. We cannot call it teahouse, because it is mobility without a fixed place.
But it is the earliest form of teahouse.



Chatan



Chasi



Qing Chaguan

Figure.1. Teahouse history

Up to the period of Tang Dynasty, it is very common to plant and drink tea, even more the development of economic and business made the merchant activities more and more frequent. The merchant not only need a place to eat and sleep, but also need a place to drink and talking business, and the residents required a place to spend their leisure time too. To meet these demands, the teahouse was appeared. In teahouse merchant, residents, craftsmen and every kinds of persons get together to communicated, exchanged information. Teahouse played a positive role in social development. To the mid-Tang Dynasty, the economic was very developed, and the first tea book “Chajing” was wrote by Lu Yu speeded up the development of tea industry and teahouse. The teahouse at this period always connected with hotel and restaurant (Xiuming, 1995).

To the Song Dynasty, Cha si and Cha fang, where tea was sold, were already ubiquitous. On decoration, flowers, paintings were arranged in the store; functionally, not only the tea water was on sale, some kinds of amusement activities were arranged, such musical performances.

The teahouse industry was further developed in Ming Dynasty. As a place with functions of food, water, entertainment, business, leisure, the teahouse became the first choice. And the number of the teahouses first time catches up the number of the pubs in history.

During the Qing Dynasty, regardless of the numbers, functions, and the operating characteristics, the teahouse in Qing was the best than before. Because the Manchu aristocracy often spent their time in teahouses, they became important activity places for people from all walks of life, such as high officials, businessman and underlings. Most important thing, some gambling stuffs were arranged in teahouse, until now playing Chinese chess or mahjong in teahouse are still popular. The Qing court had a love-hate relationship with popular drama. From the Qianlong emperor (1736–1795) to the Empress Dowager Cixi (1835–1908), several Qing rulers were

renowned for their doting patronage of popular opera. So Peking opera came into teahouse during the last century of the Qing Dynasty (Joshua Goldstein, 2003).

According to historical records on Sichuan's provincial capital Chengdu, for example, the town counted 516 streets and 454 teahouses in 1909, and in 1939, it counted 667 streets and 599 teahouses, almost a teahouse per street. Nowadays one still can find some tiny streets with two or three teahouses in them.

Because of the war the development of teahouse was effected. The poor life qualities let people had no mood to care about anything but staying away starvation.

Until to 1990s, because of the development of China, the people's lives become more and more better, teahouse was prosperous once more, better than the history level. Lots of types of teahouses were appeared, Storytelling (Pingshu) teahouse, drama teahouse, Music teahouse, Chess teahouse and others.

2.2.2 Teahouse culture and the art of “Guanxi”

The rise of teahouse is closed related with Chinese tea culture. After several thousand of development, the teahouse has become a part of life for the Chinese people.

Drinking tea is not the only pleasure of going to the teahouse. Other leisure activities include reading newspapers and playing Chinese chess or mahjong. The main reason people go to teahouse properly is to meet people and talk to people. Chongqing people go to teahouses to chat and exchange

news and gossip. Before the appearance of television, teahouses were the first places where one could gather some information on the latest events (Qingrong, 2007).

Some people earn their living in teahouse: blind people offering massages, shoe-polishers, fortune-tellers, musicians, singers, portrait painters and a variety of peddlers selling snacks or bric-a-brac (Zhenjuan, 2002).

During all these activities people promote their social relations in teahouse. The complicate Chinese social relations is called “Guanxi”, it describes a personal connection between two people in which one is able to prevail upon another to perform a favor or service, or be prevailed upon. The two people need not be of equal social status (Wikipedia).

Guanxi refers to the benefits gained from social connections and usually extends from extended family, school friends, workmates and members of common clubs or organizations. It is custom for Chinese people to cultivate an intricate web of Guanxi relationships, which may expand in a huge number of directions, and includes lifelong relationships. Staying in contact with members of your network is not necessary to bind reciprocal obligations. Reciprocal favors are the key factor to maintaining one’s Guanxi web, failure to reciprocate is considered an unforgivable offense. The more you ask of someone the more you owe them. Guanxi can perpetuate a never ending cycle of favors (Ostrowski, 2009).

So every Chinese take Guanxi seriously. So the teahouse, traditional it is a place for people to build their Guanxi network. People can meet kinds of customers, businessman, government officials, local dignitaries, and etc, talking to them, knowing them, becoming friends, maybe some days in future it is benefit for your life. Or people can invite prestigious friends to the teahouse to drink tea, at the same time enjoy some wonderful performance or playing mahjong, enhancing each other’s relations.

Sociologists have linked Guanxi with the concept of social capital (it has been described as a Gemeinschaft value structure), and it has been exhaustively described in Western studies of Chinese economic and political behavior (Wikipedia).

2.3 Double-Servicescape

2.3.1 Servicescape

Booms and Bitner defined a servicescape as "the environment in which the service is assembled and in which the seller and customer interact, combined with tangible commodities that facilitate performance or communication of the service". Simply the physical environment of a facility is defined as servicescape (Bitner, 1992). It is also called service settings or service environment. It producing a favorable service experience evaluation begins with designing and constructing an attractive setting for customers.

Bitner classified three dimensions of the physical environment: "ambient conditions," "spatial layout and functionality," and "signs, symbols and artifacts." "Ambient conditions" include background characteristics of the environment such as temperature, lighting, noise, music, and scent. For example, in studies of restaurants, it has been illustrated that music tempo can affect pace of ordering, length of stay, and amount of money spent. "Spatial layout" refers to the ways in which equipment and furnishings are arranged, the size and shape of those items, and the spatial relationships among them. "Functionality" refers to the ability of the same items to

facilitate performance and the accomplishment of goals. “Signs, symbols, and artifacts” can be used as labels, for directional purposes, and to communicate rules of behavior (Woo, 2009).

Servicescapes are produced with attention to both substantive and communicative staging (Arnould, Price, & Tierney, 1998). In this study, both the substantive staging of the servicescape (its functional and mechanical clues) and its communicative aspects (its human clues) were used to influence to the customers’ evaluation.

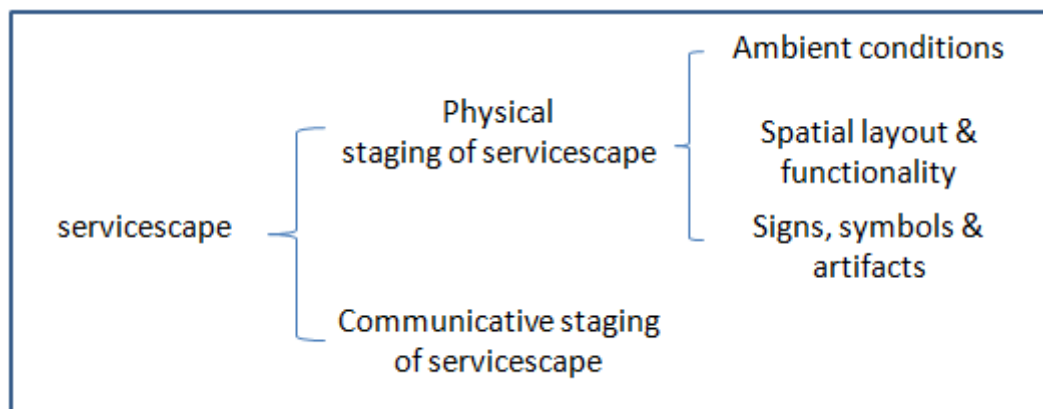


Table. 1. The Structure of Servicescape

2.3.2 M-R model

Environmental psychologists suggest that people’s feelings or emotions determine what they do and how they do it (Mehrabian and Russell, 1974). According to the M-R model, human reaction to the stimuli of physical environment is divided into three parts: environmental stimuli, emotional states, and two opposite responses (i.e., approach or avoidance). The M-R

model, which incorporates the concepts of the physical environment, emotions, and response, is used as a theoretical foundation for the current study. This study assumes that the environmental stimuli such as servicescape (the substantive staging and the communicative staging) should influence customers' approach-avoidance behavior toward the Chinese tea restaurant.

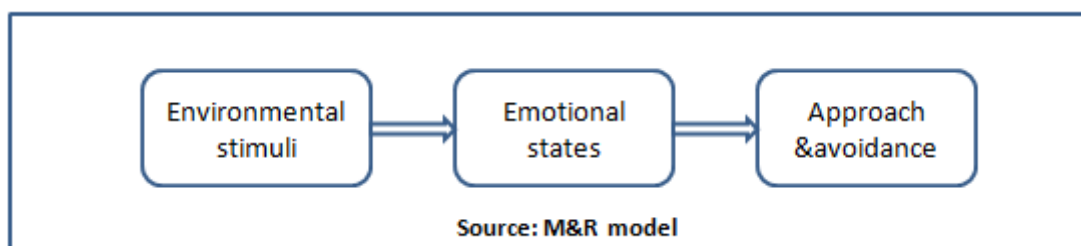


Table. 2. The M-R model (Mehrabian and Russell, 1974)

2.3.3 Double-servicescape

Based on the review of the servicescape literature, it appears that the study on servicescape is mainly in one place—a restaurant or a theater or a casino etc. which only contains one servicescape (Table. 3.). The Chinese tea restaurants usually contain two parts, one is restaurant where can be providing food, and the other is tea house or chess room where is supplying amusement. That means the Chinese tea restaurants contain two servicescapes, one is restaurant servicescape, and the other is entrainment

servicescape.

Author	Servicescape dimensions	Attributes	Industry
Bitner (1992)	1. Ambient conditions 2. Space and function 3. Signs, symbols and artifacts	Temperature, air quality, noise, music, and odor Layout, equipment, and furnishings Signage, personal artifacts, and style of décor	Service organization (conceptual study)
Wakefield and Blodgett (1996)	1. Layout accessibility 2. Facility aesthetics 3. Seating comfort 4. Electric equipment and displays 5. Cleanliness	Layout of exit and entry, furnishing and equipment layout Architectural design, color, and interior design Physical seat and space of seat Signs, symbols, and artifacts for leisure experience (e.g., projection) Facility (e.g., restroom, concession) cleanliness	Leisure service settings (i.e., major league baseball stadiums)
Wakefield and Blodgett (1999)	1. Building design and décor 2. Equipment 3. Ambience	Outside appearance, interior design, layout, and seats Electric equipment Cleanliness, temperature, and neatness of employees' appearance	Leisure service settings (i.e., professional hockey games, a family recreation center, movie theater)
Lucas (2003)	1. Layout navigation 2. Cleanliness 3. Seating comfort 4. Interior décor 5. Ambience	Architecture, interior design, and spatial layout Clean slot floor Padding, backrests, and fabric/heat-dissipating seat, uncrowded seat Lighting, color, and floor décor Internal climate, music, and visual graphic	Casino
Ryu and Jang (2007)	1. Facility aesthetics 2. Lighting 3. Ambience 4. Layout 5. Dining equipment	Architectural design, color, and interior design Type of lighting and illumination Music, temperature, and scent Object (e.g., machinery, equipment, and furnishings) layout High-quality flatware, china, glassware, and linen	Upscale restaurant
Newman (2007)	1. Space 2. Way-findings	Spatial density Legibility of internal design such as central passageways and meeting areas in airport, hospitals, and universities	Service sectors (i.e., international airport)

Table. 3. Prior research on servicescape (Woo, 2009)

In one facility there are two kinds of servicescapes, I named it as double-servicescape. It has some features:

(1) It exists in one facility. The Chinese tea restaurants usually are layout in one building. Some of them have two floors, the first floor is restaurant, and the second floor is amusement place; some of them only have one floor but it is divided to two parts, one is restaurant, and one is amusement place.

(2) It is belonged to one manager. It is different from the market mall. The market mall may have some parts such as makeup corner, clothes corner, restaurant corner, and others, but the managers of all these corners may be different.

(3) Customers can pay cash at the same cashier.

(4) The employees of the two services are the same. That means if it is necessary the employees can change their working place from one service to the other.

(5) One customer can consume one service or both of them. For example,

in the Chinese tea restaurant, the customers can consume in the restaurant or the amusement place, even more after consuming in the restaurant or the amusement place, they also can change their place to continue to consume in the amusement place or the restaurant.

2.4 Summary of the Literature Review

In this chapter, we summarize the key points stated as below:

- The teahouse appeared because of the merchant and residents need a social space to exchange information in history.
- Chinese people like drinking tea for centuries, especially going to teahouse or tea restaurant to have tea.
- Amusement activities appeared in teahouse from Song, and gambling activities come into teahouse from Qing.
- Chinese usually go to teahouse to promote Guanxi or build a new Guanxi.
- Tea restaurant contains two servicescapes: the amusement servicescape and the restaurant servicescape. But the teahouse only contains one servicescape- amusement servicescape.

Chapter 3 Research methodology

3.1 Introduction

In this chapter, we analyze the data from 115 customers and the answers from 6 interviewees to find out the answer for my research questions. The data collection information is summarized below.

Tea restaurants	Questionnaires	Interviewees	
		Managers	Employees
Shui Shi Jian	48	1	1
Long Men Yu Fu	22	1	1
Shui Shi Jian	32	1	1
Others	13	0	0

Table.4. Data collection

3.2 Questionnaires

From November 22th to 29th, 2013, 115 questionnaires and 6 interviews were made at the tea restaurant in Chongqing. Chongqing is one of the old tea cities. Chongqing's are people loving to drink tea, also going to teahouse. There are many teahouses in Chongqing; furthermore some may have four or five teahouse on a hundreds of meters of the street.

The questionnaires were conducted almost one by one. I handed out questionnaires paper to the customers and expression the purpose. Some customers were very enthusiasm, so some questionnaires were turned to interviews. This kind of questionnaires gives us more information than expected.

The questionnaires were mainly collected in three typical tea restaurants. One is called Shui Shi Jian (Figure 2), it is located in residential area, and a park is nearby. The manager of Shui Shi Jian is from Taiwan, he used to be an antiquary, when you get into his tea restaurant you will find there are lots of antiques arranged in various places in this tea restaurant, combined with gray lights, the old furnishers make the environment full of nostalgia and alternative emotions. It has two floors, the first floor is restaurant, and the second floor has some private rooms, where the customers can drink tea, talk with friends or play cards, two of the rooms have mahjong machines which can be used by four customers to play. One is called Long Men Yu Fu (Figure 3), it is located in tourist spot. It is a 1900s' building which contains three floors, the first two floors are hot pot restaurant, and the Chongqing hot pot is very popular in China. The third

floor is a tea house; it also has some private rooms where the customers can play mahjong. Another is called Mo Shang Hua Kai (Figure 4), it is located in downtown. It only has one floor, but divided into two parts. When the customer get into this tea restaurant, in front of them is the place for food, across this area and a narrow corridor, there are a line of private rooms.



Figure.2. Tea restaurant Shui Shi Jian



Figure.3. Tea restaurant Long Men Yu Fu



Figure.4. Tea restaurant Mo Shang Hua Kai

3.3. Interviews

Face to face interviews involve direct and purposeful social interaction and discussion between the researcher and a respondent, so they are often used before conducting quantitative research to guide in its formulation. In this study, the interviews were conducted at the same time of doing questionnaires to help define suitable analyze method in the tea restaurant service. Face to face interviews were conducted with three managers and three employees.

We conducted interviews from November 22th to 29th, 2013. Each interview began with the researcher introducing the general research theme and inviting the interviewee to speak on three topics: (1) “What are the factors or aspects that may influence the customers overall evaluation of the Chinese tea restaurant? (2) “Are there some relations about the designs between the restaurant part and the amusement part?” (3) “What are the advantages to manage a tea restaurant?” In addition, the customers’ population and groups, consumption patterns and times, employees’ trainings and other questions were asked based on the respondents’ elaboration.

Chapter 4 Research findings

4.1 Introduction

In this chapter we describe the results of questionnaires and interview, and then according to the results we got our summaries.

In the questionnaires' results analysis part we measured the customers' characteristics and customers' satisfactions, using correlation analysis by SPSS we found the number of customers, the duration time and the consuming patterns are relevant. In the interview part we summarized 6 questions and the answers from the interviewees.

4.2 Questionnaires' results analysis

Table 5 summarizes the demographic profile of the respondents. Respondents consisted of 51% male and 49% female. A large majority of respondents are friends and co-workers. Most of the customers stay in the tea restaurant more than two hours.

Characteristics	Category	N	%
Gender	Male	59	51
	Female	56	49
Age	10-30	41	36
	31-50	37	32
	Over 50	37	32
Customers' relationship	Family	8	7
	Friends	79	69
	Co-worker	28	24
Numbers of customers	1-2	47	41
	3	32	28
	Over 3	36	31
Duration time	1 hour	12	11
	2-3 hours	75	65
	Over 3	28	24

Table.5. Demographic characteristics of samples

4.2.1 Customers' characteristics analysis

In figure 5 shows that one-two customers is 41%, three customers is 28%, the number of customers less than four is about 70%, and 31% of them is more than three persons. In the period of questionnaire, according to observation, we found that two customers usually are friends, lovers, and mainly young; three customers usually are friends and co-workers mainly mid-age persons; the number of customers more than three, is usually

mid-age and old, most of them play cards and mahjong in private rooms.

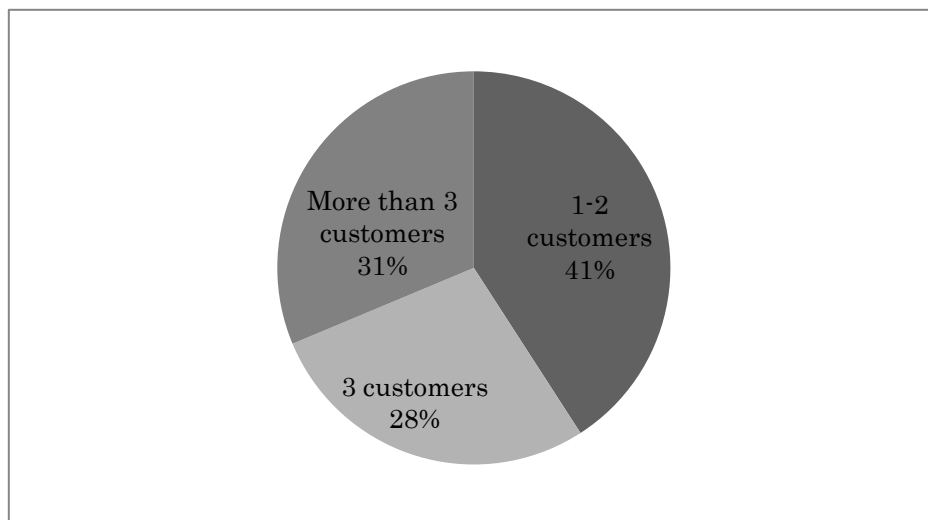


Figure.5. Number of customers

The proportion of families that come to tea restaurant is only 7%, most of them are friends and co-workers. That indicated the tea restaurant is mainly the place for friends and co-workers to communication for deepen each other's "Guanxi", but the families, would meet every day at home, it is not necessary to find a place for conversation.

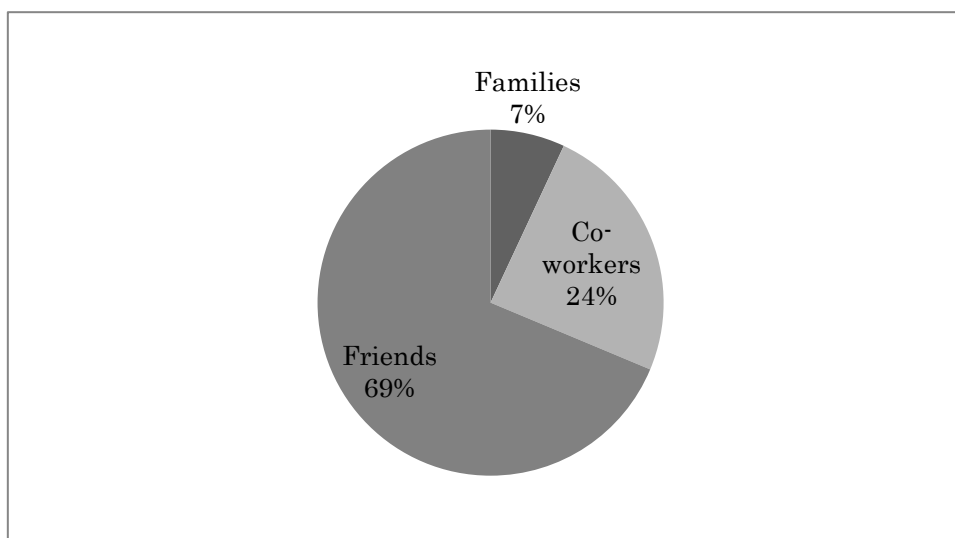


Figure.6. Relationship between customers

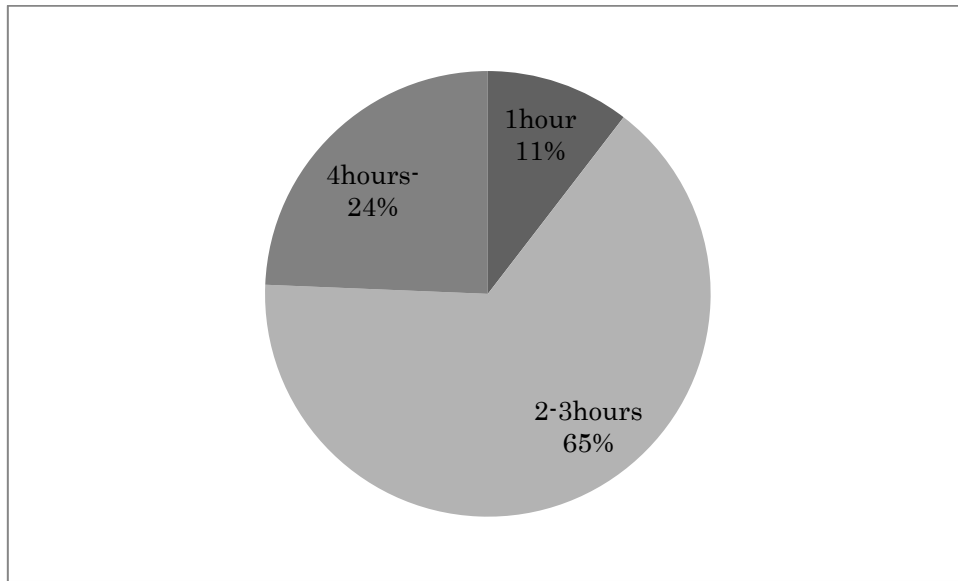


Figure.7. Customers' duration time

From the Figure 7 we can see the duration time in tea restaurant is more than normal level, 65% of customers will spend 2-3 hours, and 24% of them will spend more than 4 hours. O' Neill (1992) reasoned that the longer the customers stay in a leisure facility, the more money they will spend. So the managers are happy to manage a place can make the customers stay as long as possible. The double-servicescape tea restaurant not only meets the customers' need, but also conform the managers' making money demand.

The long duration time in tea restaurant could be the main reason why the double-servicescape becomes more and more popular. Obviously, the teahouses which only provide tea could not meet the customers' needs. To satisfy the long time of duration, the double servicescape of tea restaurants would be accepted by customers.

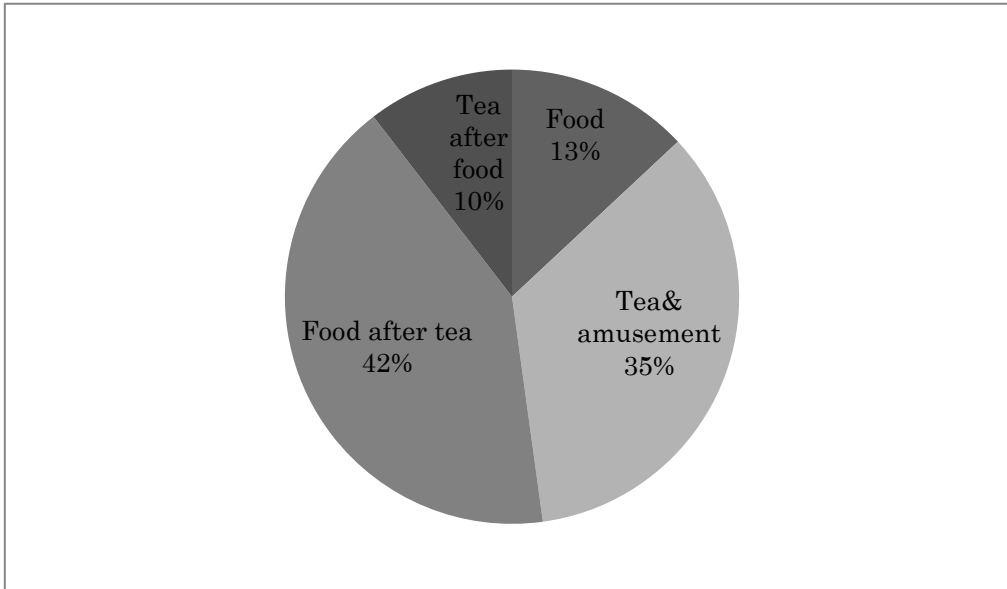


Figure.8. Customers' consuming patterns

Figure 8 shows that 52% of the customers choose tea (entertainment) and food in tea restaurant, and most of them would choose to amusement activities such as have a cup of tea, chat with partners or talk business after filling up their stomach, and then. But some customers after play mahjong for hours, they could be hungry, and then choose to order food. The customers come to tea restaurant only order food is only 13%, which indicates the tea restaurant attract customers not by food, but by the convenient double service and comfortable environment (Figure 8).

Some young customers expressed after shopping they need a well environment place to rest, where they can order some drinks, snack, it is better can be surfing on internet, and the tea restaurant is the best, it not only has good environment, but also has free WiFi, just a cup of tea, they can stay in the store for a day. It is cheap, convenient, and worth.

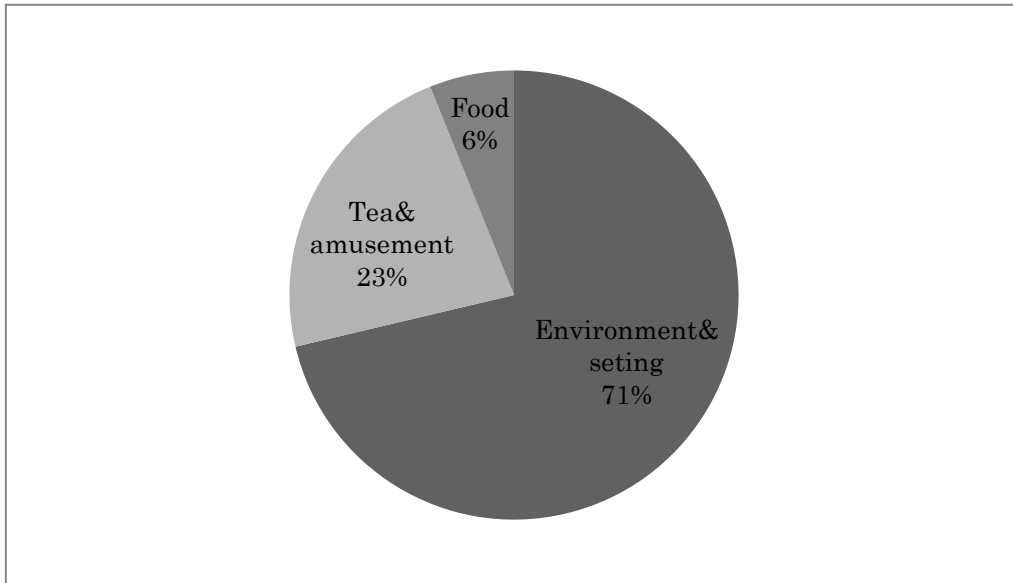


Figure.9. Reasons why customers choose tea restaurant

McDonald's also has free WiFi, if you order a cup of Coca-Cola, you also can spend a day in the store. But customer choose tea restaurant still have another reason. One guy told that all McDonald's in the world is the same, but different tea restaurant has different features. Go to teahouse is the life style, but go to McDonald's is different. Three tea restaurants visited in Chongqing really have different features. Shui Shi Jian is retro; Long Men Yu Fu is historic, and Mo Shang Hua Kai is fashionable.

4.2.2. Customers' satisfaction analysis

The previous studies showed that servicescapes are produced with attention to both physical and communicative staging. About the physical staging of servicescape, 61% of customers and 30% of customers were satisfied with the decorations and furnishers in tea restaurant. Others, such as light, background music, and seat comfort were not satisfied. That indicated the customers usually care about the decorations and furnishers which can show the grade of the tea restaurant, from figure 8 we also notice the decorations and the furnishers is the main parts of the environment which is the main reason the customers choose to consume in tea restaurant. So one reason the tea restaurant becomes popular is this: tea restaurant provides a particular environment for customers to enjoy their time in the store.

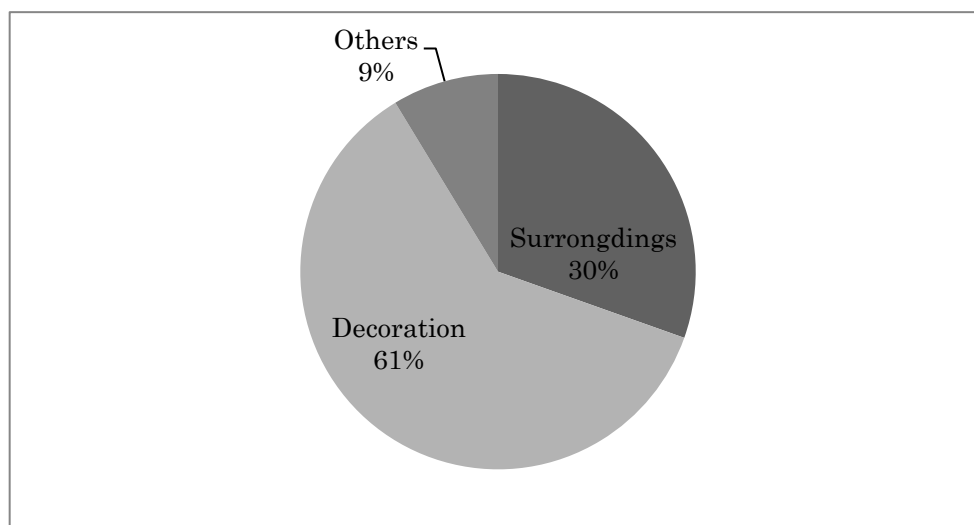


Figure.10. Customer satisfaction on physical staging

The employees are the main part of the communicative staging of servicescape. The customers mentioned their feelings about aspects of employee image. According to questionnaires “the employees are willing to help, the employees are polite and friendly, the employees give customers personal attention, the employees are passionate” are most satisfied by customers.

“I still remember the first time that I went to the park. I could not decide which tea I should choose after seeing the menu, so I call one staff member for help. She was so nice and patient; she introduced almost every popular tea’s features in the store. (A women customer in Shui Shi Jian)

The communication with employees seem very important to customers in tea restaurant. Figure 9 shows the satisfaction of employees’ talk is 34%.

“I am very pleased to talk with the staff, they are very nice and polite, and I can know a lot of knowledge about tea and other news. The manager is a very interesting person; we can talk tea, culture and life. It is a pleasure thing.”(A customer in Shui Shi Jian)

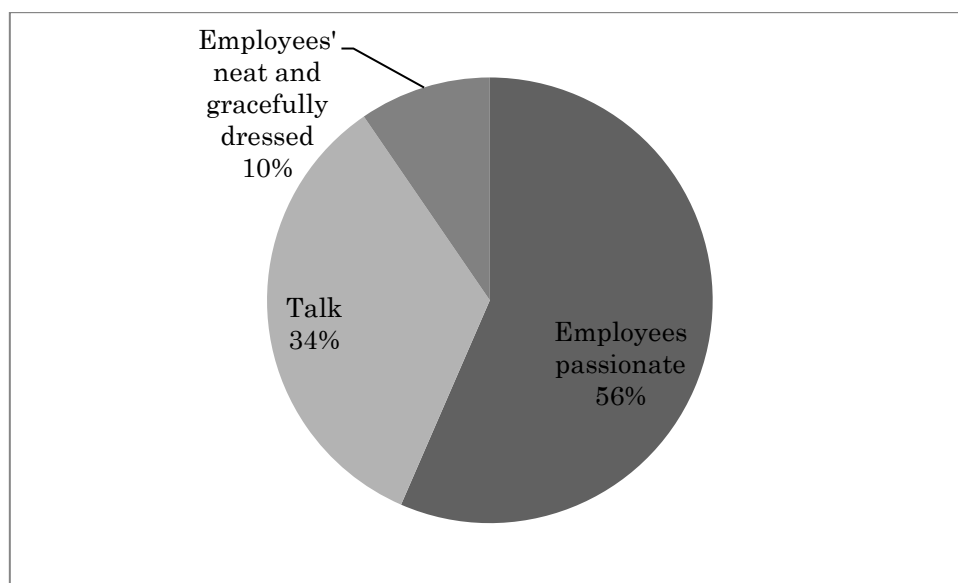


Figure.11. Customer satisfaction on communicative staging

In history the staff in teahouse were call “Wanshitong” which means they know everything. So up to now, in tea restaurant the employees go into the customers, if necessary to be one of them to participate conversation, this is also their works.

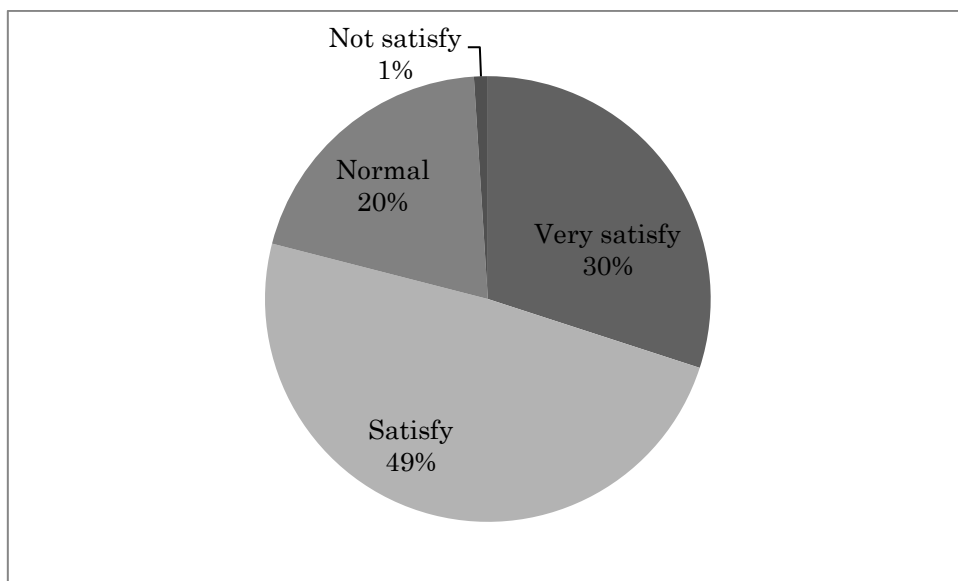


Figure.12. The overall satisfaction in tea restaurant

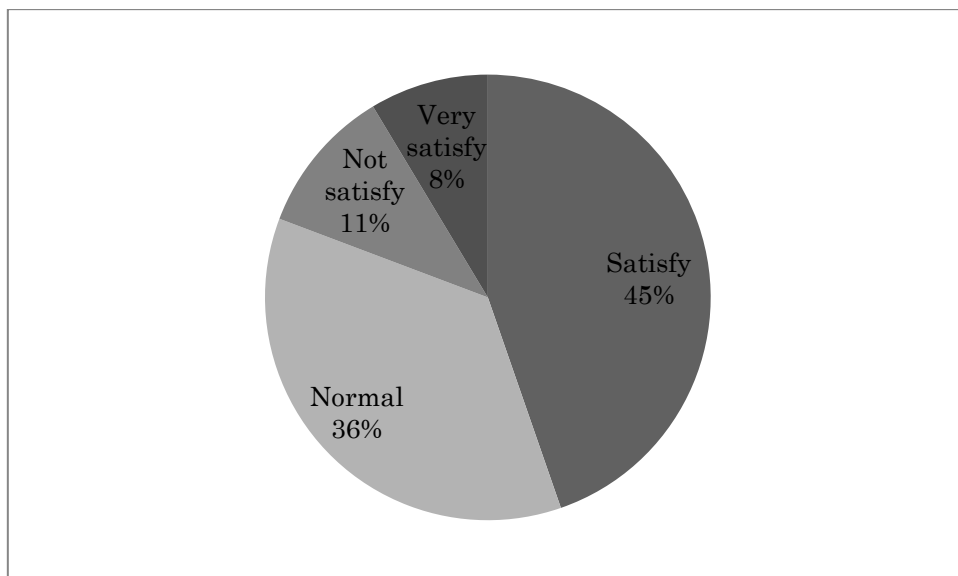


Figure.13. The overall satisfaction in teahouse (Lanying, 2010)

Figure 12 shows that the overall satisfaction of in tea restaurant is very high. 30% of the customers are very satisfied, and 69% of customers are satisfied. Figure 13 is the overall satisfaction of teahouse which was analyzed by Li Lanying in 2010. We can see the customers' satisfaction in tea restaurant is higher than the normal teahouse.

Customers' post-experience behavioral intentions include revisit intention and introduce intention.

Tables 8 shows the customers' high level of revisit intention and introduce intention.

	Strong intention (%)	Not sure (%)	Weak intention (%)
Revisit intention	90	10	0
Introduce intention	82	18	0

Table 6 The percentage of customers' revisit and introduce intention

4.2.3 Correlation analysis

Correlations

		patterns	persons	time
patterns	Pearson Correlation	1	.261**	.234*
	Sig. (2-tailed)		.005	.012
	N	115	115	115
persons	Pearson Correlation	.261**	1	.693**
	Sig. (2-tailed)	.005		.000
	N	115	115	115
time	Pearson Correlation	.234*	.693**	1
	Sig. (2-tailed)	.012	.000	
	N	115	115	115

**.

*.

Table. 7. Correlation analysis of patterns, persons, time

By using correlation analysis by SPSS we found the number of customers, the duration time and the consuming patterns are relevant.

N	8	5	0	1	13	0	3	17	0	0	2	2	0	9	1	0	16	2	0	1	0	0	3	11	0	7	14
Times	2	3	4	2	3	4	2	3	4	2	3	4	2	3	4	2	3	4	2	3	4	2	3	4	2	3	4
Patterns	Food(13)			Tea(14)			Food&tea(20)			Food(4)			Tea(10)			Food&tea(18)			Food(1)			Tea(14)			Food&tea(21)		
Numbers	2 customers									3 customers									More than 3 customers								
Times	2hours(12)			3hours(35)			4 hours(0)			2hours(0)			3hours(29)			4 hours(3)			2hours(0)			3hours(11)			4 hours(25)		
Patterns	F	T	F+T	F	T	F+T	F	T	F+T	F	T	F+T	F	T	F+T	F	T	F+T	F	T	F+T	F	T	F+T	F	T	F+T
N	8	1	3	5	13	17	0	0	0	0	0	0	2	9	16	2	1	2	0	0	0	1	3	7	0	11	14

Table.8. Persons, duration times, consuming patterns

According to the correlation analysis on the number of persons, the duration times, and the consuming patterns, we get the following conclusions:

- a. The more number of customers come the longer time they stay.
- b. The longer time they stay, the more customers would consume both of the two services.
- c. The number of customers has no relationship with the consuming patterns.
- d. But the consuming patterns effect the duration of time.

4.3 Interview results

In this study I interviewed one manager and one employee in each tea restaurant. There is the information about interviewees.

Interviewer	Tea restaurant	Age	Gender
S-Manager	Shui Shi Jian	60	Man
S-Employee	Shui Shi Jian	23	Women
L-Manager	Long Men Yu Fu	48	Man
L-Employee	Long Men Yu Fu	27	Women
M-Manager	Mo Shang Hua Kai	42	Women
M-Employee	Mo Shang Hua Kai	19	Man

Table.9. Interviewees' information

There are six main questions I summarized below.

Question One: What is the reason you open a tea restaurant with double service?

S-Manager: *Personally I like drinking tea, the hobby is the main reason why I open a teahouse. Three years ago, I opened a teahouse with no food service, but some customers who stayed for a long time would change place when the lunch time. And some customers who were leaving for lunch would tell me to keep his seat; he would come back after lunch. I learned cooking from my*

mom when I was young, and I like cooking too. Why not arrange the food service in my teahouse? I told to myself. So I combine the teahouse and restaurant together. The customers who come to my tea restaurant not only praise the good environment, but also say the service is very convenient.

L-Manager: In Chongqing everyone like the hot pot, you know my restaurant is a hot pot restaurant. So after hot pot, drink tea is good for digesting, maybe this is the lifestyle here. Otherwise it is tradition to arrange chess and mahjong room in teahouse, and the customers like to spend their spare time here.

M-Manager: You can see my tea restaurant is located in downtown; there are many people around here, the travelers, businessman, and shoppers. After work or shopping, customers would need a rest place. The businessman usually come to my restaurant, they not only have food, in order to promote each other's cooperation, the entertainment is necessary. So in our tea restaurant there are private rooms for meetings, chess.

Question Two: Is there some consideration when you design the restaurant part and the teahouse part?

S-Manager: I used to be an antiquary, so you can see much antique in my teahouse part. The customers drink tea, at the same time enjoys the atmosphere what the antique brought. In the restaurant part, I did not arrange antique as much as teahouse, I arrange a bonsai pond, which may let the food look delicious.

L-Manager: My tea restaurant have three floors, the first two floors are restaurant part, the design is not special, just like the ordinary hot pot

restaurant, but in the third floors we have a good view outside. The customers drink tea, and at the same time enjoy the good view outside.

M-Manager: Convenient and fashion are our service mission. We just occupy the second floor in a tall building. When the customers get out the elevator, they can see the restaurant part immediately, the atmosphere of a restaurant comes into mind. Pass through the restaurant part, across a aisle, a quiet place with several private room can give sense of relaxation to customers.

Question Three: What is the main reason the customers choose to consume in tea restaurant?

S-Manager: The habits and lifestyle. In the history, people come to teahouse to drink tea, to make friends, to do business. Up to now, the tea restaurant which is more convenient than traditional teahouse properly becomes the first choice.

S-Employee: Tea restaurant is convenient than teahouse which does not have food service. Customers can stay here long time without worrying about hungry.

L-Manager: Lifestyle. People like hot pot, and they also like play mahjong, and after hot pot, at the time of playing mahjong they need a cup of tea.

L-Employee: Not particular reason, customers just like to come upstairs to have a cup of tea or play mahjong after hot pot. Sometimes if customers eat very full, they do not want to change, and then come to upstairs directly to play mahjong.

M-Manager: *In the downtown we have some competitors, like Starbucks, McDonald's, but their food types are not as rich as ours. From the functional point of view, they lack the teahouse part.*

M-Employee: *The young customer like our fashion environment, businessman like our convenient service.*

Question Four: Can you introduce the information about customers, like age, groups, occupations and consumption patterns?

S-Manager: *All ages would like to our tea restaurant. Friends and businessmen are the most crowds who come here. We do not have time limit, so most of them will spend more than two hours. Some of the regular customers become my friends. Some of them would come here 3-4 times one week.*

S-Employee: *The most customers will come here after 3 o'clock in the afternoon. After conversation or playing they will have supper here. And also some of them after having lunch or supper will continue to stay.*

L-Manager: *The majority customers is more than 30, they after eating the hot pot, will go to mahjong room for several hours.*

L-Employee: *The freelancers and local people are the most. People's lives become better, idle time is also abundant.*

M-Manager: *The majority customers are young people, business man. The businessman usually choose double consumption patterns, after having food then go to private room, or after playing when the diner time they will order*

food.

Question Five: What is the customers' evaluation to the tea restaurant?

S-Manager: *Almost every customer come to our tea restaurant would say the decoration is great. And we arrange tea sets in every table in teahouse part, the customers can make tea by themselves, they say it is a very good experience.*

S-Employee: *I always have conversations with customers, about how to make a good cup of tea and tea culture; they usually praise the good environment and my considerate service.*

L-Manager: *Customers show high satisfaction when they are in my tea restaurant, they praise the delicious hot pot and high quality tea.*

M-Manager: *They like the atmosphere, the beautiful dishes and tea cup are also highly praised. They also say it is an enjoyable thing to talk with partner here.*

Question Six: What is the main advantage to manage a restaurant and a teahouse together by one manager?

S-Manager: *We get more profits by managing restaurant and teahouse together than only managing one.*

L-Manager: *The customers can continue to consume for hours, they usually order one by one, it is good for my business. From the customers' view, they feel convenient, eating then playing likely to promote their relationship*

better.

M-manager: *Of course it is good for our business, we will discount if customer consume both food and amusement. And this would bring lots of regulars.*

4.4 Results summary

After analyze the questionnaires and interviews, we notice three key points:

- Customers' long duration of time
- Friends and co-workers customers are much more than families
- Customers' high satisfaction

4.4.1 Long duration of time

From the figure 7 we can see customers' duration time is more than normal level. Nearly 90% of them would spend more than two hours in tea restaurant, 24% of them could spend 4 hours or more. There are mainly two reasons of long duration time: according to history of teahouse we can see that drinking tea in teahouse is a traditional lifestyle exists for centuries. People like tea, especially like drinking tea in teahouse atmosphere, once they have time they would go to teahouse, someone even stay one day there.; otherwise gambling was appeared in a teahouse from Qing Dynasty. Mahjong as a popular entertainment activity in China is also set in the tea restaurant, fully comply with the demand of customers. One customer elaborates that in some sense they come to tea restaurant just like the western people go to the bar; it is a part of life; once they have time, they will come to this place, in this place, they can see the familiar surroundings, familiar faces, meet new friends, and hear strange stories. They consider

drinking tea in tea restaurant as a life style.

In the questionnaire the customers' long duration of time make the tea restaurant which provides food service and entertainment service meet the customers' demand, otherwise, according to interview, the long duration time also make the tea restaurant get more profits, and it is meet the managers' demand.

In order to meet the customers' needs, the change from the teahouse which only provides entertainment to tea restaurant which provide entertainment and food service is reasonable.

4.4.2 Friends and co-workers are much more than families

We have already analyzed that tea restaurant is mainly the place for friends and co-workers to communication for deepen each other's "guanxi", but the families, would meet every day at home, it is not necessary to find a particularly place for conversation.

In order to further test the importance of tea restaurant on customers' "guanxi" promotion, we also analyzed the weekends' data and the weekdays' data (Table 10), we found that in weekends the co-workers is 61%, more than friends which is 30%.

This result indicates that in weekdays customers usually go to tea restaurant with friends customary, it is very common and not prepared. But in weekends customers could invite co-worker to the tea restaurant deliberately to deepen relationship (Guanxi) which could be good for career developing.

		Weekends		Weekdays	
Characteristics	Category	N	%	N	%
Gender	Male	11	47	48	52
	Female	12	53	44	48
Age	10-30	7	30	34	37
	31-50	9	40	28	30
	Over 50	7	30	30	33
Customers' relationship	Family	2	9	6	7
	Friends	7	<u>30</u>	72	<u>78</u>
	Co-worker	14	<u>61</u>	14	<u>15</u>
Number of customers	1-2	12	52	35	38
	3	7	31	25	27
	Over 3	4	17	32	35
Duration time	1 hour	5	22	7	8
	2-3 hours	16	69	59	64
	Over 3 hours	2	9	26	28

Table.10. Demographic characteristics of samples on weekends and weekdays

4.4.3. Customers' high satisfaction

Obviously, the customers have high satisfaction on the tea restaurant double-servicescape. Most of them would like to revisit the tea restaurant, and introduce or take friends or co-worker here. According to interviews, we knew that the repeat customers are the major guests in tea restaurant. There is no doubt 90% customers will revisit restaurant, and 82% of them will introduce friends to come.

Chapter 5 Discussion

5.1 Introduction

In this chapter, we focus to present to the overall discussions of our study. The chapter is divided into three sections. The first section presents our major findings to answer to the subsidiary research and the major questions. In the second and third section, the theoretical and practical implications are discussed.

5.2 Answers to research questions

SRQ1: Why does the double-servicescape exist in the Chinese tea restaurants?

According to literature review, the teahouse appeared because of the merchant and residents need a social space to exchange information in history. For a long period, the teahouses provided tea water to customers until some entrainment shows were introduced into teahouse. In Tang

Dynasty some teahouses always connected with hotel and restaurant, that could be convenient for customers, otherwise this kind of management would bring more customers. Amusement activities appeared in teahouse from Tang, and gambling come into teahouse from Qing. Traditionally customers like to spend their leisure time in teahouse for amusement, such as have conversation, reading books, play chess and mahjong, even more someone would go to teahouse for doing business, developing relationships. So the teahouse becomes a place not only for drinking tea.

According to the result of questionnaires customers will spend long time in tea restaurant; basis on the interviews, it is a lifestyle to stay in tea restaurant for hours to talk with partners or play mahjong. Because of long duration time, customers would have request for food, the teahouse could not satisfy the customers' demand. So the loss of customers is also the loss of business. According to O' Neill (1992)'s theory the longer the customers stay in a leisure facility, the more money they will spend. Therefore the managers are happy to manage a place can make the customers stay as long as possible. The double-servicescape tea restaurant not only meets the customers' need, but also conform the managers' making money demand.

SRQ2: Why do the tea restaurants become popular in China?

Our study confirms that the customers' overall satisfaction in tea restaurant is higher than overall satisfaction in teahouse (Figure 12 and Figure 13). Tea restaurant combine the restaurant and teahouse together, the continuous consumption make customers not need to change place. The interviewees state that the convenient is the main reason why customers choose tea restaurant. It will be convenient for customers in the tea-restaurant, satisfied their need of long duration time, so the customers can get high satisfactions. Otherwise, the managers could get more profits

because of the customers' long duration times, and they are happy to running to a business like tea restaurant. At last, we got results that double-servicescape is effective for service improvement. That is the reason that the Chinese tea restaurants are becoming so popular.

SRQ3: What are the major aspects of double-servicescape that have impacts on customers' satisfaction?

The questionnaires showed that the customers have high satisfaction on the tea restaurant double-servicescape. In physical staging of servicescape, the customers usually care about the decorations and furnishers which can show the grade of the tea restaurant. M-R model shows human reaction to the stimuli of environment is divided into three parts: environmental stimuli, emotional states, and two opposite responses (approach or avoidance). Customers come to tea restaurant, first feeling the environment, and at the same time influenced by other customers and employees.

In traditional Chinese culture, drinking-tea was considered as a refined activity and tea-culture was considered as elegance. Nowadays, tea restaurant display many elements of this earlier tea-culture. Alastair G (2010) said that given a choice, customers will stay longer in a social servicescape that they feel they belong to. Customers coming in for a social meeting, whether they are individuals or small groups, are likely to desire to be located close to other customers. The customers who come to tea restaurant show high education level; therefore talking to other customers is a pleasure thing. This study shows Customers who have pleasure will have strong intention of revisit. Otherwise, the employees' professional knowledge is very rich; according to questionnaires customers show high satisfactions on managers and employees' talk, some of the tea restaurant, the employees

are the same in restaurant part and entertainment part, this is better for employees to receive and contact with customers, and to turn some customers to be regulars guests, this is also the main reasons for their revisit intention. In Shui Shi Jian, the manager state that many customers come to his tea restaurant for seveal times, and then become his friends.

MRQ: What kinds of values are created by the double-servicescape in Chinese tea restaurant?

Tea restaurant, as a place where people gathered, customers are likely to join in it. In old times before the teahouse appeared people need a social place to get connected to others to exchange information, and do business. So the teahouse appeared. In a long history the teahouse helped kinds of people to build connection with each other to promote the social development. And as the development of society, an advanced society needs a more comfortable and efficient gathering place, then the tea restaurant comes out in people's vision.

Drinking tea is not the only pleasure of going to the teahouse. Other leisure activities include reading newspapers and playing Chinese chess or mahjong. The main reason people go to teahouse properly is to meet people and talk to people. In our study, the number of friends and co-workers is much more than families, that is because tea restaurant is mainly the place for friends and co-workers to communication for deepen each other's "Guanxi" The tea restaurant with double-servicescape is more effective to build the "Guanxi" between customers.

5.3 Theoretical implications

The theoretical model is showed in the figure 15.

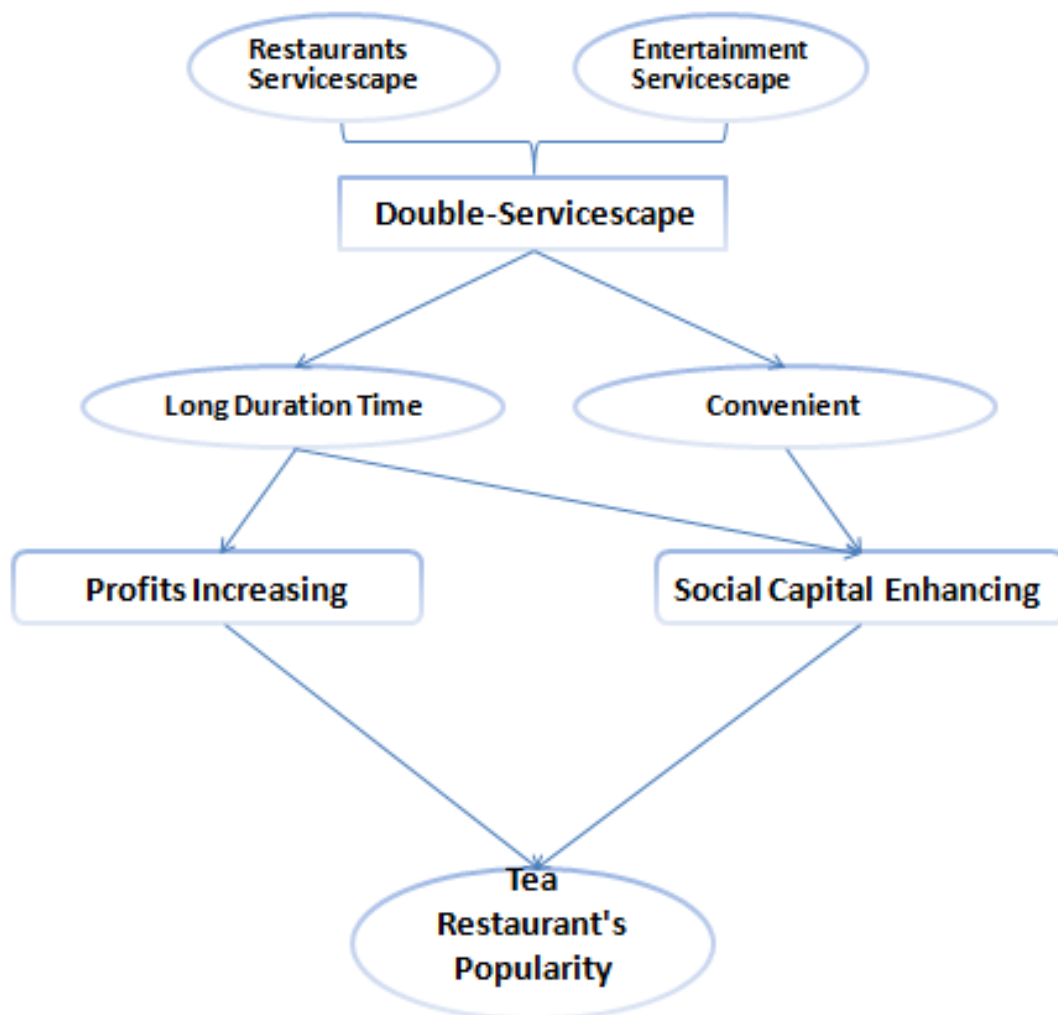


Figure.14. The theoretical model

Because of the history causes and people's lifestyle, the tea restaurant

with double-servicescape emerged. It will be convenient for customers in the tea-restaurant, satisfied their need of long duration time, so the customers can get high satisfactions. Otherwise, the managers could get more profits because of the customers' long duration times, and they are happy to running to a business like tea restaurant. At last, we got results that double-servicescape is effective for service improvement. That is the reason that the Chinese tea restaurants are becoming so popular.

5.4 Practical implications

Our research find out the double-service enhance the Chinese tea restaurant enhance social capital. Tea restaurant as a social place where people gathered to exchange information, do business, enhance relationship is very important to Chinese people.

	Businessman	Elderly people
Japan	Golf	Hospital
China	Tea restaurant	Tea restaurant

Table. 11. The gathering place differences between Japan and China

We intend to find a social place with double-servicescape whether exist in Japan. In our study we found that in China elderly people who don't want to be alone usually go to the tea restaurant to meet old friends or feeling the sense of belong, and in weekend businessman would also like to invite co-workers to tea restaurant to talk business or enhancing "Guanxi".

But in Japan we found that some elderly people usually go to hospital

not because of illness, just for meeting old friends in order to avoid being alone. And businessman would like to invite co-worker to play golf in the weekends. In the hospital we hardly find the exits of double-servicescape, so it looks like the Chinese teahouse to some Japanese elderly people. But in golf club, we could find the characteristics of double-servicescape, it contains golf course, rest or meeting room, and restaurant, even more other functions.

Chapter 6 Conclusion

6.1 Introduction

In this chapter, we focus to present to the overall conclusions. And then we give suggestions for future research.

6.2 The summary of findings

Our research purpose is to find out the reason why double-servicescape exist in Chinese tea restaurant and why it become popular, and then analyze the satisfaction of customers to the double-service, finally we get the conclusion that the Chinese tea restaurant which contain double-servicescape enhance social capital.

According to the investigation, the teahouses which only serve tea cannot meet the customers' needs, because of the long duration time. The double servicescape of tea restaurants are accepted by customers, because the customers can spend lots of hours, the restaurant part and the tea house part in one tea restaurant could be very convenient for them. In addition, the

longer the customers stay in a leisure facility, the more money they spend, so the managers of the Chinese tea restaurant would be happy to run the double-servicescape.

People need a social place to get connected to others to exchange information and do business in old times. So the teahouse appeared. In a long history the teahouse helped kinds of people to build connection with each other to promote the social development. And as the development of society, an advanced society needs a more comfortable and efficient gathering place. This makes the tea restaurant come out in people's vision. In our study, the number of friends and co-workers is much larger than families, that is because tea restaurant is mainly the place for friends and co-workers to communication to deepen people's "Guanxi (Chinese social capital)" The Chinese tea restaurant with double-servicescape is highly effective to build the "Guanxi" between customers in the society of China.

6.3 Suggestions for future research

The experience economy is considered to be the next economy following the agrarian economy, the industrial economy, and the most recent service economy. The tea restaurant is an industry full of experience. Although the tea restaurants have products like food and tea water, the customers go to tea restaurant also for the comfortable feelings. So the tea restaurant economy belongs to experience economy. So in future research, we intend to the study the double-servicescape's influence on experience economy.

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Appendix A. Survey questionnaire items

Chinese version

问卷调查

1. 您的性别：

A 男； B 女

2. 您的年龄：

A 10-29； B 30-49； C 50 以上

3. 同行人数几人：

A 1-2； B 3； C 3； D 4 以上；

4. 您与同行人的关系：

A 家人； B 同事； C 朋友；

5. 您来本店是为了：(多项选择)

A 品尝美食； B 喝茶； C 品尝美食和喝茶

6. 您要在本店停留多久？

A 1-2 小时； B 3 小时； C 4 小时以上

7. 您对本店以下哪几个方面比较满意？

A 陈设和 装修； B 周围环境 C 其他_____

8. 您对本店服务人员的哪些方面比较满意？(多项选择)

A 服务热情周到； B 服饰整洁； C 谈吐得体

9. 您来本店的消费方式：

- A 品尝美食； B 品茶休闲； C 品尝美食后品茶休闲；
- D 品茶休闲后品尝美食

10. 您为什么会选择此种消费方式：

- A 环境好方便快捷； B 食物好吃； C 喜欢喝茶和娱乐

11. 您对本店的满意程度是多少？

- A 非常满意； B 基本满意； C 不太满意； D 很不满意

12. 您是否下次还会来此店消费？

- A 会； B 不一定； C 不会

13. 您是否会介绍您的家人或朋友到此店来消费？

- A 会； B 不一定； C 不会

Appendix B. Survey questionnaire items

English vision

Questionnaire

1. Your gender
A Man; B Woman
2. Your age
A 10-29; B 30-49; C More than 49
3. How many persons come to tea restaurant together
A 1-2; B 3; C More than 3
4. What is the relationship between you and your partners
A Families; B Friends; C Co-workers
5. How long will you stay in tea restaurant
A 1-2 hours; B 3 hours; C More than 3 hours
6. What is your consume patterns
A Food; B Tea and amusement; C Food after tea; D Tea after food
7. Why you choose the tea restaurant
A Good environment and settings; B Delicious food; C Tea and

amusement

8. The reason you come to tea restaurant is for
A Food; B Tea and amusement; C Both of them
9. Your satisfaction on the physical setting in tea restaurant
A Decoration; B Surroundings; C Others_____
10. Your satisfaction on employees
A Passion; B Talkative; C Neat dresses
11. Your total satisfaction on tea restaurant service
A Very satisfied; B Satisfied; C Normal; D Not satisfied
12. Would you like to come to this tea restaurant next time
A Yes; B Not sure; C No
13. Would you like to introduce this tea restaurant to others
A Yes; B Not sure; C No