Perceptions and Attitudes to the Implementation of Innovations in Small Restaurants: A Case Study on Victoria's Small Restaurant Industry

by

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Thesis

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Abstract

Although the restaurant industry plays a pivotal role in the growth of a country's economy, mainly by contributing through employment, national revenue and GDP boost, many small restaurants fail during their early years of operation. The potential reasons behind their failure include narrow perception of innovation and barriers toward innovation.

This research aims to explore how innovation is perceived and practised, and how various barriers impact the restaurant industry. This study considers the qualitative research methodology with semi-structured interviews as a tool to collect data. The sample of the study included 20 small restaurant owners in Victoria who were chosen by convenience and snowball sampling techniques. To assess the interview transcripts, this research applies two analysis techniques that are thematic analysis and phenomenographic analysis.

The study found that the restaurant owners perceived innovation as important particularly to achieve value proposition and operational excellence. For value proposition, the most popular technique was offering deals and discounts on the product while innovating equipment was considered most important for operational excellence. Also, among four innovation categories (product, process, marketing and organisational innovation), the restaurant owners perceived process innovation to be the most impactful.

This research further categorised into three types. These are typical attitudes, proactive attitudes, and complacent attitudes. The majority of restaurant owners exhibited typical

attitudes towards product innovation, process innovation, marketing innovation, and organisational innovation. Organisational innovation received the highest typical attitudes and the least proactive attitudes. Financial constraints and employee barriers were noted as the main barriers to the implementation of innovation. Phenomenographic analysis further revealed that the barriers negatively affected customer service, product differentiation, production efficiency, operational efficiency, brand awareness, brand positioning, public relations, employee professionalism, and employee loyalty.

This study adds new insights into the existing body of literature by application of the Technology Acceptance Model (TAM) to investigate less explored areas – perceptions, attitudes, and barriers regarding innovation in the restaurant industry. Additionally, this study is unique as it investigates Australian small restaurant owners' perceptions of innovation through thematic and phenomenographic analysis. The perception-related findings of the study can help entrepreneurs in the industry prioritising their innovative strategies in a post-COVID-19 uncertain environment. The reflections on attitudes of the restaurant owners highlight the opportunities for innovative entrepreneurs and investors in the industry. The results from the research can also help restaurant owners prepare a mitigation plan for risks associated with barriers or avoid the potential barriers.

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Dedication

I sincerely dedicate this thesis to Prophet Muhammad (Peace be upon him) who informed us that seeking knowledge is an obligation on every Muslim man and woman.

Declaration

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List of Publications from this Research

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2. M. Abid, T. Imam and R. Grose, "What positive impacts can the implementation of innovative activities have on restaurants and hotels? A systematic literature review", International Journal of Hospitality & Tourism Administration, 2021 (Under review)

3. M. Abid, T. Imam and R. Grose, "How do small restaurant industry owners perceive innovation and its implementation? A case study in Australia", Journal of Hospitality and Tourism Management, 2020. (Resubmission in process)

4. M. Abid, R. Grose and T. Imam, "Attitudes of Small Restaurant Owners toward Innovation and its Implementation. A Case Study in Victoria, Australia", Journal of Quality Assurance in Hospitality & Tourism, 2020. (Resubmission in process)

5. M. Abid, T. Imam and R. Grose, "What barriers to innovation do small restaurant owners perceive? A case study in Victoria, Australia", Tourism Management Perspectives, 2020. (Resubmission in process)

1. INTRODUCTION

1.1 Background of Research

The hotel and restaurant industry is a rapidly growing sector and its influence on the global economy cannot be ignored. Tleuberdinova and Ussenova (2011), for instance, found the hospitality industry is one of the most profitable industries and highlighted its effects as more significant than other economic segments. Renuka (2010) added that the hospitality industry improved the GDP and foreign exchange earnings of India in the year 2007–2008. Regarding employment and national revenue, Jayawardena et al. (2013) reported that up until 2012, the Canadian hotel industry had created 285,000 employment opportunities, and contributed $16.5 billion to national revenue. In the Australian context, the hospitality industry is one of the leading economy-boosting industries. By the end of 2018, accommodation and food services were responsible for creating 900,100 jobs with an employment growth rate of 16.3% during 2013–2018 (Employment, 2019a). Similarly, restaurants, cafes, and catering services created 630,100 job opportunities, with predictions that it would reach an 11.9% employment growth rate by 2023 (Employment, 2019b). The importance of the restaurant industry for Australia can be gauged by the fact that nearly 22,198 restaurants added $15 billion to national revenue and employed approximately 163,475 people (IBISWorld, 2020). Interestingly, Victoria accounted for 30% of the total revenue generated ($3,838 million) by the restaurant industry in 2017. Victoria's restaurant industry contributes more to revenue generation than any other state in Australia. This figure was supported by the finding that each household in Victoria spends $261 more on "eating out" than Australia's annual household spending of $1,400 (*Eating Out in Australia*, 2017).

Despite such a noticeable importance of the restaurant industry, most restaurants struggle to survive: 50% of restaurants cease operating within the first three years of opening while 70% of restaurants face permanent closure during their first 10 years of operation (Restaurant Failure Rates Recounted, 2013). There are further concerns that 50% of Australian small businesses are anticipated to be shut between 2018 and 2021 (Openseed, 2018). The case of Australian restaurants is more alarming as the failure rate between 3–5 years of operation jumps to 80% as compared to 60% in their first year of operation (Copper Pantry, 2018). Moreover, COVID-19 that started at the beginning of 2020 has worsened the situation. Due to COVID-19, the growth of the restaurant industry in Australia has plummeted by 25.1%, which decreased the contribution of $5 billion to the national revenue in 2020 (IBISWorld, 2020).

A potential reason behind these failures can be a lack of understanding of the importance of innovation. Indeed, innovation carries significant importance for not only the restaurant industry, but with a significant number of visitors and the popularity of Australia as an international tourism destination (Australia, 2020), the hospitality and tourism sector overall. Thus, a focus on innovation is important not only for the survival of these organisations, many of which are small businesses, but also for the role the Australian restaurant industry plays in the global tourism sector. However, many small businesses face significant challenges such as low-level managerial skills (Nicholls & Orsmond, 2015) and incompetence in perceiving innovation in a broader manner which leads to unsuccessful prevention of replication of ideas (Oke, 2004). Research also suggests that a lack of knowledge concerning various types of innovation (Hjalager, 2010) and the concept and criteria of innovation (Dahlqvist, 2012) can lead to a narrowed view of innovation. Hence, if owners of small restaurants like other small businesses have a narrow perception of innovation, their problem-solving ability and

attainment of success can be adversely impacted. Additionally, Gomezelj (2016) suggested that defining or perceiving innovation, measuring innovation, and expanding the knowledge base on innovation in the hospitality and tourism industry is a difficult task. Conspicuously, perceptions about innovation hinder the implementation of innovation in small restaurants. Therefore, the continued orientation towards innovation that broadens the perception of innovation is necessary for maintaining a competitive advantage (Brooker et al., 2012; Ottenbacher & Harrington, 2007). The exposure toward innovation can be broadened with learning and education (Augusto & Coelho, 2009).

Besides, the barriers towards innovation can be another potential reason for the failure of the businesses. These barriers also seem responsible for the decline of the Australian innovation ranking. The country's ranking dropped from 17 in 2015 to 23 in 2020 (Global Innovation Index, 2020). This overall drop in innovation has also impacted the food and accommodation sector as the percentage of innovation-active businesses dropped from 50.6% in 2015–2016 to 42.2% in 2018–19 (Innovation Activity, 2019). In this context, Freel (2000) noted that a lack of financial resources can slow down the innovation process. Moreover, the unpredictable nature of innovation makes it riskier and thus investors feel reluctant to invest in the innovation of an organisation (Bergemann & Hege, 2005). Service industries like restaurants (as compared to manufacturing industries) find it more difficult to innovate as the creation of unique ideas is rare and imitation of ideas cannot be easily prevented (Oke, 2004). The restaurants also face difficulty in recruiting and retaining skilled staff (R & CA, 2019). Other barriers include marketing of brands and time management (Lee et al., 2016), and lack of government support (Madrid-Guijarro et al., 2009).

Literature has considered the hospitality and restaurant industry from various perspectives. These include focuses on characteristics of small owners (Chen & Elston, 2013), restaurant waste management (Christ & Burritt, 2017), the impact of human capital and organisational orientations on a restaurant's performance (Jogaratnam, 2017), imitators' responses to innovators' actions in the small restaurant industry (Ding & Chung, 2014), a firm's growth pattern in the restaurant industry (Kwangmin-Park & Jinhoo-Kim, 2010), and effectiveness of advertising in restaurant chains (Herrington, 2002). Despite such a diverse exploration, research into perceptions about innovation, attitudes towards innovation, and the implementation of innovative practices in the small restaurant industry in Australia, from an owner's perspective, has remained largely unexplored.

Indeed, while there has been some research on innovation in small restaurants in different countries such as Serbia, Slovenia, and England (Ivkov et al., 2016), Malaysia (Hussain et al., 2016), and Taiwan (Chou et al., 2012), very little research has been conducted in Australia. Of the studies conducted in Australia, Lee et al. (2016) explored the sources of information for innovation and barriers to innovation in restaurants and cafes in eight states and territories of Australia. Lee (2015) focused on how innovation, human capital, and entrepreneurial self-efficacy influence a restaurant's performance. In a more targeted research project, Chew et al. (2006) studied the role of managers (not necessarily owners) in implementing organisational change in Victoria's restaurants. Nevertheless, this research adopts a more specific approach by focusing on innovation in the context of small restaurant owners (excluding cafes and large restaurants) in Victoria, Australia. Notably, owners are key decision-makers or investors for small restaurants. Additionally, studies have investigated barriers towards innovation in industries like agriculture (Wheeler, 2008), public service (Wipulanusat et al., 2019; Sun & Bosch, 2013), and water management (Greenland et al.,

2019) in the Australian context. In the restaurant industry particularly, Lee et al. (2016) noted barriers to innovation such as employee reluctance, time management, and product advertising. However, research on perceptions, attitudes, and barriers to the implementation of innovation in the Australian restaurant industry (particularly Victoria's restaurant industry) is lacking. The current study attempts to fill the research gap.

1.2 Research Objectives

This research project aims to examine:

i. How innovation is viewed and practised in the small restaurant industry in Victoria, and

ii. How the existence of various barriers toward innovation impacts the industry.

To achieve these objectives, the study captures the attitudes of Victoria's small restaurant owners about the different categories of innovation, their perceptions regarding the implementation of innovation, and the barriers they face while implementing innovation.

1.3 Research Questions

The research questions of this project are as follows:

RQ1: What perceptions do Victoria's small restaurant owners hold regarding the implementation of innovation in their businesses?

RQ2: What attitudes do Victoria's small restaurant owners hold toward product innovation, process innovation, organisational innovation, and marketing innovation?

RQ3: What are the barriers that Victoria's small restaurant owners face while implementing innovation in their businesses?

1.4 Research Contributions

While there are explorations on small businesses and restaurants from innovation perspectives, this study contributes to literature and practice in the following manner:

- There is a lack of literature that has explored the small restaurant industry in terms of perceptions and attitudes. Indeed, the restaurant industry as a whole has had limited attention concerning these aspects (Ivkov et al., 2016; Chou et al., 2012). This study adds new insights into existing literature by specifically focusing on the small restaurant industry regarding perceptions and attitudes of owners (excluding employees or managers) under four categories of innovation (product, process, marketing, and organisational).
- Studies such as Lee et al. (2016) and Ivkov et al. (2016) highlighted some barriers that restaurants face while implementing innovation. This study goes beyond identifying the barriers and also investigates the impacts of these barriers as perceived by the owners.
- Researchers have investigated the restaurant industry from the perspective of managers (Chou et al., 2012; Ivkov et al., 2016), employees (Chew et al., 2006), and consumers (Sun, 2013). There appears to be a lack of research from an owner's point of view. Notably, owners and managers differentiate based on authority they have when making decisions (Berthold & Neumann, 2008). This study is one of the few studies examining the restaurant industry from the owners' viewpoint.
- To the best of the author's knowledge, only one study (Chew et al., 2006) focused on restaurants in Melbourne's metropolitan area regarding the implementation of innovation (organisational change). The study, however, considered only a small

number of managers (4) and employees (8) as a sample. While there are debates, qualitative literature recommends a sample size of a minimum of 11 (Galvin, 2015) and a further 20 when conducting phenomenographic analysis (Sandberg, 2000). This research considers a sample size of 20 owners and thus the findings are expected to be generalisable. Further, the project has considered four categories of innovation as compared to a focus on organisational change in the existing related studies – as such, this project has a broader scope.

- This research explores the small restaurant industry through the application of the TAM and comes up with some unique results compared to results from the application of other models. Most studies applying the technology acceptance model in the restaurant industry investigated it from technology adoption aspects. However, there seems to be a lack of literature on the application of the technology acceptance model examining the adoption of innovation in general. The study provides a conceptual framework (fig 4.5) that forms a basis for researchers to further research in the industry by using TAM.

1.5 Significance of Research

The findings of this research will not only enrich the debate on innovation in the small restaurant industry but help restaurant owners improve their restaurants and be more competitive by initiating new innovative steps. Furthermore, the reflection on attitudes of the restaurant owners highlights the opportunity to gain a competitive advantage for innovative entrepreneurs and investors in the industry. The results from the research can also guide small restaurant owners through the uncertainty caused by COVID-19 and assist them in preparing a mitigation plan for risks associated with barriers or avoiding potential barriers.

1.6 Thesis structure

The rest of this thesis is organised as follows:

Chapter 2 starts with discussing the conceptual model of the study and then reviews the literature published on the Technology Acceptance Model, innovation, and innovation categories. This chapter further covers the perceptions of innovation, attitudes towards innovation, and barriers toward the implementation of innovation in the small restaurant industry.

Chapter 3 explains the research design used to conduct this research project. A qualitative approach is adopted to complete this research. The chapter then goes on to explain the sampling approach (convenience sampling and snowball sampling) used to select respondents and the data collection instrument (semi-structured interviews). To analyse the collected data, thematic analysis, and phenomenographic analysis techniques are used.

Chapter 4 reports the findings from the thematic analysis and phenomenographic analysis. Relevant parts of the interview transcripts were included in the body of the thesis wherever appropriate to support the analysis.

Chapter 5 provides a discussion on the findings from the analyses of data. The findings of the study are supported by the relevant literature followed by insights.

The final chapter concludes the thesis with an overview of the findings and limitations of the research. Furthermore, the implications of the study and recommendations for future research are discussed in this chapter.

2. LITERATURE REVIEW

As suggested in Chapter 1, this project considers two broad aspects as research objectives: perceptions and attitudes of small restaurant owners concerning different categories of innovation, and the barriers they face in implementing innovation. This chapter provides an in-depth review of the previously published literature and theory relating to these areas.

The chapter first presents the theoretical framework that characterises the research undertaken in this project. Next, the concept of innovation and its different categories are clarified. This is followed by literature associated with a general understanding of the perceptions and attitudes of owners and managers of small businesses regarding innovation. The impact of innovation in the small restaurant industry and the barriers small restaurant owners face while attempting to implement innovation are also reviewed in relation to the literature. This is followed by a review of literature focusing on restaurants and innovations across countries and locations. Lastly, the chapter identifies the research gaps which have motivated this project.

2.1 Conceptual Model for the Study

This research considers a conceptual model to explain relationships between perceptions of the different categories of innovation, barriers, attitudes, and the implementation of innovation. The theoretical underpinning comes from the Technology Acceptance Model (TAM) (Davis et al., 1989). The TAM model is combined with the concepts of innovation categories, perceptions, and barriers. Figure 2.1 reflects the conceptual model.

The model assumes that perceptions can either turn into barriers or motivators toward innovations. Perceptions guide one's judgment or attitude towards something based on negative or positive perception (Pickens, 2005). Pickens (2005) further stated an individual

shows a certain type of attitude or behaviour toward perception. This implies that negative perceptions about the implementation of innovation lead to difficulties or barriers whereas positive perceptions serve as motivators to implement innovation in an organisation. A relevant concept is that attitudes can be positive, negative, or neutral (Mehrabian & Ferris, 1967). The *APA Dictionary of Psychology* defines a positive attitude as a feeling of approval whereas a negative attitude is defined as a feeling of disapproval towards something. A neutral attitude is referred to as a neutral experience or feelings towards something (Edwards & Ostrom, 1971).

Therefore, as Figure 2.1 explains, this research assumes that the perceptions towards innovation turning into barriers can lead to negative or neutral behaviour. On the other hand, perceptions resulting in motivators can exhibit positive or neutral attitudes towards the implementation of different categories of innovation. Interestingly, there is a probability of the exhibition of a neutral attitude in both scenarios. This overlap of neutral attitudes with positive attitudes and negative attitudes depends on the intensity of difficulty or motivation towards the implementation of innovation. A negative attitude may change to a neutral one if the level of difficulty decreases. Similarly, a positive attitude may turn to a neutral attitude where motivation levels decrease.

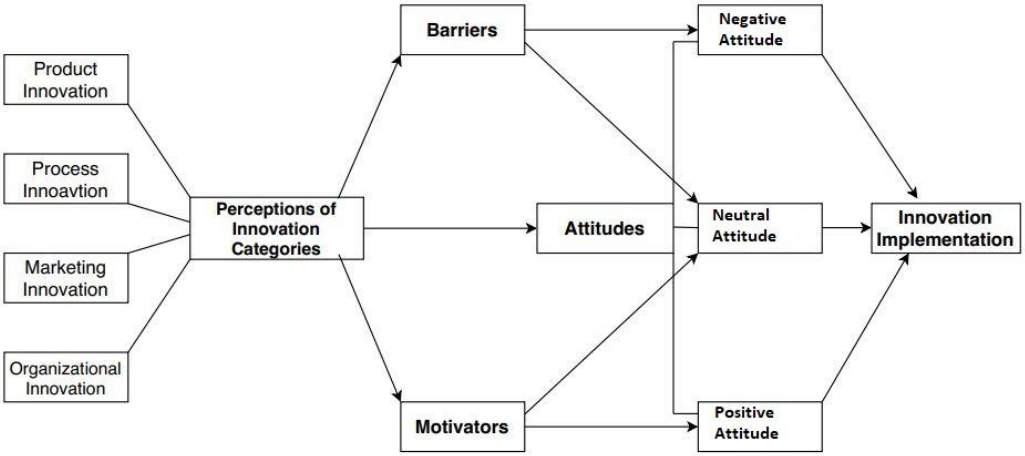

Figure 2.1: Conceptual model for the study

2.2 Technology Acceptance Model (TAM)

The TAM represents a conceptual framework based on attitudes and behaviours towards technology adoption (Davis, 1985). Davis (1985) relied on the work of Fishbein and Ajzen (1977) to develop an improved conceptual model which was eventually named the Technology Acceptance Model. Davis et al. (1989) further updated the model with the addition of measurement scales for variables such as perceived usefulness (PU), and perceived ease of use (PEOU).

To better understand the TAM, it is important to have an awareness of the terminologies associated with the model. The terminologies are explained in the following paragraphs.

2.2.1 Perceived Usefulness (PU)

The literature has defined PU in a variety of ways. Many researchers referred to PU as an improvement in performance through the use of a specific system or technology (Jahangir & Begum, 2008; Davis, 1993; Mathwick et al., 2002). Some researchers defined PU in terms of its use in the banking sector as something that motivates the use of innovative technology

(Pikkarainen et al., 2004; Gerrard & Barton Cunningham, 2003). Others considered perceived usefulness as a means to anticipate behavioural intentions (Park et al., 2014; Baker-Eveleth & Stone, 2015; Abbas & Hamdy, 2015; Tang et al., 2014). In the field of e-learning, Teo (2011) and Mohammadi (2015) attempted to find determinants of perceived usefulness, while Arbaugh (2000) examined the TAM in terms of its relationship with PU and student satisfaction. In a similar context, Sela and Sivan (2009) noted that perceived usefulness was an important factor in the success of an organisation's e-learning platform.

2.2.2 Perceived Ease of Use (PEOU)

Researchers defined PEOU as the use of nil or minimal effort to comprehend and implement innovation (Davis, 1989; Mathieson, 1991). Similarly, Zeithaml et al. (2002) described PEOU as a way of grasping or utilising an innovation. Interestingly, Chiu and Wang (2008) noted the existence of a positive relationship between PEOU and an intention to continue to use new technologies.

2.2.3 Attitudes

A relevant aspect of a person's perception of something is their attitude. Attitudes could be referred to as a mixture of personality, beliefs, behaviour, motivation, and values, or to simplify, a mindset or inclination to act in a specific manner based on an individual's personal experience or temperament (Pickens, 2005). In this context, Hui-Yi Lo (2014) noted that psychologists defined attitudes as responding positively or negatively to a person, object, event, or institution. To better conceptualise attitudes, Gawronski (2007) compiled seven models on the understanding of attitudes and concluded that although all seven models may differ in their assumptions about the definition of attitudes, they recognised that social behaviour is impacted by evaluative responses.

2.2.4 Behavioural Intention (BI)

An individual's subjective chances of showing a certain behaviour are termed 'behavioural intentions' which comprise subjective norms, attitudes, and perceived behavioural controls (Ajzen & Fishbein, 1972). Ajzen (1991) described behavioural intention in terms of the effort that an individual makes to show a particular behaviour. The theory of reasoned action (TRA) suggests behavioural intentions are composed of attitude and subjective norms (Fishbein, 1979). Warshaw and Davis (1985) considered BI as the conscious plan of an individual regarding the performance of a behaviour.

2.2.5 Interconnection between TAM Variables

The main variables of the TAM are perceived usefulness (PU), perceived ease of use (PEOU), attitude, and behavioural intention (BI). Many studies have been conducted in many different settings to study the relationship between PU, PEOU, attitude, and BI. For example, Jahangir and Begum (2008) tested the relationship between PU and PEOU and attitude. Jahangir and Begum (2008) conducted a study in the banking industry with a sample of 227 bank customers and found that PU and PEOU positively affect the attitudes of customers. Similarly, Suki (2011) surveyed 100 participants to verify the relationship between the four variables regarding the adoption of 3G mobile services. Suki (2011) found PU, PEOU, and attitude have a positive impact on BI. In terms of social software adoption in higher education, Tajudeen et al. (2011) surveyed 151 participants and noted PU and POEU acted as predictors of a student's attitude. Davis (1989) and Jan and Contreras (2011) also confirmed that PU and PEOU were good predictors of attitudes toward the adoption of innovation.

2.2.6 Validity and Reliability of the Measurement of Variables

Adams et al. (1992) confirmed the validity and reliability of the measurement scale used for PU and PEOU by replicating the research conducted by Davis (1989). Segars and Grover (1993) questioned the validity of the model and claimed a third variable (effectiveness) was needed to better explain perceptions and attitudes. The need for this third variable was, however, rejected as the PU and PEOU variables were considered sufficient to explain the perceptions and attitudes of people (Chin & Todd, 1995).

2.2.7 Expansion of TAM

Besides validity and reliability, some authors attempted to extend the TAM model. In this context, Venkatesh and Davis (2000) extended the model by adding social influence and cognition as external variables. Venkatesh and Davis (2000) named the new version of TAM as TAM 2. Relying on TAM 2, Venkatesh et al. (2003) developed the Unified Theory of Acceptance and Use of Technology (UTAUT) model. Venkatesh and Bala (2008) expanded TAM 2 to a newer version of TAM 3 by studying technology adoption at an individual level.

2.2.8 Application of TAM

Many researchers used TAM to study the adoption of innovation in various fields. In the field of e-commerce, for example, Pavlou (2003) integrated the TAM with perceived risk and trust to predict the acceptance of e-commerce, while Bruner and Kumar (2005) studied the attitude of customers toward using internet devices for online shopping. Regarding e-learning, Drie et al. (2005) researched how computer-based learning could be used for historical reasoning. In a similar context, Padilla-Meléndez et al. (2008) investigated how management students adopted e-collaboration technology. In an education context, Al-lawati et al. (2011) and Sanchez Prieto et al. (2015) applied the TAM to study why teachers resist the use of mobile

technology as a learning tool. Many studies were conducted researching how private university students and higher education students reacted to e-learning technology (Schoonenboom, 2014; Jan & Contreras, 2011; Alejandro et al., 2014). Not only has the TAM been used to study the perceptions and attitudes of those participating in online e-commerce, online shopping, and e-learning, it has also been used to study the health care sector (Dixon, 1999; Despont-Gros et al., 2005; Yarbrough & Smith, 2007; Hennington & Janz, 2007).

2.2.9 TAM in the Restaurant Industry

Many researchers attempted to apply the technology acceptance model in the restaurant industry to verify the relationship between certain variables. For example, Ham et al. (2008) expanded TAM with three variables- user attributes, system quality and organizational support to investigate the usage of the computing system for restaurant employees. The authors found that system characteristics and organizational support positively impact the perceived ease of use and perceived usefulness. In the same direction, Morosan (2011) applied the technology acceptance model to study restaurant consumers for the introduction of the biometric system. Morosan (2011) concluded that perceived usefulness and security-related advantages motivated the guests to adopt biometric systems in the restaurant industry. In similar studies, while Cobanoglu et al. (2015) observed adoption of mobile payment technology mainly because of customers' lifestyle compatibility, perceived usefulness and security, Khalilzadeh et al. (2017) suggested that customer trust, risk and security influence customers' behaviour to use near field (NFC) technology in the restaurants. The literature also indicates that perceived usefulness positively impacts the intentions to use intranet (Park et al., 2018) and robots in the restaurant industry (Lee et al., 2018). The other researchers applied the technology acceptance model in the restaurant industry to

investigate the use of mobile O2O (Wu et al., 2015), self-service technology (Lee, 2016; Jeon et al., 2020; Yang et al., 2020), and green practices (Chou et al., 2012).

In the restaurant industry, most studies investigated the technology acceptance model to assess adoption of technologies. Additionally, the literature mainly focused on researching customers and employees' viewpoint. Notably, there seems to be a lack of research which explores small restaurant owners' perceptions and attitudes towards innovation through the technology acceptance model.

2.2.10 Comparison of Conceptual Model and TAM

It is worth noting how TAM relates to the conceptual model presented in Figure 2.1. Table 2.1 provides a comparison of variables of both models. As notable, the conceptual model adapts TAM to characterise the research undertaking; its various components correspond to the relevant TAM variables for a structured exploration.

Conceptual Model (Fig 2.1) Variables	TAM Variables
Perceptions of categories of innovation	External Variables
Motivators	Perceived Usefulness (PU)
Barriers	Perceived Ease of Use (PEOU)
Attitudes toward the implementation of innovation	Attitudes

Table 2.1: Comparison of variables of the conceptual model and TAM

2.3 Classification of Restaurants

Since the classification of segments is essential to research any phenomenon in a systematic manner (Berenguer et al., 2009), it is important to categorize the restaurant industry to conduct meaningful research for its growth. Categorizing restaurants today is based on the history of public dining in Europe (Mac Con Iomaire, 2013). In this context, Symons (2013) believed that today's restaurants' categorization seems dependent on Parisian's restaurant

classification based on the type of service, menu and prices. Although researchers made attempts to classify restaurants, there does not exist any commonly used standards that help classify restaurants (Parsa et al., 2020). In an attempt to provide an official classification system, the North American Industry Classification System divided the restaurant industry into four categories i.e., full-service restaurants, limited-service restaurants, special food restaurants and restaurants used as drinking venues (NAICS, 2014). Similarly, Hoovers (2014) segmented the restaurant industry as catering services, restaurants, casual restaurants, quick-service restaurants, coffee shops, bars, night clubs, specialty restaurants and upscale dining restaurants. However, Parsa et al. (2020) found this classification as unstructured while Barrows and Vieira (2013) considered it incomplete because it overlooks new emerging industries.

The literature on the classification of restaurants reveals little research in this regard. Muller and Woods (1994) divided restaurants into quick service, midscale, moderate scale and upscale restaurant. By reviewing hospitality articles from 2000 to 2012 using content analysis, Canziani et al. (2016) concluded that haphazard use of restaurant division terminologies and deficient description of restaurants are existent. Therefore, Canziani et al. (2016) developed a five-step tool that provided the basis to classify restaurants: foodservice sector, service mode, dining styles, speciality descriptors and ownership status. The most recent research (Parsa et al., 2020) describes restaurant in terms of two broad categories that are hedonic restaurants and utilitarian restaurants. Parsa et al. (2020) further identified service, food, ambience and business practices as four determinants for the classification of restaurants.

2.4 Innovation

This section examines the definition of innovation and how innovation differs from creativity.

2.4.1 Definition of Innovation

Innovation has been defined differently by different researchers. Adams et al. (2006) considered innovation to be a vague term having multiple definitions. Rogers and Rogers (2002) defined innovation as a new idea for a particular context. Bessant et al. (2005) termed innovation as a process entailing the renewal of operations in an organisation. Du Plessis (2007), however, perceived innovation as the creation of new knowledge and ideas to enhance internal business processes and structures and the creation of market-driven products and services. Similarly, Euchner (2013) interpreted innovation as introducing the world to something new or simply coping with change management. Baregheh et al. (2009) used content analysis to evaluate 60 definitions of innovation taken from various disciplines and concluded that *"Innovation is the multi-stage process whereby organizations transform ideas into new/improved products, services or processes, in order to advance, compete and differentiate themselves successfully in their marketplace"* (Baregheh et al., 2009, p. 1334).

2.4.2 Innovation vs Creativity

The literature indicates the two terms innovation and creativity, albeit different in meaning, have been used as synonyms (Zhu et al., 2013). Additionally, some studies used the measurement constructs of the two terms interchangeably (e.g. Zhang et al., 2011; Neubert et al., 2008). Indeed, innovation and creativity have a relationship but these terms cannot be used as synonyms (Anderson et al., 2014). Hughes et al. (2018) differentiated innovation and creativity based on constructs such as idea generation, idea promotion, idea implementation, and novelty of an idea. To clarify, creativity involves the generation of a completely new idea that does not need to be promoted or implemented for results (Hughes et al., 2018).

However, innovation surrounds the promotion and implementation of an idea (not necessarily new) for specific outcomes (Hughes et al., 2018).

2.5 Categories of Innovation

The literature divides innovation into different categories. Partanen et al. (2014), for instance, categorised innovation according to its nature and impact. In terms of its nature, innovation could be classified as autonomous innovation and systematic innovation. If based on impact, innovation could be further categorised into radical innovation and incremental innovation (Partanen et al., 2014). Norman and Verganti (2014) also categorised innovation as radical innovation and incremental innovation, being differentiated based on a time frame. According to Norman and Verganti (2014), radical innovation is associated with doing something completely new, while incremental innovation represents gradual improvements to the existing design within a given time frame. Damanpour et al. (2009) identified three categories of innovation for service-oriented organisations: service innovations, technological process innovations, and administrative process innovations. Prange and Schlegelmilch (2018) focus on eight different innovation types, taking into consideration change, market, and the strategic impact of each type. Hall (2009), however, classified innovation from a technology perspective and suggested two categories: technological innovation and non-technological innovation. Hall (2009), further, classified product innovation and process innovation as technological innovation and organisational innovation, and marketing innovation as non-technological innovation. In the same direction, the OECD and Eurostat (2018) categorised innovation across four types: product innovation, process innovation, marketing innovation, and organisational innovation. The literature has defined these four categories of innovation as follows.

2.5.1 Product Innovation

Product innovation means a new or improved product or service (Hall, 2009). Similarly, product innovation relates to the introduction of new or enhanced products or services that considerably vary from existing products or services marketed by a business (OECD & Eurostat, 2018). Tavassoli and Karlsson (2015) also considered new products or modifications to existing products as product innovation, while Vowles et al. (2011) defined product innovation as bringing in new products or services to meet customers' needs.

2.5.2 Process Innovation

Process innovation relates to adopting new or enhanced functions that differ considerably from the existing functions and processes within a business (OECD & Eurostat, 2018). In this context, Afriyie et al. (2018) viewed new or improved strategies of production, administration and delivery as process innovation. Tavassoli and Karlsson (2015) referred to process innovation as an application of new production techniques for enhancing the quality of products. In brief, improving the efficiency and productivity of a process is called process innovation (Hjalager, 2010).

2.5.3 Marketing Innovation

Marketing innovation is defined as putting in place new marketing strategies in terms of promotion, and design of the product and price (Camisón & Monfort-Mir, 2012). Sashittal and Jassawalla (2001) view marketing innovations as the introduction of new marketing strategies to attract or retain customers and gain economic benefits.

2.5.4 Organisational Innovation

Hall (2009) defined organisational innovation as improved or new management systems, work organisation, or relations with external entities. Organisational innovation (sometimes

referred to as management innovation) corresponds to improved or new management styles and work processes (OECD & Eurostat, 2018). Volberda et al. (2013) interpreted management innovation as introducing newness in the management processes, practices, techniques, and organisational structures, while Evangelista and Vezzani (2010) defined management innovation as introducing a new program, system, process, or structure.

2.6 Perceptions of the Implementation of Innovation

This section presents the various constructs that can define perceptions about innovations. Innovation is pivotal to the survival and growth of small businesses. O'Dwyer et al. (2009), in this respect, emphasised the importance of continuous innovation for the success and growth of small and medium enterprises in a competitive and dynamic business environment. However, the way related stakeholders perceive innovation is likely to characterise their implementation of innovation. It is, hence, worth noting the various relevant constructs, as also highlighted in the literature, that can shape the implementation of innovations.

2.6.1 Market Education and the implementation of innovation

The importance of learning and education for the successful implementation of innovation is evident in the literature. In this context, Aiman-Smith and Green (2002) suggested education and data records about customers enhance the relationship with customers and the decision-making process. Statistical databases related to an organisation's customers help increase customer satisfaction by tailoring products and services according to their requirements (Aiman-Smith & Green, 2002). Furthermore, market education not only enables collecting and using market information (Jaworski et al., 2000), it can also help introduce and implement information technology in an organisation (Barrales-Molina et al., 2014). For example, Piccoli et al. (2001) noted the importance of smartphones and similar devices in establishing good

relationships with customers. Additionally, Augusto and Coelho (2009) noted a significant relationship between an understanding of market orientation and the achievement of innovation. Learning is vital for the successful implementation of innovation (Jiménez-Jiménez & Sanz-Valle, 2011).

2.6.2 Human Resources and the Implementation of Innovation

Regarding the importance of human resources for a restaurant, Ivkov et al. (2016) found that innovations within the human resource department are pivotal to achieving a competitive advantage. Besides creating a competitive advantage, an improved relationship between workers and management is imperative for the success of a restaurant (Gill, 2008). The competitive advantage achieved through innovating human resources is that it cannot be easily replicated by competitors and thus ensures a boost to a restaurant's growth (Damanpour & Aravind, 2012). Additionally, Ottenbacher (2007) believed it is the competency of employees rather than the type of innovation that matters the most for the successful implementation of innovation. Interestingly, Simons et al. (2007) found that having diversity in employees can lead to varied employee perceptions and beliefs which may adversely impact business performance. In contrast, Chow and Chew (2006) noted that allowing for diversity through flexible working hours can have a positive impact, while Iun and Huang (2007) noted that both old and young employees in the hotel and restaurant industry can perform efficiently when they feel an emotional attachment to the business.

2.6.3 Organisations' Owners and the Implementation of Innovation

A pilot study on the perception of innovation and entrepreneurship with the owners of five firms indicated that they perceived innovation as the manufacture of a completely new product or modification or enhancement to an existing product (Aslan et al., 2016). This

perception of innovation by the owners coincides with other perceptions present in the literature. For example, Euchner (2013) perceived innovation as bringing in newness or managing the change, while Du Plessis (2007) termed innovation as the creation of new knowledge and ideas. Research also suggests that a lack of knowledge concerning various types of innovation (Hjalager, 2010) and the concept and criteria of innovation (Dahlqvist, 2012) can lead to a narrowed view of innovation. Hence, if owners have a narrow perception of innovation then their problem-solving ability and attainment of success can be adversely impacted. To solve this problem of narrowness, Aslan et al. (2016) recommended training and workshop studies so that owners could view innovation from a broader perspective by better understandings its complexities. Aslan et al. (2016) further mentioned that applying these steps would help owners of the organisations develop their innovative strategies. In this context, Martínez-Ros and Orfila-Sintes (2012) confirmed the importance of training to the successful implementation of innovation within the organisation. Martínez-Ros and Orfila-Sintes (2012) also observed the positive relationship between the skills of a manager and the better implementation of innovation. Similarly, Williams (2001) emphasised that the training of a manager regarding instilling creativity in employees is more important than the direct training of employees. Also, motivation via leadership (Slåtten et al., 2011) and the encouragement of a risk-taking attitude (Mostafa, 2005) can assist in improving the creativity of employees.

2.7 Innovation in the Hotel and Restaurant Industry

This section covers the literature on innovation in restaurants from different perspectives. In particular, it focuses on the implementation of innovation, innovation's impact on organisational performance, technological benefits from innovation, customer satisfaction,

and other benefits associated with innovation within the restaurant industry, as outlined in the existing literature.

2.7.1 Restaurant Managers and the Implementation of Innovation

To assess the importance of innovation from the managers' perspective, Ivkov et al. (2016) investigated restaurant managers' current innovative activities, attitudes, and perceptions. By interviewing 74 restaurant managers in Slovenia, England, and Serbia, the research found that innovation, in terms of updating business concepts and improving products and processes, is necessary for businesses to survive (Ivkov et al., 2016). The researchers recommended the development of corporate culture for restaurants with every worker being encouraged to participate in its development. Ivkov et al. (2016) further stated that a youthful workforce, lack of experience, and the lack of general and professional education impede the creation of an innovative attitude among small restaurant managers. Because of these deficiencies, restaurant managers tend to anticipate future trends by experience and the moves of competitors rather than by carrying out research that would give them greater insights into innovation.

Similarly, to measure the level of innovation in the Romanian restaurant industry, Iorgulescu and Răvar (2013) surveyed 36 restaurant managers and concluded that training, meetings to assess strengths and weaknesses, employee rewards, improving processes through evaluation, and communicative management play a significant role in the successful implementation of innovation in restaurants. The authors further found restaurants do not innovate regularly even though the managers accept the importance of almost all kinds of innovation. Also, the managers do not base their innovation process on research and

development strategies but by simply undertaking small changes in day-to-day processes (Iorgulescu & Răvar, 2013).

2.7.2 Innovation and Organisation Performance

Many researchers have investigated the hospitality industry to verify the relationship between the implementation of innovation and performance. For example, Lee et al. (2016) investigated the relationship between innovation and restaurant performance and found that innovation in restaurants comes from five areas: services, products, processes, marketing, and management. The authors suggested that high levels of restaurant performance were directly related to innovation. Similarly, Hilman and Kaliappen (2015) assessed Malaysian hotels and observed that the addition of innovative products improved hotel performance while Vladimirov and Williams (2018) surveyed 163 hotels in the UK and found an improvement in hotel performance when combining staff-related innovations with product/services innovations and management innovations.

In a similar context, Mattsson and Orfila-Sintes (2014) surveyed 331 hotel managers in Spain and discovered that combining innovations in management, back-office, service processes, and external communication resulted in improved performance. Ivkov et al. (2016) interviewed 74 managers from 44 restaurants in England, Serbia, and Slovenia and concluded that innovations are vital for business survival through the enhancement of products and processes. Ivkov et al. (2016) further found that customers' food choices and habits help guide innovation in the restaurant industry and can lead to the reduction of food waste and help restaurants be more sustainable.

García-Pozo et al. (2015) surveyed 173 hotels in Spain and observed that environment-friendly innovative activities in hotels can enhance labour productivity. Jarvis et al. (2013)

surveyed 172 hotels in Canada and found management innovation enhanced purchasing power and operational efficiency, reduced redundancies, and improved consumer communications. Hsiao and Chuang (2016) noted that green innovation not only improved environmental and operational performance but also gave a competitive advantage to hotels in Taiwan. Hussain et al. (2016) measured the impact of service innovation on the performance of a hotel. After surveying 327 employees through questionnaires and non-probability purposive sampling in Malaysian luxury hotels, the researchers found that service innovation impacts a hotel's performance. Further, service innovation is considerably impacted by team culture and knowledge-sharing behaviour (Hussain et al., 2016).

2.7.3 Innovation and Technological Benefits

Technology innovation can bring many benefits to a restaurant or hotel. For example, Oronsky and Chathoth (2007) studied four full-service restaurants in San Francisco and concluded that an integrated software package was paramount to the smooth running of accounting operations. Furthermore, Martin (2004) surveyed 128 firms in the United Kingdom and found that hotels and restaurants would have a competitive advantage if their operations were backed by an internet connection and innovative information management. In a similar context, Dipietro (2010), interviewed decision-makers from three hotel chains in the United States and found that improved operations and marketing processes could be achieved if hotels had websites, wireless internet, systems for electronic reservations, intranet, self-check-ins and check-outs, and innovative IT interfaces. Similarly, Ahmad and Scott (2019) interviewed 19 hotel managers in Malaysia and noted that information technology innovation benefited hotels by decreasing labour costs and thus improving efficiency. Bulchand-Gidumal et al. (2011) investigated online reviews from 26,439 hotel customers and found that offering

free Wi-Fi to their customers led to an increased rating. Rodgers (2007) reviewed the existing literature on foodservice and technology and found that innovations in cooking methods and food preparation can result in a higher yield, savings of capital costs, and reductions in food waste. Rodgers (2007) further suggested that keeping the ingredients fresh, and service speedy and accurate, decreased energy costs and preparation time.

2.7.4 Innovation and Revenue

Vila et al. (2012) and Nicolau and Santa-Maria (2013) noted an increase in sales and the quality of service in big Spanish hotels and restaurants through innovations related to service quality, procurement practices, human resource management, operational practices, changes to organisational structures, environmental impact management, and remuneration. Qin et al. (2015) interviewed 15 employees with different responsibilities employed at the 7 Days Inn (a big Chinese Hotel chain) and found innovations in a variety of management contexts could result in reduced organisational bureaucracy costs, empowered managers, and increased sales. Additionally, Sandvik et al. (2014) interviewed 298 hotel managers and concluded that hotel innovativeness is pivotal to developing a competitive advantage, sales growth, and efficient utilisation of capacity. Wan et al. (2017) studied 31 hotels in Macau and found that green innovations assisted cost savings (and thus profit maximisation) while poor governmental policies related to environmental monitoring, budgetary limitations, lack of skilled staff, and the maintenance of client satisfaction are the major barriers to the implementation of green innovations. Tugores and García (2015) studied 200 hotels in Spain and observed that innovation targeted at waste reduction and energy savings can improve hotels' revenue generation.

2.7.5 Innovation and Customer Satisfaction

The literature indicates that the implementation of innovation in the hospitality industry impacts customer satisfaction. Yu et al. (2017) assessed 727 reviews of the top-10 green hotels in the United States and found that “green practices”, depending on their level of implementation, can have an impact on customer satisfaction. Furthermore, Grissemann et al. (2013) surveyed 203 hotel managers in Europe and found that hotel innovativeness and innovative behaviour positively impacted customer satisfaction, customer retention, and profitability. Tigu et al. (2013), in this regard, surveyed 105 hotel customers in Romania and found that innovation positively impacts customer satisfaction and sales.

2.7.6 Other Innovation-related Benefits

The ambience of a restaurant can help increase sales and retain customers. In this regard, Ryu and Han (2010) found the ambience of a restaurant has a positive correlation with the loyalty of the customers and consumer behaviour while Chen (2011) noted the innovative ambience of a restaurant is essential for the survival and progress of the industry. The trend in giving more importance to a restaurant’s ambience was also observed by Wall and Berry (2007) and it can also justify charging higher prices for innovative services as most of the customers find value for money (Tigu et al., 2013). Sengupta and Dev (2011) studied the case of the Taj Holiday Village Hotel in India and found that an innovative management process improved its brand positioning. Jin et al. (2016) surveyed 398 luxury restaurant customers and observed perceptions about price fairness and behavioural intentions were impacted positively by restaurant innovativeness.

2.8 Attitudes towards Innovation

This section presents a definition and explanation of attitudes followed by attitudes toward innovation from different perspectives.

2.8.1 Definition of Attitude

In the literature, there is no consensus on the definition of attitude as researchers have defined it in various contexts. Fazio et al. (1989) defined attitude as an evaluation of a certain object. Eagly and Chaiken (1993) claimed that a favourable or unfavourable evaluation of an object is called an attitude. In this context, Hui-Yi Lo (2014) noted that psychologists defined attitudes as responding positively or negatively to a person, object, event, or institution. This favourable or unfavourable tendency toward an object comes from a person's previous learning or experience (Ajzen & Fishbein, 1975). To broaden the definition of attitude, Pickens (2005) referred to attitude as a mixture of personality, beliefs, behaviour, motivation, and values or, to simplify, as a mindset or inclination to act in a specific manner based on an individual's personal experience or temperament. In brief, the relevant aspect of a person's perception of something is their attitude (Pickens, 2005). Thus, attitude is an evaluation (based on learning) that directs one's thinking and actions (Perloff, 2016).

2.8.2 Factors Affecting Attitudes toward Innovation

Attitudes toward innovation have drawn the attention of many researchers. Rogers (2003), for example, studied the attitudes of people to innovation and noted significant differences in their behaviour. Frambach and Schillewaert (2002) observed that an individual's attitude towards innovation could be impacted by social factors and the social environment in which innovation is used. The researchers concluded that peers and social networks are the factors that directly influence an individual's attitudes toward innovation. Musteen et al. (2010)

studied attitudes toward innovation from the perspective of executive-level employees such as CEOs or managers. Musteen et al. (2010) found that a manager's cognitive biases, personality characteristics, and attitudes are significant factors that impact an inclination towards the adoption of innovation. Musteen et al. (2010) further added that intensity in the process of innovation adoption is positively related to the liberal attitudes of the executive responsible for making decisions in an organisation.

2.8.3 Attitude towards Innovation

Organisations react differently when it comes to implementing innovation. Among the various attitudes toward innovation, the most common are a responsive attitude and a proactive attitude (Narver et al., 2004). Nguyen et al. (2015) and Kohli et al. (1993) noticed the two types of attitudes are not mutually exclusive and organisations can use both types simultaneously to compete successfully in the market. Organisations with a responsive attitude respond by comprehending, exploring, and meeting the existing needs in the existing market (Marvel & Lumpkin, 2007). However, proactive organisations are innovative as they explore and understand non-existent needs by researching the market (Cai et al., 2014). Proactive attitudes toward responding to customers' needs in the market assist organisations to stay ahead of their competitors (Jaworski et al., 2000).

The attitude of an organisation can be changed through learning, knowledge, and experience. Knowledge about something can play a role in impacting attitudes positively or negatively. For example, Ajzen and Fishbein (1975) noted that a favourable or unfavourable tendency toward an object comes from a person's previous learning or experience. Geisinger (2016) suggested that learning certain skills can bring innovativeness in one's attitude. Skills related to decision-making, communication, and thinking were found to be the most important

criteria for the development of an innovative attitude (Geisinger, 2016). Similarly, Linden (1990) found commonalities in the attitudes of innovative managers. Among the seven qualities of innovative managers, three are related to change management while others include political skills, resilience, risk management, and strategic action (Linden, 1990).

2.8.4 Attitudes toward Innovation in the Restaurant Industry

Damanpour and Schneider (2006) concluded that a manager's attitude is the most significant contributing factor to the adoption of innovation in organisations. The literature notes several attitudes toward the implementation of innovation. In this context, Lee et al. (2016) noted most restaurants keep an eye on their competitors and tend to copy the innovations prevailing in the industry. However, some restaurants do not simply copy but try to improve on these innovations to differentiate themselves from their competitors (Gilbert, 1994). Another group of restaurant owners attempt to imitate innovation from larger businesses rather than just relying on their competitors (Ottenbacher & Harrington, 2007). To analyse the attitudes of hotel managers towards customer feedback and reviews, Serkan and Volkan (2017) surveyed 120 hotels in Turkey and observed managers take reviews seriously, especially negative ones. Serkan and Volkan (2017) believed online reviews not only help managers improve the processes, they enhance efficiency, revenue, brand image, and relationships with customers.

2.9 Barriers toward the Implementation of Innovation

Researchers have studied the issues related to the implementation of innovation and the relevant responsibility of the managers or owners. Differences in levels of innovativeness among organisations can be attributed to the difference in their available resources (Hadjimanolis, 1999; Hewitt-Dundas, 2006). Organisations with limited resources (generally

smaller organisations) will have a lower level of innovativeness and also find it hard to innovate (Hadjimanolis, 1999; Hewitt-Dundas, 2006). Madrid-Guijarro et al. (2009) conducted a literature review on the barriers to innovation faced by Spanish small and medium manufacturing enterprises and found high costs, lack of government support, economic instability, and the absence of an innovation culture were among the most common barriers to the implementation of innovation. The main barriers to innovation revealed by the literature are discussed in the following subsections.

2.9.1 Financial Barriers

The financial resources of an organisation impact its inclination to innovate (Freel, 2000). In this regard, Frenkel (2003) and Hausman (2005) noticed an inversely proportional relationship between financial resources and barriers to the implementation of innovation. A decrease in financial resources results in increased barriers to innovation and vice versa (Frenkel, 2003; Hausman, 2005). Furthermore, the innovation process can also be impacted by financial risk (Madrid-Guijarro et al., 2009; Jensen & Meckling, 1976). Bergemann and Hege (2005) added that investment in innovation leads to conflicts with investors due to the risk attached to the unpredictable nature of innovation. Additionally, Souitaris (2001) noted that managers with innovative attitudes are mostly risk-takers. Thus, innovation affordability for an organisation is difficult because of the risks and the costs to control and monitor the implementation of innovation (Freel, 2000).

In brief, the financial barriers are mainly associated with high costs (Frenkel, 2003; Galia & Legros, 2004; Garcia Martinez & Briz, 2000), innovation monitoring, controlling costs (Mohnen & Röller, 2005; Hadjimanolis, 1999), and risk (Frenkel, 2003; Hewitt-Dundas, 2006; Kalantaridis, 1999; Zwick, 2002).

2.9.2 Human Resource Barriers

Poor human resource management can hinder the implementation of the innovation process of an organisation (McAdam et al., 2004; Grant & Oswick, 1998; Kane et al., 1999; Torrington, 1989). Resistance and reluctance of the managers and staff regarding the implementation of innovation is one of the main reasons (Kane et al., 1999; Zwick, 2002) innovation does not occur. A lack of management skills, competence, and training also pose challenges for an organisation to innovate (Freel, 2000). The limited decision-making powers of managers in comparison to owners also slows down the implementation of innovation (Getz & Carlsen, 2005). The relationship between an owner and a manager has an impact on the implementation of innovation (Mosey et al., 2002).

Besides the incompetence of managers, the absence of an innovation culture was noted among the leading causes that can impede the implementation of innovation (Burgess, 2013; Roper & Hofmann, 1993). In this regard, Acemoglu and Pischke (1999) noted employees play a significant role in innovating within an organisation. Shanteau et al. (2000) found if employees have a lack of support from managers, this can be a hurdle to the innovation process. Employees with a lack of skills and competence, due to lack of training, can impede innovation in the organisation (Baldwin & Lin, 2002).

Incompetent or unqualified employees (Baldwin & Lin, 2002; Mohnen & Röller, 2005; Zwick, 2002), poorly trained staff (Oakey, 1997; Westhead & Storey, 1996), a reluctant-to-innovate employee (Garcia Martinez & Briz, 2000; Hewitt-Dundas, 2006; Mohnen & Röller, 2005), and a reluctant-to-innovate manager (Baldwin & Lin, 2002; Hadjimanolis, 1999; Kalantaridis, 1999) either individually or in combination represent the main human resource barriers to innovation.

2.9.3 External Barriers

The external barriers to the implementation of innovation are related to economic instability (Frenkel, 2003; Khan & Manopichetwattana, 1989; Souitaris, 2001), insufficient government support (Freel, 2000; Frenkel, 2003; Hadjimanolis, 1999), and a lack of market understandability (Baldwin & Lin, 2002; Galia & Legros, 2004; Hadjimanolis, 1999; Hewitt-Dundas, 2006). Insufficient information about customers, technology, and policies in place makes it hard for organisations to innovate and compete in the market (Galia & Legros, 2004). Similarly, a lack of government support acts as a barrier to the implementation of innovation (Piatier, 1984). Madrid-Guijarro et al. (2009) noted that external barriers negatively impact the innovation process of an organisation. As competition compels organisations to innovate (Porter, 1985), these barriers can be minimised if managers shift their focus to innovation and consider innovation as the most important tool to compete in the market (Frishammar & Hörte, 2005). Despite the negative impact of external barriers, some researchers argued these barriers can have a positive impact on innovative processes. For example, Khan and Manopichetwattana (1989) and Souitaris (2001) noted that the existence of external barriers can present an opportunity gap for businesses and thus motivate them to explore their innovative capabilities.

2.10 Barriers toward the implementation of innovation in the Hospitality Industry

Tigu et al. (2013) found that with the advancement in technology and an increase in competitiveness around the globe, managers tend to initiate innovative practices in organisations to avoid failure. However, there are many barriers to the introduction of innovative practices. Tigu et al. (2013) highlighted the main barriers to the implementation of

innovation in the hospitality industry and stated that although managers understood the importance of innovation for the running of their hotels and restaurants, the steps they took to implement innovation were not satisfactory in many instances. Tigu et al. (2013) attributed this to managers' belief that their hotels were subjected to a slow innovation process. Similarly, Lee et al. (2016) interviewed 18 small restaurant owners in Australia and noticed barriers related to the reluctance and resistance of employees to introduce and implement innovation in their restaurants. Lee et al. (2016) further noticed a difficulty in marketing and promoting customer awareness about the introduced innovation. O'Dwyer et al. (2009) noted small businesses face challenges with marketing due to budget constraints and a lack of expertise. Limited resources lead to a lack of investment in research and development which in turn can hinder the innovation process of small businesses (Vossen, 1998). Costs related to the implementation of innovation and a lack of support from the government make it difficult to implement innovation (Madrid-Guijarro et al., 2009). Some restaurant owners had difficulty in making time for innovation while managing the day-to-day operations of the business (Lee et al., 2016). Oke (2004) claimed that incompetence regarding the prevention of replication represented a significant barrier to the implementation of innovation.

The literature also provides solutions to overcome the barriers to the implementation of innovative activities. Ottenbacher (2007), for example, noted that the increasing dedication of employees and the development of skills were major reasons for the introduction of innovation in organisations. Mostafa (2005) suggested encouraging the development of a risk-taking attitude toward innovation. Another solution involves encouraging employees in an organisation to learn from their mistakes (Mostafa, 2005). In this regard, Hidalgo and Albors (2008) suggested establishing a culture that encourages innovation in the organisation.

2.11 Research on Restaurant Innovation in Different Locations

Existing studies on innovation in the small restaurant industry also differ in terms of their geographical locations. Ivkov et al. (2016), for instance, conducted a study in Serbia, Slovenia, and England. The work by Hussain et al. (2016) considered innovation in the context of Malaysia, while Chou et al. (2012) conducted research in Taiwan. The literature indicates several studies were conducted on innovation in hotels in different parts of the world. Research on innovation in the small restaurant industry in Australia has not been explored to any great extent. Lee et al. (2016), for instance, explored the sources of information and barriers to innovation in small restaurants and cafes in Australia. Chew et al. (2006) studied the role of managers and their attempts at implementing organisational change in the restaurants of Melbourne. Lee (2015) conducted some further research in Australia and observed how performance could be impacted by innovation, human capital, and entrepreneurial self-efficacy (ESE). Lee (2015) also found that while performance could be improved by innovation and ESE, human capital could also indirectly affect innovation.

2.12 Research Gap

As is evident from the literature review, innovation in the Australian restaurant industry in terms of the perceptions and attitudes of owners has not received much attention. Indeed, a search of various databases provided just one research project (Ivkov et al., 2016) that focused on the perceptions and attitudes of restaurant managers, and this research was from a non-Australian context. Many firms, particularly larger ones, are not operated by self-employed owners but by people employed as managers who look after the firm's growth (Berthold & Neumann, 2008), and as a consequence are inclined to innovate. In many small businesses, owners and managers may not be the same individual. Thus, innovation in small

businesses may not follow the same process as that in larger organisations. Notably, the day-to-day business activities in small restaurants are often managed by the owners rather than managers. Thus, it is important to understand the implementation of innovation from the restaurant owner's perspective rather than the manager's perspective. Considering that there is a lack of research that covers attitudes of owners towards different categories of innovation, their perceptions regarding the implementation of innovation, and potential barriers to the implementation of innovation in the Australian small restaurant sector, this research fills an important gap.

2.13 Chapter Summary

This chapter reviewed the literature published on the perceptions of innovation, attitudes, and barriers toward the implementation of innovation in the small restaurant industry. The conceptual model for the study and the suitability of TAM were discussed. Definitions, categories, perceptions, and attitudes about the implementation of innovation were also explored through the published literature. Finally, this chapter summarised the literature on the barriers toward innovation and highlighted the research gap as one of the rationales of the study.

3. RESEARCH DESIGN

This chapter provides an overview of the chosen research design followed by an explanation and the reasons for adopting the specific research approach. The adopted research methods, data collection methods, data collection tools, and data analysis methods are also discussed.

To conduct the research, a qualitative research approach was considered appropriate. The participants are the owners of smaller sized restaurants in Victoria. The study selected 20 restaurant owners using convenience sampling and snowball sampling. Semi-structured interviews were conducted to collect information. The questions in the interview inquired about owners' perceptions of the implementation of innovation, attitudes toward innovation categories, and potential barriers to the implementation of innovation. Once collected, the data were analysed using thematic analysis and phenomenographic analysis. Figure 3.1 summarises the qualitative research design for a better understanding of the process used in this study. The following sections of this chapter explain the research design at length.

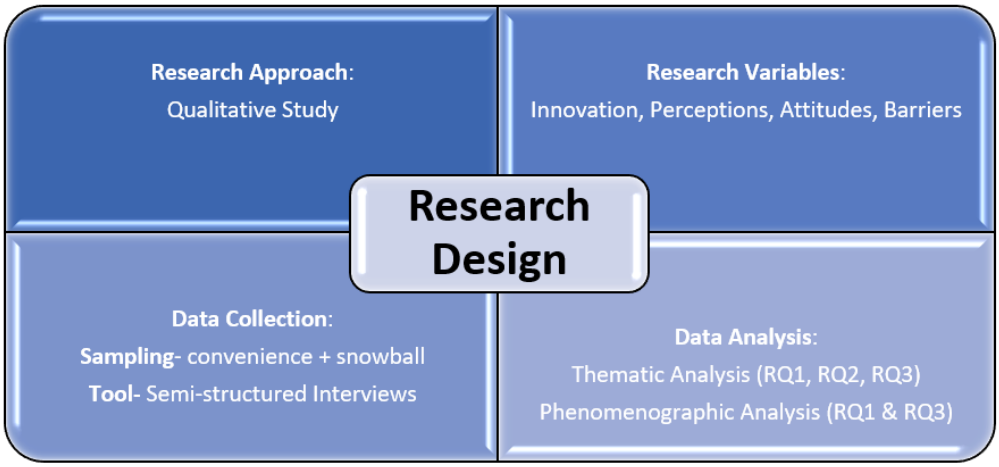

Figure 3.1: Research design

3.1 Qualitative Research

The researcher adopted interpretivism as an epistemological orientation for this research. Since this study attempts to investigate perceptions and attitudes of human participants, interpretivism was considered appropriate for this research because it allows more flexible and personal research structures instead of rigid frameworks (Carson et al., 2001; Black, 2006). A qualitative approach is adopted for this study due to its associated advantages. Johnson and Onwuegbuzie (2004), for example, recommended a qualitative approach when the research includes variables with different classifications of meaning, personal experiences, dynamic processes, in-depth study of cases, and complex phenomena. Johnson and Onwuegbuzie (2004) further stated that a qualitative approach lets the researcher conduct research in local situations and conditions and also allows the researcher to establish the way the participants interpret various phenomena. Ghauri and Grønhaug (2002) added that when little is known about a subject matter and one tries to discover a new phenomenon or understand a social process, qualitative methods are very suitable for this type of research. Also, a qualitative approach explores the responses in natural and uncontrolled settings (Jervis & Drake, 2014). Harris et al. (2009) noted that a qualitative approach could answer questions such as why people react in a specific manner to an experience. However, there are some weaknesses to a qualitative approach. Qualitative research can be more time-consuming, difficult to generalise, and may have a researcher's personal bias (Johnson & Onwuegbuzie, 2004). This research involved the broader concepts of innovation, perceptions, attitudes, and implementation. Furthermore, the research project is associated with capturing personal experiences in a natural setting. A qualitative approach is, hence, better suited to this research project considering its focus.

3.2 Sampling for Data Collection

3.2.1 Sample

The population for this study belongs to the restaurant industry in Victoria, Australia. As the smaller restaurants (employing less than 20 employees) struggle more than larger counterparts to innovate due to shortage of resources (Whittaker et al., 2016), we excluded larger restaurants and thus focused only on small dine-in restaurants in this research. The cafes and fast-food outlets were excluded because they mostly use a fixed menu with readymade products which minimise the need to innovate. To have more diversity in the data, we decided to interview small restaurant owners from all sides of Melbourne (north, south, east, west), and also regional Victoria. Thus, the diverse sample consisted of the following restaurants:

Location	Number of restaurants
Melbourne CBD (and suburbs within 3 km)	3
Western Melbourne	4
Northern Melbourne	3
Southern Melbourne	3
Eastern Melbourne	3
Regional Victoria	4
Total number of restaurants	**20**

Table 3.1: Distribution of participants based on location

Notably, if a business employs less than 20 employees, it is treated as a small business in Australia (ABS, 2002). Thus, when selecting samples, we focused on choosing restaurants that fall under this category. The selection process involved a two-phase approach. In the first phase, a total of 37 small restaurant owners were initially contacted by personal visits (19), Google search (7), or social media (11). Of the initial 37 contacts, 13 participants agreed to

participate in the study and were then interviewed at the scheduled time. The interviewees in the first phase referred the researcher to 17 other restaurants and provided their phone numbers, email addresses, or business addresses. Thus, in the second phase, the referred participants were contacted through phone or email. Seven of 17 referred participants agreed to be interviewed in the second phase. The non-probability sampling techniques of convenience sampling and snowball sampling were used to gather qualitative data. To break down the contribution of each sampling method, 13 of 20 participants (65%) were selected by convenience sampling, and 7 of 20 participants (35%) were selected through snowball sampling (Figure 3.2). In Figure 3.2, the arrows signify the referral of participants.

Regarding the sample size, multiple studies show that having a sample size of 12–15 is sufficient to reach some conclusion in qualitative research. For example, Galvin (2015) found that 11 interviews would be sufficient to show a certain perception or attitude of the minimum proportion of the population. In this context, Sandberg (2000) noticed the maximum number of conceptions can be achieved at a sample size of 20 because after 20 interviews the conceptions start repeating. In addition to having an appropriate sample size of 20, the researcher ensured that the participants were broadly diversified. Ethics clearance for data collection was provided by the Human Research Ethics Committee of Central Queensland University, Australia. We ensured that participants' information was kept in an anonymous form and interview information data was kept in secure storage.

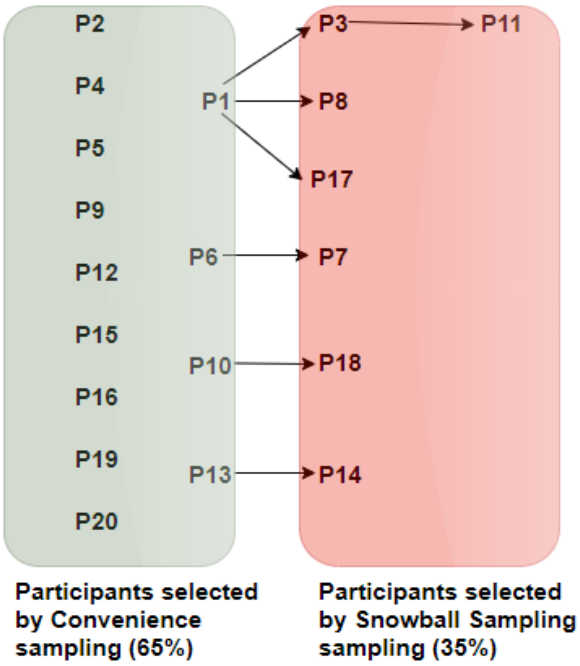

Figure 3.2: Sampling mix for selecting participants

3.2.2 Convenience Sampling

In choosing a sample, factors such as accessibility and the availability of participants are crucial. Etikan et al. (2015) noted that in the case of convenience sampling, respondents are chosen based on easy accessibility, geographical proximity, willingness, or availability. Also, convenience sampling is easy and affordable (Etikan, 2016; Ackoff, 1953). However, Mackey (2013) noted that convenience sampling is limited in scope because it may suffer from bias and could exclude outliers that have the potential to adversely affect the results. In evaluating arguments for and against, Taherdoost (2016) summarised that convenience sampling has more advantages than limitations. Convenience sampling was used in the current study because of the large number of small restaurants in Victoria and approaching each is not feasible within the limited timeline for this project. Also, since qualitative research is not aimed at generalisation, convenience sampling will allow the researcher to interview a

suitable number of restaurant owners within the allotted timeframe while also addressing the research questions.

3.2.3 Snowball Sampling

With snowball sampling, initial participants nominate other participants (friends, relatives, etc.) who they think might be willing to be interviewed (Goodman, 1961). The practice of reaching additional participants by using current participants (informants) is called snowball sampling (Taherdoost, 2016). The snowball sampling technique (like other sampling methods) has a variety of advantages (Heckathorn & Jeffri, 2001). Snowball sampling is useful because it assists with reaching participants that otherwise are difficult to reach (Valdez & Kaplan, 1998). Snowball sampling is also vital for the growth or expansion of the sample (Spreen, 1992). It is observed that the quality of interaction between the interviewer and the informant impacts the referral process (Noy, 2008). Noy (2008) clarifies that good quality interaction with the informants improves the referral process. Building a good rapport with the interviewees can help a researcher ensure an enhanced interaction which may lead to more referrals, and thus increase the sample size. Opposing these supporting views, Cohen and Arieli (2011) noted the possibility of selection bias as participants will not be selected randomly in snowball sampling. The probability of selection bias in snowball sampling raises concerns about the representativeness of the sample (Cohen & Arieli, 2011). Considering the nature of the study and the pros and cons of snowball sampling, it was decided to use snowball sampling in combination with convenience sampling.

3.3 Semi-structured Interviews

One of the main tools to collect data for research is an interview. An interview is a process of responding to questions asked by an interviewer (Whiting, 2008). Not only do qualitative

interviews help the researcher observe participants directly, but they can also ensure more control over the research questions while collecting data (Creswell, 2009). Creswell (2009) adds that qualitative interviews can be conducted using four methods. The methods include face-to-face or personal interviews, telephonic interviews, focus group interviews, and electronic mail interviews (Creswell, 2009). Face-to-face interviews are important for building a good rapport with the participants by showing them respect and observing additional details regarding body movements and the tone of participants (Remler & Van Ryzin, 2011). Thus, the face-to-face semi-structured interview approach was adopted for this study.

Structured interviews and unstructured interviews, both of which are often used in qualitative research, have different kinds of success. For example, structured interviews are more like a questionnaire having fixed questions, so the data collected will be reliable and repeatable (Drabble et al., 2016; Overton & Van Diermen, 2014). Unstructured interviews, on the other hand, are broader and are not limited to a specified set of questions but can include additional questions to elaborate on the topic (Drabble et al., 2016). Semi-structured interviews, which combine both structured questions and open questions, are better than either structured or unstructured interviews (Lee, 2015), and can assist in collecting more realistic data. Grindsted (2005) claimed that semi-structured interviews are less imposing, more spontaneous, and are a more natural method of collecting data. Semi-structured interviews, however, have a few weaknesses such as the demographics of the interviewees that may influence the amount of information participants are ready to provide (Denscombe, 2010). Chauncey Wilson (2013) added that semi-structured interview procedures require the interviewee to have training and experience.

For this study, semi-structured interviews were chosen as they help avoid the narrowing down of data and allow for broad explorations. Additionally, semi-structured interviews are preferred when data relates to perceptions, attitudes, and facts (Chauncey Wilson, 2013). With a focus on perceptions and attitudes, semi-structured interviews, hence, have been deemed suited for the project.

3.3.1 Development of Interview Questions

The interview phase of this research included the development of interview questions and then pilot testing them before conducting interviews.

The conceptual model (Figure 2.1) developed in Chapter 2 guided the design of interview questions for the face-to-face semi-structured interviews. The main themes surrounding the research questions included perceptions of innovation, attitudes, and barriers toward the implementation of four categories of innovation. Before starting the interview, the information related to demographic information, such as the age of the participants and their experience in the restaurant industry, were gathered. During the interview, the participants were asked questions about the four categories of innovation (product, process, marketing, and organisational) to assess their perceptions, attitudes, and barriers toward the implementation of innovation in their restaurants. After developing questions through main themes, the questions were rearranged and revised to gather as much meaningful information as possible. Table 3.1 presents a template of the main questions asked during the interviews.

Semi-structured Interview Template
1. Product Innovation ✓ Innovating menu ✓ Innovating ambience ✓ Cuisine type ✓ Dietary requirements ✓ Differentiating from competitors ✓ Barriers or difficulties **2. Process Innovation** ✓ Innovating equipment ✓ Innovating process management ✓ Innovating order placement ✓ Easing payments ✓ Differentiating from competitors ✓ Barriers or difficulties **3. Marketing Innovation** ✓ Innovating offers ✓ Innovating promotion strategies ✓ Innovating marketing channels ✓ Differentiating from competitors ✓ Barriers or difficulties **4. Organisational Innovation** ✓ Innovating staff well-being strategies ✓ Innovating staff skills and professionalism ✓ Innovating employee motivation strategies ✓ Improving system to collect innovative ideas ✓ Innovating communication with suppliers ✓ Differentiating from competitors ✓ Barriers or difficulties

Table 3.2: Semi-structured Interview Template

After developing the interview questions through the template (Table 3.1), the questions were sent to the two supervisors of the researcher. Both supervisors evaluated the questions and suggested edits for the improvement of the tool. Once the instrument was edited and revised, it was sent to the supervisors again for further feedback. On completion of the interview instrument, it was decided to conduct a pilot interview for enhancement. The pilot interview with a restaurant owner helped lead to further modifications which improved the

instrument. The instrument was then finalised by the researcher and made ready for conducting real interviews.

3.3.2 Conducting Semi-structured Interviews

After the successful development of the interview questions and their pilot testing, the researcher started conducting interviews in September, October, and November 2019. On average seven interviews were conducted each month and the length of interviews was between 20 and 30 minutes. The total number of participants interviewed was 20. Before conducting the interviews, the participants were contacted or visited for recruitment through a recruitment script (Appendix B). The interested participants were provided with an information sheet detailing the purpose of the interview and the types of questions that would be asked (Appendix A). The participants were also informed that, with their permission, the interviews would be audio recorded and the information provided would stay confidential. Once the participants consented, they were interviewed.

3.3.3 Transcribing Semi-structured Interviews

After successfully conducting interviews, a paid transcription service was used to transcribe the interviews. The transcriptions were then reviewed by the researcher to ensure that the quality and accuracy were achieved. Due to the heavy accents of non-native English participants, a few words were found missing in the transcripts. The recordings were listened to several times for missing words and the correct words were inserted in the transcripts. On average, only 6 to 10 missing words were found in each transcript of 2,500 to 3,000 words. Transcriptions can be of two types: naturalised and denaturalised (Oliver et al., 2005). Naturalised transcription is a detailed process that includes noting down body movements, gestures, emphases, gaps or pauses, and such things, while denaturalised transcription

focuses more on the content of information (Oliver et al., 2005). For this research, denaturalised transcription was adopted as the researcher was interested in the informational component of the transcripts.

After the transcription of the interviews, the data was analysed. Analysing data collected through a qualitative process can be challenging. It can be highly complex, diverse, and nuanced (Holloway & Todres, 2003). For this research project, the thematic data analysis and phenomenographic data analysis approaches were adopted because of their ease of use and other advantages. Thematic analysis was applied to all three research questions – perceptions, attitudes, and barriers. However, phenomenographic analysis further covered RQ1 and RQ3 as the data for these research questions were more about the feelings and experiences of the restaurant owners.

3.4 Thematic Analysis

Braun and Clarke (2006) considered thematic analysis as one of the best methods to analyse qualitative data as it allowed the researcher to recognise and analyse sequences within the data set. Braun and Clarke (2006) added that thematic analysis is a flexible method that sets foundations for other types of analysis and therefore provides a basis to carry out further qualitative investigations. Braun and Clarke (2006) further claimed that thematic analysis is not only easier for inexperienced researchers to use but can elicit obscure insights to provide a social and psychological explanation of data. To conduct thematic analysis, the researcher repeatedly listens to the audio recordings to obtain a 'live' experience of the respondent, and develop sensitivity to the emerging findings (Morrow, 2007). Thematic analysis, however, can be occasionally generic (Braun & Clarke, 2006), and lack clear and concise guidelines that can impact the quality of the research outcome (Antaki et al., 2003). For this study, the benefits

of thematic analysis outweighed the disadvantages, especially since such analysis assists with identifying repeating patterns of responses from interviewees and was therefore used to collect information relevant to the research questions.

The six stages described by Braun and Clarke (2006) are taken as a guideline for applying thematic analysis for this project. How the researcher applied six steps is explained in the following subsections.

3.4.1 Familiarisation with Data

In this stage, the researcher read the transcripts and looked for possible errors. During the first reading, errors related to spellings, format, and missing words were corrected. Next, the researcher read the transcripts again to assess any coherence issues. Finally, the transcripts were read for meaning, and notes were taken to help trace important information later on in the analysis. This detailed reading of the transcripts helped familiarise the researcher with the data.

3.4.2 Coding

After becoming familiarised with the data, the researcher developed coding criteria. Boyatzis (1998) guided the coding criteria for this study. The inductive approach of coding was used as it is simple, easy to use, and unaffected by preconceptions in the theories (Thomas, 2006). The coding was done manually using QDA Miner Light software. The manual coding ensured that codes were as accurate and precise as possible. The codes were then labelled, and definitions of labels were set. That part of the interview that best represented the code was highlighted to save time for tracing back codes.

3.4.3 Creation of Themes

During this stage, as suggested by Braun and Clarke (2006) the codes generated in the second step were categorised based on the commonalities of information between the codes. Similar codes were collated under one umbrella. The codes which did not fit under any category were placed under the miscellaneous category. The researcher referred to categories as themes for this study.

3.4.4 Reviewing Themes

The author reviewed the themes by following Braun and Clarke (2006)'s guideline. The codes under each theme were reviewed for coherence. If a code was found not to fit under a specific theme, it was omitted from that theme. The themes were then checked again for coherence to ensure codes under each theme generated a flowing and meaningful form of information.

3.4.5 Naming and Defining Themes

Based on the information generated from codes under each category or theme, the researcher named the themes. While naming the themes, it was realised that some themes were sub-themes. Therefore, sub-themes were collated under the main themes. After naming the themes, the themes were defined to set their scope and content. The definitions of themes were revised multiple times for clarity and removing vagueness. Braun and Clarke (2006) informed the process adopted in this stage of thematic analysis.

3.4.6 Reporting Results

The author reported results in this stage following the strategy advised by Braun and Clarke (2006).The interpretation of themes generated from interview scripts was completed in this step. The findings from themes helped to address the research questions of this study.

3.5 Phenomenographic Analysis

In addition to thematic analysis, the study used phenomenographic analysis to conceptualise the themes related to RQ1 and RQ3. The approach suggested by Schembri and Sandberg (2002) and Lamb et al. (2011) was followed which involved a seven-step process. The first three steps revolved around reading the entire transcripts, re-reading, and marking responses to key questions, and comprehending the way restaurant owners perceived their work. In the fourth and fifth steps, categories of the work description, similarities, and contrasts were formed, and non-dominant styles of perceiving work were identified, respectively. In the sixth step, patterns in the outcome space were identified and then a metaphor of every interpretation was allocated in the seventh step. The analysis stage also compared the different groups of conceptions. The literature, in this respect, suggests that a maximum number of conceptions can be gained with a sample size of 20, after which the conceptions can often repeat with no new information (Sandberg, 2000). This research had a sample of exactly 20 participants, thus all possible variations in the conceptions of the owners regarding the implementation of innovation were captured.

3.6 Chapter Summary

Based on the nature of the variables, a qualitative research design was adopted for this study. To choose a sample for data collection, a mix of convenience sampling and snowball sampling was used because of their ease of use, and other advantages identified at the beginning of the chapter. Semi-structured interviews, having qualities of both structured and unstructured interviews, served as a data collection tool due to the variables of the study such as perceptions and attitudes. The conceptual framework of the study guided the design of interview protocols. After conducting and then transcribing interviews, a thematic analysis

composed of a six-step approach (Braun & Clarke, 2006) helped the researcher to analyse data and produce results. RQ1 and RQ3 were further analysed by phenomenographic analysis following the guidelines of Schembri and Sandberg (2002) and Lamb et al. (2011).

4. ANALYSIS AND RESULTS

This chapter reports the findings from thematic analysis and phenomenographic analysis. The first section of the chapter provides descriptive dimensions of the sample, the second section presents results from a thematic analysis while the third section delineates the results from a phenomenographic analysis of data collected through semi-structured interviews.

After completing the semi-structured interviews with 20 participants, the researcher performed an in-depth analysis of the audio-recorded interviews and then the interview transcripts. Rigorous analysis, evaluation, and review of the collected data resulted in six perspectives from thematic analysis. The researcher also performed phenomenographic analysis to further address RQ1 and RQ3. The phenomenographic analysis revealed four categories of perceptions regarding RQ1 and five conceptions for RQ3. The codes generated from the responses of the participants that helped in forming different categories and conceptions can be found in Appendix C section of this thesis.

4.1 Descriptive Dimensions of the Sample

Table 4.1 categorises the participants based on the demographical information. The participants of the 20 face-to-face interviews included one-fifth (20%) from the regional locations of Victoria and four-fifths (80%) from the metropolitan areas of Victoria. As the business environment varies from location to location, the sample mix represents perceptions, attitudes, and challenges towards innovation in both a regional and urban context. Regarding cuisine types, the restaurants were serving Indian (20%), Pakistani (15%), Italian (10%), South American (10%), Indo-Pak (10%), mixed variety (10%), Middle Eastern (5%), Afghani (5%), Australian (5%), Indo-Chinese (5%), and Indo-Italian (5%). In terms of age, most of the respondents were between 31 and 35 years (55%), followed by participants aged

between 36 and 40 years (15%). Most of the respondents (70%) had at least six years of experience operating their own restaurants. Concerning gender, 90% of the restaurant owners interviewed (18 out of 20) were males while only 10% (2 out of 20) were females.

Participant Code	Age	Gender	Experience	Cuisine Type	Location	Metro (M)/ Regional (R)
P1	26-30	M	9	Italian	Ballarat	R
P2	36-40	M	12	Pakistani	North Melbourne	M
P3	31-35	M	8	Indo-Chinese	Footscray West	M
P4	31-35	M	10	South American	Dandenong	M
P5	31-35	M	2	Australian	Horsham	R
P6	31-35	M	6	Indian	Gisborne	R
P7	31-35	F	7	Italian	Woodened	R
P8	36-40	M	8	Pakistani	South Melbourne	M
P9	31-35	M	6	South American	Fawkner	M
P10	41-45	M	13	Indian	Hoppers Crossing	M
P11	46-50	M	15	Pakistani	Abbotsford	M
P12	46-50	M	20	Multiple	Brunswick	M
P13	31-35	M	4	Indian	Ringwood	M
P14	31-35	M	3	Indo-Pak	Box Hill	M
P15	26-30	M	6	Indian	St Albans	M
P16	36-40	M	8	Indo-Italian	Ascot Vale	M
P17	31-35	F	4	Indo-Pak	Croydon	M
P18	41-45	M	3	Multiple	Blackburn	M
P19	31-35	M	2	Middle Eastern	South Yarra	M
P20	31-35	M	7	Afghani	Sunshine	M

Table 4.1: Demographics of the respondents

4.2 Findings from Thematic Analysis

The commonality in the participants' responses remained useful in categorising information meaningfully to capture perspectives. The main perspectives that emerged from the process were:

1. Value proposition

2. Operational excellence

3. Typical attitudes

4. Proactive attitudes

5. Complacent attitudes

6. Barriers to innovation.

The first two perspectives relate to the first research question:

RQ1: What perceptions do Victoria's small restaurant owners hold regarding the implementation of innovation in their businesses?

The third, fourth, and fifth perspectives address RQ2:

RQ2: What attitudes do Victoria's small restaurant owners hold toward product innovation, process innovation, organisational innovation, and marketing innovation?

The sixth perspective is linked to RQ3:

RQ3: What are the barriers that Victoria's small restaurant owners face while implementing innovation in their businesses?

The following subsections elaborate on how these perspectives address research questions

4.2.1 Value Proposition

Some participants expressed the view that the implementation of innovation is imperative to their survival in a competitive environment, while others noted that it helps by improving customer service, retaining customers, and enhancing brand image. Indeed, the researcher observed that all the participants were directly or indirectly referring to the value proposition when they were asked about their perceptions of the implementation of innovation in their restaurants. All participants also viewed the implementation of innovation as a way of offering customers value for their money.

The research noted four sub-themes regarding the achievement of the value proposition through the implementation of innovation. The sub-themes include the achievement of customer loyalty, the achievement of customer satisfaction, competing successfully, and promoting brand image through innovative strategies. The subsequent paragraphs explain these four sub-themes through the perceptions of the restaurant owners.

4.2.1.1 Customer Loyalty

Participants related the impact of innovation to customer loyalty. They noted that implementing innovation in hotels and restaurants not only leads to repeated sales but also keeps customers interested:

> *"It's important to update our menu because, you know, the customer will keep coming back if you give them new things to eat, you know, they don't get bored."* (P15)
>
> *"Innovating the menu keeps the locals interested and loyal. […] otherwise, they feel they're eating the same thing over and over again."* (P16)

Participants further referred to enhancing restaurants' ambience as an innovative approach to retain customers: "*Unique restaurant ambience is beneficial […] if you see it's messed around and that it's not hygienic enough, so you probably wouldn't be going there again […]*" (P13). In particular, *"[culturally and emotionally attractive theme] it attracts them and makes them return"* (P17).

Some restaurant owners related customer loyalty to the offering of innovative deals and discounts. They believed *"[if] deals and discounts are offered, customers think they are very special people […]. For this reason, customers become loyal and bring their friends in"* (P7). Additionally, offering *"something free with a purchase of an item, […] makes customers happy and they always come back"* (P9).

4.2.1.2 Customer Satisfaction

Different restaurant owners viewed the implementation of different innovation strategies as a way to enhance customer satisfaction. One such approach includes innovating a restaurant's menu as reflected by comments such as *"We try to put new things in the menu to make sure that customers [are] satisfied […]"* (P7). Additionally, changing the menu as per customers' desires helps maintain their interest: *"When I'm using only the one menu, customer[s] get bored […], so according to their mind, we update the menu […] to make our customers satisfied"* (P20).

They further emphasised innovation in restaurants' ambience. The participants mentioned that customers often visit restaurants as a place *"where they can sit, relax and enjoy what they're looking around at"* (P16), and *"the environment of the restaurant is as important as […] dishes"* (P20). As such, while some owners are of the view that ambience may not directly influence sales, it does play an indirect role in customer satisfaction and consequently the viability of the business:

> *"Regarding changing the ambience of the restaurant, people say it's nice changes or something, it never has an effect on sales, but people become happy and satisfied."* (P10)

> *"[…] if the environment of the restaurant or if everything is not in a good manner, definitely the customer won't like to come to my restaurant. […] The main thing is to satisfy the customer, to attract the customer here."* (P20)

Customer reviews and feedback serve as another effective approach to help maintain customer satisfaction. Several restaurant owners commented: *"We rely on Google reviews, […] whenever there are bad reviews […], we contact those customers, […] make them happy*

and satisfied with whatever they were complaining about" (P9). To make unsatisfied customers happy, *"[Some restaurant owners] give them a special discount"* (P17). *To prevent losing customers, "[Restaurant owners] take the reviews very seriously"* (P19).

Besides the menu, ambience, and feedback, a better relationship with employees also helps restaurant owners provide better customer service, as observed in the following comment: *"We obviously make sure that when employees are at work, they're comfortable […]. It's very important to have a good relationship with your employees to make customers satisfied"* (P13).

4.2.1.3 Competition and Brand Image

To compete in the market, restaurant owners believed *"It's really important to upgrade the menus and everything […] as the competition in the market is now really on high stakes. So, we just have to improve ourselves and changing the menu is the main thing"* (P18). Social media accounts help restaurant owners promote their brand. Owners mentioned: *"With social media, […] we say, mention your friends. That person who mentions a lot, tags a lot, […] we just give him a meal for $10 or $20. In this way, more people know about our restaurant"* (P9).

4.2.1.5 Different Perceptions of Value Proposition

Figure 4.1 shows participants defined value proposition in terms of customer loyalty, customer satisfaction, brand image, and competition. Notably, while most participants (65%) perceived that implementing innovation is related to value proposition, 7 out of 20 participants (35%) did not perceive any link between the implementation of innovation and value proposition. Among those who supported the relationship, a large majority of participants (46.15%) linked the importance of innovation, i.e. value proposition, to both

customer service and customer loyalty, and 30.77% of participants related innovation to customer loyalty alone. A few of the other participants (7.70%) referred to a combination of all three aspects or only customer satisfaction or competition.

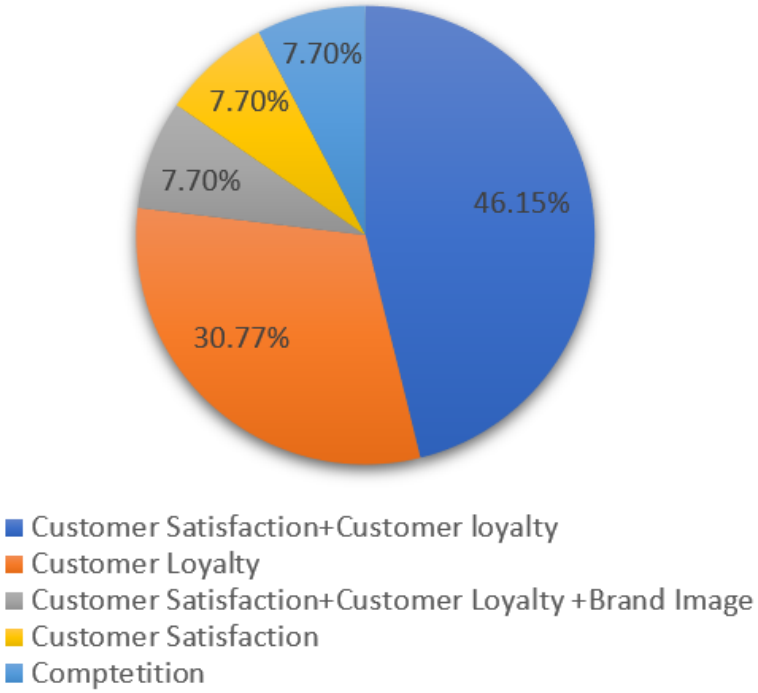

Figure 4.1: How participants perceived value proposition

Table 4.2 further reflects the themes which emerged as the innovation activities when assessing perceptions on innovation by the participants. As is notable, the biggest group of the respondents connected innovative deals and pricing imperative to the value proposition while a slightly smaller group of respondents considered that innovations related to menu setting and innovation in the restaurant's ambience were essential. Interestingly, very few respondents connected the importance of innovations in food taste and strategies for dealing with employees to the value proposition.

Innovative Activity relating to	No. of participants perceiving the activity important for value proposition	Percentage of participants perceiving the activity important for value proposition (%)
Deals and pricing	7	35
Setting the menu	6	30
Restaurant's ambience	6	30
Customer reviews and feedback	3	15
Marketing and promotion	2	10
Food taste	1	5
Dealing with employees	1	5

Table 4.2: Importance of innovation in activities to value proposition

4.2.2 Operational Excellence

Data analysis on perception of innovation further revealed operational excellence as another perspective across which participants differed or overlapped. The subsequent paragraphs highlight the sub-themes that emerged with participants linking different innovation activities to operational excellence.

4.2.2.1 Innovating Equipment

An increase in profit and time saving through innovative equipment helped restaurant owners achieve operational excellence. This is evident from the comments of restaurant owners: *"[…] [innovative] dishwashing machine […] sped up the dishwashing process. [and] […] [an innovative oven] significantly increased the profit by reducing the number of people*" (P5), and *"[…] [upgrading to an] automatic griller [also] […] sped up [the production process] and we have saved money, and time is equal to money*" (P4).

Besides profit-boosting and time saving, participants believed innovative or upgraded equipment ensured the *"[…] product is long-lasting, […] [and reduced waste]"* (P13), and also decreased *"the […] need to depend on [employees'] skill level [and thus brings] […] peace of mind and consistency"* (P3).

4.2.2.2 Innovating Employee Management

The second most common innovation strategy for achieving operational excellence was dealing with employees. Many small restaurant owners believed "[*by not giving] incentives and bonuses to employees […] they get bored and they don't put much effort into [work], [whereas incentives make them] […] work a little bit harder […]*" (P14) and *"[because] of incentives and bonuses […] [my employees became loyal and thus do not] want to go anywhere*" (P1).

It was also noted that *"[…]under stress […] the performance [of employees] goes down […]"* (P4), and therefore restaurant owners suggested a better work-life balance not only improves performance and efficiency by keeping employees "[…] *happy and satisfied […]"* (P20) but helps maintain employee loyalty and makes them feel more *"[…] comfortable working with [the owner]"* (P6). Additionally, the participants acknowledged that a satisfactory *"work-life balance is important for the wellbeing of [their] employees"* (P19).

4.2.2.3 Outsourcing Duties

Outsourcing some duties was another innovative strategy that some restaurant owners adopted to improve operational excellence. One restaurant owner noted that by "*outsourcing accounting and taxation, I can spend more time improving my restaurant [processes] […]"* (P15).

4.2.2.4 Other Strategies

Other strategies designed to achieve operational excellence included innovative employee training programs and the establishment of a system of receiving innovative ideas from employees. The least popular strategies with small restaurant owners were related to the

introduction of innovative communications with suppliers and the establishment of an innovative order placement process.

After considering all the perceptions of small restaurant owners about operational excellence, the operational excellence model (Figure 4.2) was prepared that summarises the themes related to management processes and which small restaurant owners believe should be adopted.

Figure 4.2: Operational excellence model

Figure 4.3 further highlights themes that correspond to innovations strategies and how these contribute to the achievement of operational excellence. The size of each segment of Figure 4.3 corresponds to the popularity of the innovation strategy with small restaurant owners.

The labels associated with each segment highlight the perceived advantages of the implementation of an innovative strategy.

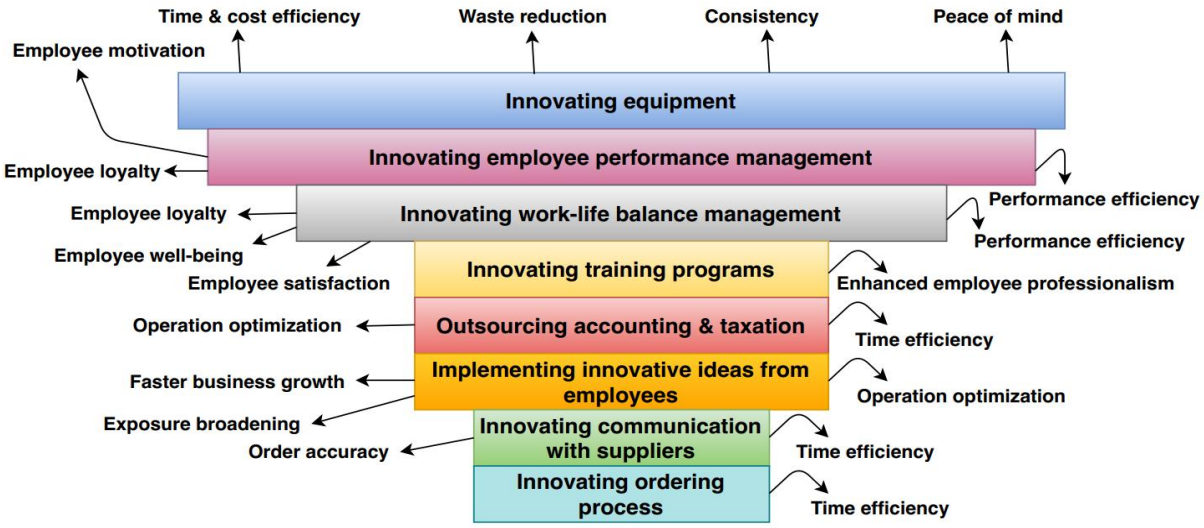

Figure 4.3: Innovative strategies and their contribution to operational excellence

Table 4.3 displays the number of participants perceiving the particular innovation strategy as important. Most restaurant owners interviewed recognised the connection between the introduction of innovative equipment and operational excellence. Interestingly, restaurant owners considered the introduction of an innovative order placement process and innovative forms of communication with suppliers among the least effective strategies for achieving operational excellence.

Operational Excellence Strategies	No. of participants perceiving the strategy important for operational excellence	Percentage of participants perceiving the strategy important for operational excellence (%)
Innovating equipment	18	90
Boosting employee performance	16	80
Innovating work-life balance	11	55
Introducing innovative training programs	3	15
Outsourcing accounting and taxation	3	15
Innovative ideas from employees	3	15
Innovating communication with suppliers	1	5
Innovating order placement process	1	5

Table 4.3: Perception of innovative strategies for operational excellence

4.2.3 Attitudes

Thematic analysis suggests three broad categories of attitudes or themes under which the participants' responses are coded

- Typical
- Proactive
- Complacent

Although the conceptual model presented in Fig 2.1 mentions of positive, negative, and neutral attitudes, after data collection and analysis, the attitudes were noted better fit the three categorisations suggested in this section. These attitudes are assessed against the four categories of innovation: product innovation, process innovation, marketing innovation, and organisational innovation.

4.2.4 Typical Attitudes

The research categorised attitudes as typical based on the frequency of the participants adopting a certain activity or approach. The typical attitudes include the approaches that were being practised by at least 50% of the participants.

4.2.4.1 Typical Attitudes towards Product Innovation

In terms of product innovation, 95% of the restaurant owners (19 of 20) were of the view that changing a restaurant's menu and restaurant ambience were critical to the overall success (Table 4.3). For example, restaurant owners tend to *"[…] introduce different stuff from time to time, […] but not too different from what [they] actually follow […]"* (P12). The participants also believe *"Ambiance is really important [and thus they] change every now and then*" (P4).

Some restaurant owners attempted to make a difference by printing ingredient information and allergy advice on the menu. However, many participants were not as open to this approach, saying *"[they] don't write anything [about ingredients or dietary information on] the menu, [and only if a customer asks do they disclose] the ingredients and any health-related information such as allergy"* (P15).

4.2.4.2 Typical Attitudes towards Process Innovation

Regarding process innovation, many restaurant owners thought they were proactive by delivering *"[with] Deliveroo and Uber Eats, […] [and making it convenient for customers to] place their order"* (P13), accepting *"[…] cash and […] credit cards and debit cards"* (P19) as a mode of payment and by upgrading equipment. However, these approaches, albeit modern, were categorised as traditional forms of innovation as nearly every participant had introduced such a form of process innovation.

4.2.4.3 Typical Attitudes towards Marketing Innovation

The most common attitude towards marketing innovation was marketing *"[…] through social media [...] [such as] Instagram, […] Twitter and Facebook*" (P18). Other typical marketing practices involved paper drops, door-to-door introductions, or direct advertisement. Many participants provided special deals or discounts as a means of promotion. For example, Participant 6 said, *"[…] we have 10 % off on our website. If you order online, you save 10%. […] And then we have the dine-in coupons. […] another thing is on the birthdays, [or] on a special day for the customers, we provide a [free] bottle of wine too".*

4.2.4.4 Typical Attitudes towards Organisational Innovation

For organisational management, the most common approach was to encourage employees through good work-life balance. Restaurant owners offered to *"[reduce the workload on employees by making a good rotating system of the shifts, which [helps] them a lot"* (P14).

The researcher also observed the practice of introducing performance-based rewards and the training of employees within the restaurant as two important innovative approaches adopted by 75% of respondents (Table 4.3). Restaurant owners provided *"[…] bonuses and incentives if the employee was [performing] well, […] [and made them] feel like [they were important, and this encouraged them to] look after the business […]"* (P7). Some owners also *"[…] provide all the training [because they] want employees to [care]"* (P1).

Table 4.4 displays the different approaches of innovation suggested by participants posing typical attitudes – i.e. attitudes held by at least 50% of the participants.

Innovation Category	Typical approaches	No. of Participants adopting the approach	Percentage of the participants adopting the approach
Product Innovation	Changing the menu periodically	19	95%
	Improving restaurant ambience regularly	19	95%
	Providing ingredient and health-related information on demand	15	75%
Cumulative Frequency		53	
Process Innovation	Offering only card and cash mode of payment	16	80%
	Partnering with delivery apps to ease order placement	14	70%
	Upgrading production equipment	12	60%
Cumulative Frequency		42	
Marketing Innovation	Maintaining social media accounts	18	90%
	Organising community events	14	70%
	Providing deals and discounts	13	65%
	Using other typical marketing strategies	10	50%
Cumulative Frequency		55	
Organisational Innovation	Providing work-life balance	16	80%
	Encouraging staff to suggest new ideas	11	55%
	Providing performance-based rewards to employees	15	75%
	Training employees within the restaurant	15	75%
Cumulative Frequency		57	

Table 4.4: Typical innovation approaches adopted by the small restaurant owners

4.2.5 Proactive Attitudes

Some activities are categorised as proactive attitudes, considering the uniqueness of the activities and the participants noting that it was important for them to be dynamic and proactive within a competitive environment for business growth and survival. The researcher noted that participants with proactive attitudes often outperformed their competitors because they were willing to put unique and often revenue-generating or cost-saving practices in place.

4.2.5.1 Proactive Attitudes towards Product Innovation

To differentiate the product component side of their restaurants, participants implemented ideas like food fusion, consistency of taste, taste differentiation, and ingredient information printed on menus.

Just 2 of the 20 respondents showed a proactive attitude by implementing food fusion practices. Participant 16, for example, was doing things differently *"[…] from other restaurants […] [by] mixing two flavours of different worlds […] Indian with the Italian"* while Participant 3 was offering *"[…] Indo-Chinese [food by] mixing […] Chinese sauces and Indian spices"*.

A small group of the participants attempted to maintain quality and consistency of taste by *"[…] cooking everything fresh on order […] and [believing] there're no shortcuts [to be] different from others"* (P6). They also introduced their signature dishes by "*doing a little bit of different kinds of recipes and different kinds of food [to] increase customers and sales"* (P14).

4.2.5.2 Proactive Attitudes towards Process Innovation

Process innovation in restaurants in the form of research and development (R&D) was not common practice. In fact, just one participant (5%) was undertaking R&D. Participant 16 informed the researcher, "*Chefs tell you what's working for them and what's not working for them, what's taking a longer time to cook, and if they change one utensil into a different kind of utensils, they will tell us, and then we'll do a little bit of R&D."*

A few restaurant owners (5%) displayed a proactive attitude by creating their *"[…] own booking system, delivery system, pick-up system, and ordering system"* (P16), while 25% of participants introduced technology for order placements by letting customers *"[…] go to the*

website to place orders [and providing them] tablets, [to] place the orders on the tablets […]" (P3).

4.2.5.3 Proactive Attitudes towards Marketing Innovation

Participants also used different channels to market their restaurants. However, only a few of them showed a proactive attitude towards marketing. For example, one restaurant owner (5%) expressed a proactive attitude through *"[…] marketing by the Coles supermarket [via advertising on their] printing dockets*" (P10).

The researcher noted most restaurant owners were not familiar with proactive approaches, like using technologies such as Google Business tools to optimise the marketing of their businesses and sponsoring events to attract more customers. Participant 5 (1 of 20) used *"[…] Google Business, […] to optimise the business […] and Google search" and to "[…] sponsor sports clubs, like footy, netball, and cricket clubs […] to bring more customers."*

Niche marketing provided another method of promoting the restaurant and increasing sales. In this regard, Participant 14 mentioned: *"We have targeted […] drivers of taxis, who drive a taxi in the night, and […] security guards who work in the night […]"*.

Other less common marketing approaches included marketing through radio stations and by sending emails. Interestingly, a few participants outsourced their marketing of the business because they wanted it done more professionally.

4.2.5.4 Proactive Attitudes towards Organisational Innovation

When it came to managing organisational innovation, most participants showed a typical attitude. However, a few participants were proactive in their approaches. One of the most common attitudes was encouraging employees to suggest new ideas and then implement

these ideas to create a difference and a sense of ownership for the staff involved. Some restaurant owners tried to create a competitive advantage by making their staff more professional by sponsoring them to attend short courses and gain certifications. Restaurant owners also hire the services of third-party training organisations to train their staff by experts. Participant 6 informed the researcher that they *"do a lot of training and meetings, even the short courses; for example, liquor courses. And we have people come to the premises and […] small organisations come and give them training."* Additionally, a few restaurant owners encouraged an innovative culture in their restaurants by naming dishes after their employees.

Many participants informed about the unique approaches they were implementing or intending to implement to exhibit proactive attitudes. Table 4.5 summarises the frequency and percentage of all the proactive attitudes reflected by the restaurant owners.

Innovation Category	Proactive approaches	No. of participants adopting the approach	Percentage of the participants adopting the approach
Product Innovation	Printing Ingredient information on the menu	4	20%
	Cooking everything fresh/maintaining taste consistency	4	20%
	Doing food fusion	2	10%
	Introducing signature dishes	1	5%
Cumulative Frequency		11	
Process Innovation	Introduction of technology to ease order placement	5	25%
	Facilitating with more payment modes	4	20%
	Innovating equipment for competitive advantage	3	15%
	Practising R&D	1	5%
	Creating own booking and delivery system	1	5%
Cumulative Frequency		14	
Marketing Innovation	Marketing through email	2	10%
	Outsourcing marketing duties	2	10%
	Marketing through supermarkets' dockets	1	5%
	Targeting night-shift workers through marketing	1	5%
	Marketing through radio	1	5%
	Sponsoring events for marketing	1	5%
	Using Google Business tool	1	5%
Cumulative Frequency		9	
Organisational Innovation	Engaging staff in innovation implementation process	4	20%
	Getting staff trained through third-party organisations	3	15%
	Naming dishes after staff names to encourage them	1	5%
Cumulative Frequency		8	

Table 4.5: Proactive innovation approaches adopted by small restaurant owners

4.2.6 Complacent Attitudes

A comparative analysis of the interviews indicated that there was a small group of participants who displayed a confirmation bias and which in turn relates to a complacent attitude. Confirmation bias affects the decision-making process because an individual, having such a bias, corroborates their existing beliefs rather than changing them with new knowledge (Nickerson, 1998). In our research, participants with confirmation bias and consequently complacent attitudes tended to maintain the status quo and/or deemed it unnecessary to seek information about competitors. Participant 9 said, *"well, honestly, I don't have any idea*

whatever my competitors are doing but I came from a business background and I've been running four different businesses, so I have a bit of idea how to run an institute and how to lead in the market".

Several participants exhibited a complacent attitude towards various categories of innovation. For example, some participants were more complacent with their organisational innovation and marketing innovation strategies. However, only a small number of participants exhibited a complacent attitude when it came to product innovation and process innovation.

4.2.6.1 Complacent Attitudes towards Product Innovation

A few participants suggested it was not important to regularly make changes to the menu, provide details about ingredients used in the food they served customers, or provide health-related information – an indication of complacent attitudes towards product innovation.

4.2.6.2 Complacent Attitudes towards Process Innovation

Responding to questions about managing process innovation, a quarter of the participants were complacent in terms of the equipment they were using to process or cook food. Participant 7 said that the equipment in their restaurant was the same *"since the start of our restaurant [7 years ago]."* Although most restaurant owners were using food delivery apps to attract more customers in quiet times, Participant 11 exhibited a complacent attitude by informing the researcher that *"we used to use delivery apps, but not anymore because they are not important"*.

4.2.6.3 Complacent Attitudes towards Marketing Innovation

Participants exhibited a complacent attitude towards marketing innovation because they believed most marketing programs do not do anything different from competitors. Restaurant owners in this category were of the view that the marketing of a business is not

useful as it does not alter the way customers think about their product. One restaurant owner said he *"[…] personally believe[s] that word of mouth still counts a lot. Marketing brings out people once maybe out of the box, […] but people still believe in what they believe in […], so you can't please everybody"* (P12).

It was observed that some restaurant owners relate the growth of business with something else rather than innovation and want to grow the size of their business before marketing. Participant 19 showed complacency regarding marketing by believing "*We would love to try different marketing strategies but at the moment, as the business is not […] huge, we are not focusing much on that part."*

Some participants completely ignored marketing innovation or did not allocate any budget for marketing purposes. For example, Participant 2 said, *"We never spend anything on marketing"*.

4.2.6.4 Complacent Attitudes towards Organisational Innovation

The research noted the complacent attitude of some participants about managing organisational innovation. There was a concern by some participants that the introduction of innovative skills may jeopardise the loyalty of some employees. Linked to this was the concern that the introduction of new skills may not be accepted by employees. Participant 3 claimed they did not want to spend resources on the enhancement of staff skills because "*employees gain knowledge, but they don't implement it […] many are […] short-term staff. They stay for six months, seven months, eight months, not more than that"*.

Lack of time was observed as another reason owners exhibit a complacent attitude towards developing their staff's innovative skills. Participant 10 said, "*honestly, we did training*

programs … [initially] … but now, we don't have time […] so we have not been doing it for the last two years."

A few participants did not consider innovation worthwhile for their restaurants and thus showed complacent attitudes. Table 4.6 summarises all the complacent attitudes of small restaurant owners to the different categories of innovation.

Innovation Category	Complacent approaches	No. of participants adopting the approach	Percentage of the participants adopting the approach
Product Innovation	Not changing taste as per customers' suggestions	4	20%
	Not providing ingredient or health-related information	1	5%
	Not changing menu	1	5%
	Not improving ambience	1	5%
Cumulative Frequency		7	
Process Innovation	Not upgrading or innovating equipment	5	25%
	Not trying to ease order placement	1	5%
Cumulative Frequency		6	
Marketing Innovation	Not considering marketing important for growth	6	30%
	Not maintaining social media accounts	2	10%
	Not doing anything regarding marketing at all	1	5%
	Not allocating any budget for marketing	1	5%
Cumulative Frequency		10	
Organisational Innovation	Not encouraging or engaging staff in innovation	4	20%
	Not looking after the work-life balance of employees	4	20%
	Not offering any training to employees	2	10%
	Not motivating employees by rewards	1	5%
Cumulative Frequency		11	

Table 4.6: Complacent innovation approaches adopted by small restaurant owners

4.2.7 Barriers to Innovation

This section focuses on the barriers faced by small restaurant owners in attempting to implement innovative practices in their restaurants. The researcher received a mix of responses to the interview questions about barriers. It was observed that some restaurants were facing no barriers to implementing innovative practices. The barriers faced by the

participants, following thematic analysis, are categorised as internal and external barriers (Table 4.7).

4.2.7.1 No Barriers to the implementation of innovation

Interestingly, some participants claimed that they had not faced any barriers to the implementation of innovation because of their extensive experience in the food industry and because they were clear about what they wanted to achieve. In terms of barriers, Participant 15 explained they do not *"feel any difficulty in doing new things because we feel it's not a tough thing when you know what you are doing*".

4.2.7.2 Financial Barriers to the implementation of innovation

The researcher observed several participants indicating financial hardship or shortage of resources as barriers to implementing innovative practices. Indeed, this was the most common barrier to implement innovative practices. It was noted *"[…] a small restaurant owner always has a lack of resources and financial problems. So, [it is] the main hurdle [to] implement innovative marketing strategies"* (P19) and *"[…] good financial resources [are needed] to improve or manage everything in a restaurant. If [there were no financial barriers], we could organise, manage or update anything"* (P20).

4.2.7.3 Staff-related Barriers to the implementation of innovation

A notable barrier indicated by owners is managing staff during the process of introducing innovative practices. For example, participants mentioned difficulty in finding and retaining skilled staff willing to work in an innovative environment. The staff's reluctance and resistance were also identified as barriers. Participant 3 confessed that *"it is really hard to find the staff. […] as soon as they get trained, they leave. […] [Thus,] in terms of staff, it's really tough to innovate."* Participant 5 added that the "*current employees are used to those previous*

processes, *[…] [therefore] it is really hard to make changes, especially when people really get used to it*."

4.2.7.4 Time-related Barriers to the implementation of innovation

The participants expressed that innovating in a restaurant environment requires time and evaluation before attempting to introduce new assets or innovative practices. Further, they mentioned the evaluation process needed to be repeated: "*improving processes takes too much effort and time so […] it's not worthwhile*" (P16).

4.2.7.5 Other Barriers to the implementation of innovation

The researcher observed barriers regarding imports and space. For example, import duties on modern equipment and meeting Australian product standards made it hard for restaurant owners to innovate production processes, as reflected in the following comment: *"I ordered this [equipment] […] from overseas, and the standard of Australia is totally different. So first you have to meet Australian standards and then have to pay import duty as well […]"* (P1).

Another participant could not innovate in their restaurant because *"[…] space is the major factor […] and that [makes it] quite challenging […] to introduce anything new, so [they have to overcome the space barrier to innovate]"* (P18).

Table 4.7 summarises the main barriers to the implementation of innovation by number and percentage of the participants facing these barriers.

Type of Barriers	Barriers to the implementation of innovation	No. of participants facing the barrier	Percentage of participants facing the barrier
No barriers	No barriers	5	25%
Internal barriers	Financial barriers	10	50%
	Staff management barriers	7	35%
	Time shortage barrier	6	30%
	Space shortage barrier	1	5%
External Barriers	Importation barrier	1	5%
	Meeting Australian standards	1	5%

Table 4.7: Barriers faced by small restaurant owners to the implementation of innovation

4.3 Findings from Phenomenographic Analysis of Perceptions about Implementation of Innovations

Following Johns (2001), we consider a three-factor assessment adapted to participants' contexts to evaluate their perceptions. First, we consider the stimulus, which in the participant's context relates to competitor activities that can initiate innovation. Next, we conceptualise how they assess themselves compared to competitors, and if they feel they can do anything more than their competitors. Lastly, the stimulus is interpreted in terms of associated advantages for innovative strategies. Figure 4.4, adapted from Lamb et al. (2011), shows the evaluation process adopted in conceptualising perceptions combined with the phenomenographic analysis.

The analysis reveals four categories of perceptions corresponding to the RQ1, i.e. how the implementation of innovation is perceived across the industry:

1. Customer-oriented innovative strategies are the most important for the restaurants

2. Employee-oriented innovative strategies are the most important for the restaurants

3. Operation-oriented innovative strategies are the most important for the restaurants

4. Growth-oriented innovative strategies are the most important for the restaurants

Figure 4.4: Innovation perception process adapted from Lamb et al. (2011)

4.3.1. Perception 1: Customer-oriented innovative strategies are the most important for the restaurants

"*It's important to update our menu because, you know, the customer will keep coming back if you give them new things to eat, you know, they don't get bored"* (P15)

"*I prefer if you are going to the restaurant you feel you are sitting in a comfortable place with your partner, with your friends or family. So, the most influencing is the lighting, the painting of your restaurant, the colour of your walls, and how the seats are arranged. I think it is important for their satisfaction and comfort*" (P1)

"We have two bad reviews and when I've contacted those customers, they come back, and we just make them happy with whatever they complained about" (P9)

These participants kept an eye on the leading competitors' menus, ambience, and deals and then thought about replicating or innovating their menus, ambience, and deals. They believed that the menu can be innovated by imitating competitors' menus, introducing signature dishes, changing dishes by seasons, and adding new items as demanded by customers. The participants interpreted their evaluation of customer-oriented innovation in terms of the advantages. For example, they said that updating the menu is important to avoid customer boredom, to entertain them, and win their loyalty. Similarly, they linked the ambience of a restaurant to the comfort and satisfaction of the customers.

4.3.2. Perception 2: Employee-oriented innovative strategies are the most important for the restaurants

"To get good customer service, it's very important to have good relations with your employees" (P13)

"If my employees are mentally or physically tired, […] I make sure that I do not ask them to work and I provide employees incentives because it's a motivational kick that helps in retaining them" (P4)

"We have a partnership with William Angliss […] they come to our restaurant and sometimes we send our workers to their institute to improve the knowledge and skills of our employees" (P20)

For this group, innovative strategies related to employees were of the highest importance. The members of this group perceived that productivity and efficiency can only be improved if the restaurants emphasise dealing with employees. In this regard, improving relationships with the employees generate advantages such as employee loyalty, motivation,

professionalism, and well-being. All these advantages can improve the customer service that is pivotal to gain or retain a competitive advantage in the industry.

4.3.3. Perception 3: Operation-oriented innovative strategies are the most important for the restaurants

"We introduced […] new process management equipment that saves a lot of time for the clientele and same for the staff as well [and now] they can concentrate on things they should be concentrating on" (P12)

"[Upgrading production equipment] is saving cost, and the most important thing is peace of mind, and the consistency" (P3)

"If you want to have your [orders delivered] on time and the right things at the right time with good quality […] you have to have good communication with the suppliers" (P14)

The participants in this group thought inefficiencies and turbulence in the operations and processes of the restaurants can impede the success process. The participants recommended implementing strategies such as innovation of equipment, ordering process, and other process-related equipment for efficient and smoother operations. For example, regularly upgrading equipment can reduce labour costs and waste that increase the profit, saves time that allows them to think more about the improvement of restaurants, ensures low maintenance that brings peace of mind, and automates processes that guarantee consistency. Furthermore, the role of suppliers in managing the processes of the restaurants cannot be overlooked. Innovating communications with suppliers can have timely, accurate, and high-quality orders delivered.

4.3.4. Perception 4: Growth-oriented innovative strategies are the most important for the restaurants

"Everybody is very conscious about their diets, and people are more confident to come in if we ensure meeting their dietary requirements, and you know, more customers come to our restaurant" (P7)

"Because the staff or the people working actually on the ground, they have the true knowledge of all things going around. So, they can help suggest things to grow faster and broaden exposure" (P19)

"Competition in the market is now really high. So, we just have to improve ourselves and changing the menu is the main thing to compete" (P18)

This group opined the innovative strategies contributing to the growth of a restaurant should be the first preference of the restaurants. The restaurant industry is highly competitive because of low entry barriers; thus, to survive or lead, the development of competitive capabilities is a must. The participants believed that after the assessment of their capabilities and the competitors' capabilities, designing an innovative action plan can assist the restaurants to compete in a better way. The participants in this group also translated growth in terms of revenue. Most participants recommended selling food from multiple origins and catering to multiple dietary requirements. They also suggested introducing a system in the restaurant that ensures continuous development in the various segments. The best strategy for this is engaging employees in the development process, as most staff work at the ground level and interact with customers. Therefore, this group suggested arranging regular meetings with staff and encouraging them to suggest new and innovative ideas that can broaden the exposure of improvement and help faster growth.

Table 4.8 depicts the trend in the perceptions of the samples considered in this research. It is interesting that 1 of 20 participants anticipated no advantages from the implementation of innovation. Half of the participants (50%) assigned the highest importance to the implementation of operation-related innovation strategies followed by a slightly smaller number of participants (40%) preferring employee-oriented innovation over all other orientations. Although all the participants desired to boost their growth, only a few of them (20%) considered the implementation of growth-related strategies as important.

Participant	Acknowledging the Importance of Innovation	Emphasising Customer-oriented Innovation	Emphasising Employee-oriented Innovation	Emphasising Operation-oriented Innovation	Emphasising Growth-oriented Innovation
P1	x	x	x		
P2	x			x	
P3	x			x	
P4	x		x	x	
P5	x			x	
P6	x		x		
P7	x	x			x
P8	x			x	
P9	x	x			x
P10	x		x		
P11					
P12	x			x	x
P13	x	x	x	x	
P14	x		x	x	
P15	x	x		x	
P16	x			x	
P17	x	x			
P18	x				x
P19	x		x		
P20	x	x	x		
Total	**19**	**7**	**8**	**10**	**4**

Table 4.8: Distribution of participants based on the emphasis on innovation orientations

4.4 Findings from Phenomenographic Analysis of Barriers to Innovation

In addition to discovering barriers, the researcher used phenomenographic analysis to understand how the barriers impacted restaurants. Based on the experiences of the participants, five different conceptions, related to RQ3, are notable:

Conception 1: Product innovation barriers negatively impact customer service or product differentiation

Conception 2: Process innovation barriers negatively impact production efficiency or operational efficiency

Conception 3: Marketing innovation barriers negatively impact brand awareness, brand positioning, or public relations

Conception 4: Organisational innovation barriers negatively impact employee professionalism or employee retention

Conception 5: Any of the four types of innovation are easy to implement due to no barriers at all.

The different conceptions are explained through the responses from the transcripts as follows:

4.4.1 Conception 1: Product innovation barriers negatively impact customer service or product differentiation

"Sometimes, if you get feedback from the customers […], then, definitely, we have to do like that. It costs us money as we have to spend more financial resources and that's the main thing to satisfy the customer" (P20).

"It just takes more time to provide a different product. And, people will understand, they want quality and they like it" (P17).

The participants having this conception mainly faced financial, time, and dietary requirement management barriers. They experienced difficulty in providing good customer service due to financial barriers. For good customer service, the participants did not have enough financial resources to hire more employees or to tailor their products according to the customer suggestions. The participants also had a lack of time to do research to differentiate their products and provide quality to their customers. The time barrier made the participants stick to their current product or made them imitate their competitors' products rather than producing something unique to achieve a competitive advantage in the industry.

4.4.2 Conception 2: Process innovation barriers negatively impact production efficiency or operational efficiency

"I ordered this [equipment] […] from overseas, and the standard of Australia is totally different. So first you have to meet Australian standards and then have to pay import duty as well […]" (P1).

"The current employees there are used to the previous process, which is already outdated and needs improvement, it's kind of hard to deal with them. Because if you try to remove them it will have an impact into the business. So, we have to trial and error, test the water, see how it goes. It is really hard to make changes, especially when people really get used to it" (P5).

While attempting to implement innovation, the members of this group had trouble with attaining production efficiency due to high-interest rates on purchasing costly equipment, and then the selection of suitable equipment through the trial and error method was also restricted by lack of financial resources. Moreover, some participants tried to import different

equipment from overseas to differentiate themselves, but they ended up paying high importation duties and faced a difficult standard compliance process. Concerning operational efficiency, employees' reluctance to change was the main barrier. The participants faced time constraints to instil new skills into the employees required for new processes. One member of the group also faced a space shortage problem to upgrade equipment for more efficient and smoother operations.

4.4.3 Conception 3: Marketing innovation barriers negatively impact brand awareness, brand positioning, or public relations

"*For sure [marketing events] help, but I am a little bit busy with too many things. That's why I cannot focus on that*" (P17).

"*As a small restaurant owner, I always have a lack of resources, the financial problems. So, I think that would be the main hurdle if we implement [new] marketing strategies because we have … the scarce budget*" (P19).

This group faced only financial management and time management barriers in their efforts to deal with brand awareness, brand positioning, or public relations. The participants in this group could not successfully generate brand awareness due to a lack of time for sponsoring or organising public or community events. The time constraints also prevented the participants from writing blogs and newsletters to position their brand in the minds of their customers. The restaurants, being smaller in size, had a low budget to consider and implement innovative marketing strategies to establish better relationships with the customers.

4.4.4 Conception 4: Organisational innovation barriers negatively impact employee professionalism or employee loyalty

"Sometimes the difficulty would be in terms of the training of my chef or the cooks while introducing a new dish from a new region, so it takes time" (P19).

"I feel financial difficulties in finding and hiring more professional people" (P8).

"It is really hard to find the staff. As *soon as they get trained, they leave. […] [Thus,] in terms of staff, it's really tough to innovate"* (P3).

The participants expressed financial hardship in hiring highly professional employees to create a competitive advantage. Some of them attempted to train their employees but limited financial resources and lack of time proved to be a hurdle. Furthermore, the reluctance to change impacted the loyalty of employees as, when innovation was introduced, some employees were more prone to leave rather than getting training. The restaurant owners had to stop the innovation process because they did not want to let loyal employees go. Organisational politics was another barrier to keep employees loyal to the organisation.

4.4.5 Conception 5: Any of the four types of innovation are easy to implement due to no barriers at all

"When I was doing my business to open an American-style Halal restaurant, I was looking for the suppliers, and I was doing my research. I came to know during the research that the big companies, they are certified Halal. So, I mean, it's very easy these days to get Halal products. No issues. I have not faced any issues" (P4).

"*Look, in terms of strategies, look you know, I think everything has been explored already. […] I've been here for 19 years, […] faced all the challenges and sustained all of that and obviously, we've been here (facing no challenges) after a long time*" (P12).

Interestingly, 5 of 20 (25%) restaurant owners expressed no barriers to innovation at all. The ease of the implementation of innovation cannot be entirely attributed to this group of participants. Indeed, some of these participants were not implementing any type of innovations, so they were not facing any barriers to innovation. For example, in one instance, P2 said they were not doing anything new or different regarding any categories of innovation and they were not facing any barriers at all. Other participants in the group were implementing certain types of innovation. P4 and P12, for example, indicated that they found it convenient and smooth to innovate because of their substantial experience in the industry.

Table 4.9 summarises all the conceptions and revealed that most participants faced barriers in implementing organisational innovation, followed by marketing innovation.

Participant	Conception 1	Conception 2	Conception 3	Conception 4	Conception 5
P1	X	X	X	X	
P2					X
P3		X	X	X	
P4					X
P5	X	x	X	X	
P6	X		X	X	
P7				X	
P8	X	X	X	X	
P9				X	
P10	X		X	X	
P11					X
P12					X
P13	X		X	X	
P14		X	X	X	
P15					X
P16	X	X	X	X	
P17	X	X	X	X	
P18	X	X	X		
P19	X	X	X	X	
P20	X		X	X	
Total	11	9	13	14	5

Table 4.9: Distribution of participants based on conceptions

4.5 Chapter Summary

This chapter explored the implementation of innovation in the small restaurant industry of Victoria. The data collected through semi-structured interviews revealed six thematic themes to answer three research questions. The phenomenographic analysis of RQ1 and RQ3 unfolded four perceptions and five conceptions, respectively. The results highlighted the view of small restaurant owners that innovation should be implemented to achieve the value proposition and operational excellence. Moreover, different orientations regarding perceptions of innovation were exhibited. The results also indicated three types of attitudes (typical, proactive, and complacent) towards the implementation of innovation. The interview process highlighted the situation that some respondents face barriers related to finance, staff, time, space, and importation issues. The analysis further showed the negative impacts of the barriers to the implementation of innovation. Finally, some participants indicated they faced no barriers – an interesting finding. Figure 4.5 embeds the findings from the analysis into the technology acceptance model to summarise the analysis.

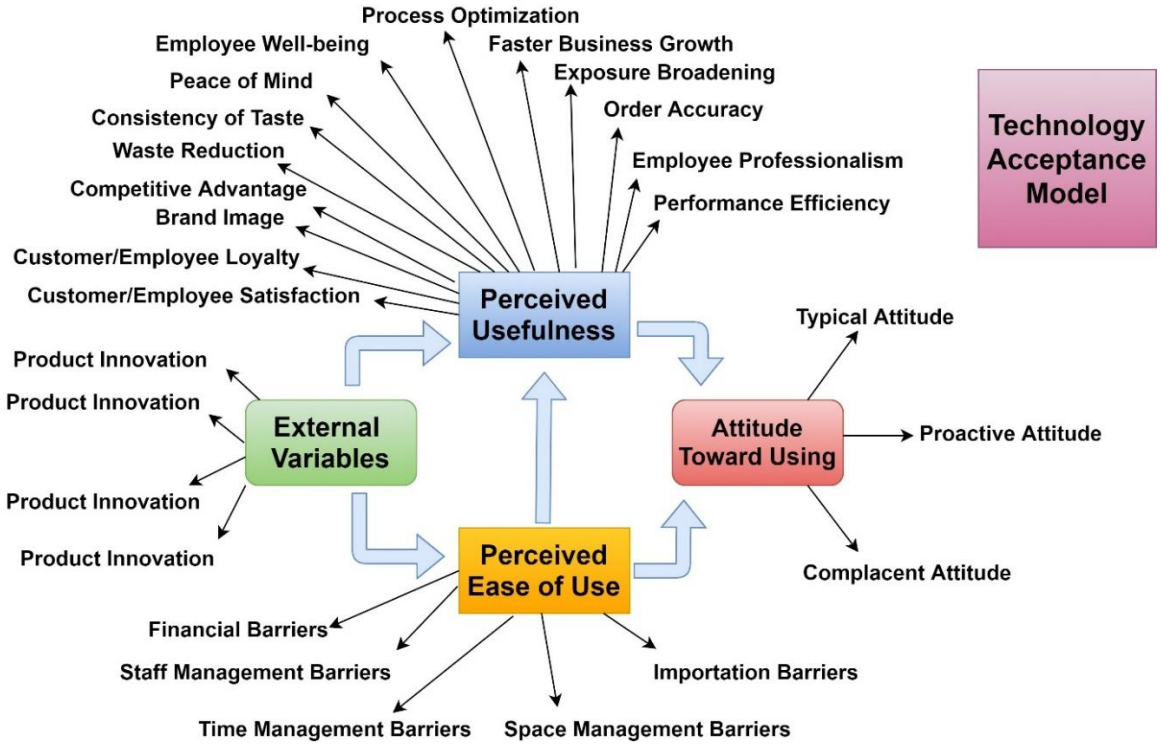

Figure 4.5: Summary of the findings

5. DISCUSSION

This chapter discusses the findings from thematic analysis and phenomenographic analysis of the collected data. The following sections of this chapter discuss results by keeping in view each research question.

5.1 RQ1: What perceptions do Victoria's small restaurant owners hold regarding the implementation of innovation in their businesses?

This research question examines the viewpoint of small restaurant owners about the implementation of innovation in their restaurants. Some restaurant owners viewed the implementation of innovation as advantageous while a few others anticipated no advantages associated with it. Those who support the implementation of innovation cite different reasons.

5.1.1 The implementation of innovation to Achieve Value Proposition

The restaurant owners defined value proposition as customer satisfaction, customer loyalty, competition, or brand image. To achieve customer loyalty, the majority of participants perceived innovation in deals and discounts as the best strategy. Customer loyalty and customer satisfaction can also be increased by the innovative ambience of a restaurant. Also, an innovative menu can enhance customer loyalty, customer satisfaction, and competitive capabilities. The participants believe responding to customer reviews and feedback appropriately also adds to the satisfaction of customers. Regarding brand image customer service quality, social media helped participants improve brand image while better relationships with employees led to better service.

The literature suggests that deals, discounts, and other promotional strategies lead to customer loyalty and customer satisfaction (Krasnova et al., 2013; Pi & Huang, 2011). Further, Ryu and Han (2010) found that a restaurant ambience has a positive correlation with customer loyalty while Bitner (1990), Chang (2000), and Raajpoot (2002) acknowledged a restaurant ambience can enhance customer satisfaction. Lee et al. (2005) and Reynolds & Hwang (2005), in this regard, observed the innovative setting of a menu can impact customer loyalty and customer satisfaction. Also, the innovative menu improves customer satisfaction (Lee et al., 2005; Reynolds & Hwang, 2005) and so customer satisfaction augments business success and chances of survival (Fourie, 2015; Tsai et al., 2011). Thus, the findings from the study are consistent with the literature.

Also, Pantelidis (2010) and Nasr et al. (2014) noticed that reviews and feedback can help overcome the dissatisfaction of customers and thus can be a deciding factor for the survival, growth, or closure of a restaurant. Social media helps to promote brand image (Bilgin, 2018; Stojanovic et al., 2018). Moreover, there is a strong correlation between employee satisfaction and customer satisfaction (Chi & Gursoy, 2009; Spinelli & Canavos, 2000; Tornow & Wiley, 1991; Wu, 2007). Concerning value proposition, the findings from the study contend with the importance of customers feedback, social media, and good relationships with employees.

However, perceptions of Victoria's small restaurant owners regarding giving high importance to deals and discounts are not apparent in the literature. Contrary to the narrow focus on only customer loyalty in the literature, restaurant owners in Victoria believed deals and discounts have a stronger correlation with customer loyalty rather than customer satisfaction.

Additionally, the finding of the study regarding the direct relationship between menu change and competitive capabilities is a new insight compared to the existing literature.

5.1.2 The implementation of innovation as a Means of Achieving Operational Excellence

The participants thought the implementation of innovation is essential for the improvement of the operation of the restaurants. They considered innovating a restaurant's equipment as the most important strategy for improved operation of small restaurants. Employees also play an essential role in improving operations. Offering employees incentives, bonuses, performance-based rewards, work-life balance, and empathy can boost their performance. With these strategies in place, the restaurants can have their employees motivated and thus can win their loyalty. Moreover, empathy and work-life balance ensure employees' well-being which is integral to improvement in their performance. The participants suggested training programs for employees to enhance their professionalism and creativity skills. The small restaurant owners also believed that restaurants must have a system to engage employees in the innovation process; for example, a system of receiving innovative ideas from employees through regular meetings. The innovation culture is indispensable for broadening innovation perception, faster business growth, and operational excellence. In addition to innovative equipment and employees, innovative food technology is also important for the smooth operations of a restaurant.

The literature seems to give high importance to employee-oriented innovation strategies (Slåtten et al, 2011; Ottenbacher, 2007; Gill, 2008). For example, Amabile et al. (1996) viewed reward programs for employees as essential for making them creative and innovative. In a similar context, Slåtten et al. (2011), Ottenbacher (2007), and Gill (2008) found good relationships with employees, and employees' motivation and competency, play a key role in

the successful innovation of an organisation. Employees may have a narrowed view of innovation due to a lack of innovation-related knowledge (Dahlqvist, 2012; Hjalager, 2010). In this case, researchers proposed training programs can augment the creativity of employees (Aslan et al., 2016; Martínez-Ros & Orfila-Sintes, 2012; Mostafa, 2005; Williams, 2001). Furthermore, innovative corporate culture is pivotal for the successful implementation of innovation in an organisation (Ivkov et al., 2016). Thus, the findings from the study are in line with the literature. Rodgers (2007) suggested the implementation of food technology innovation in the restaurants can bring consistency in the processes, waste reduction, peace of mind and time and cost-efficiency. The findings of this research also support the importance of food technology for operations of a restaurant. Notably, restaurants around the world have been attempting to introduce technology to ease the order placement process for customers to achieve time efficiency, ease, accuracy in ordering, and similar benefits (Tanpure et al., 2013).

Contrary to the literature, the participants considered an innovation in a restaurant's equipment, especially production equipment, rather than employee-oriented innovation as the most important. Regarding order placement, the majority of participants in Victoria did not consider focusing on this side of operations important for innovation and competition in the industry. The owners seemed complacent by using food delivery apps for online ordering and manual ordering inside the restaurants. However, only a few suggested that introducing technologies such as tablets for order placement can save time. The results reflect the narrow exposure of Victoria's small restaurant owners to innovation in order placement. Interestingly, although all the restaurants wanted to grow, growth-oriented innovation was less emphasised in the restaurants.

5.2 RQ2: What attitudes do Victoria's small restaurant owners hold toward product innovation, process innovation, marketing innovation, and organisational innovation?

This research question examines the small restaurant owners' attitudes toward four categories of innovation. The participants showed three types of attitudes – typical, proactive, and complacent – towards different categories of innovation. The findings indicate that participants exhibited more typical attitudes towards organisational innovation followed by marketing innovation and product innovation. Process innovation, however, received comparatively lower typical attitudes than the other three categories of innovation. In terms of proactiveness, the restaurants showed more proactive attitudes toward process innovation as compared to other categories of innovation.

Regarding product innovation, several participants expressed typical attitudes toward product innovation as they aimed at fulfilling the existing needs rather than anticipating and then attempting to fulfil the emerging needs of the customers. This group of restaurant owners was found modifying their product as per customers' suggestions and were not putting effort into differentiating themselves from competitors. The reason seems to be not taking R&D seriously. On the other hand, the participants with proactive attitudes towards product innovation assessed the needs, wants, and demands of the customers to respond to them effectively. In addition to simply responding to customers' suggestions, the proactive restaurants attempted to differentiate themselves from competitors to lead in the industry. Surprisingly, a small number of restaurants (having complacent attitudes) did not perceive any advantages associated with product innovation and thus kept doing what they were doing since the first day.

Overall, the restaurants were either typically or proactively implementing four categories of innovation, as only a small number of restaurants showed complacent attitudes toward innovation. This is potentially due to cut-throat competition in the restaurant industry due to low entry barriers.

A responsive attitude is when an organisation imitates competitors and makes a little improvement in the imitated product (Gilbert, 1994). Tigu et al. (2013), in this context, noted that although Romanian restaurants consider R&D important for the improvement of processes, they do not take steps to perform it practically. Therefore, restaurants exhibited responsive attitudes by imitating their competitors, or using employees' or customers' reviews and feedback as a source of innovation (Tödtling & Kaufmann, 2001). On the other hand, a few of the restaurant owners were dynamic and proactive. Proactive organisations are innovative as they explore and understand non-existent needs through researching the market (Cai et al., 2014). The findings of this study are in line with the literature concerning attitudes toward product innovation.

Lee et al. (2016) and Lin and Chen (2007) found small and medium enterprises in highly competitive industries show responsive or reactionary attitudes rather than proactive attitudes. This study agrees with the literature on the reason behind the overall responsive (typical) attitude towards all categories of innovation.

Regarding the order of importance of innovation, the literature suggests product innovation is the most important innovation in small businesses (Johannessen et al., 2001; Lin & Chen, 2007). The results of this study contradict the literature by placing process innovation as the most emphasised one in Victoria's small restaurant industry. Product innovation, however, remains the second most important as the participants were less typical and more proactive

towards it compared to organisational and marketing innovation. While investigating the use of social media for marketing purposes in the US restaurant industry, DiPietro et al. (2012) found 58% of restaurants never used social media. Surprisingly, the trend in Victoria's small restaurant industry does not support the findings of DiPietro et al. (2012) as 90% of small restaurants were using social media accounts for marketing purposes. Furthermore, although only a few owners expressed proactive attitudes toward marketing innovation, the most diverse innovative strategies implemented in Victoria's small restaurants were for marketing innovation. Those strategies include using Google Business, marketing through radio, partnering with supermarkets for marketing, and marketing through email.

Among the four innovation categories, the ones receiving higher proactive attitudes were also the ones receiving lower typical and complacent attitudes. Further, restaurant owners in Victoria inapparently showed more typical attitudes than proactive and complacent attitudes. This indicates the opportunity gap for innovative entrepreneurs in the industry. Innovative entrepreneurs can convert existing weaknesses (lack of proactive attitude across innovation categories) in the industry into their strengths by planning their strategies and resources accordingly. This is an interesting insight that has not seen much focus in existing works.

5.3 RQ3: What are the potential barriers that Victoria's small restaurant owners face while implementing innovation in their businesses?

This section discusses barriers and the negative impacts of barriers experienced by small restaurant owners toward the implementation of innovation. The findings from the phenomenographic analysis extend the findings of the thematic analysis. The thematic analysis highlighted the foundation barriers while the phenomenographic analysis reflected on the negative impact of those barriers toward the implementation of innovation. For example, thematic analysis addresses financial barriers, while the phenomenographic

analysis revealed that financial barriers can negatively impact customer service, production efficiency, customer relations, and employee professionalism. Similarly, lack of time (a barrier) hinders brand awareness, brand positioning, and product differentiation, while employee reluctance challenges employee loyalty.

The findings suggest that small restaurants have limited ability to afford high-risk investments due to the lack of resources associated with their smaller size. Therefore, small restaurants face a challenging position to take steps regarding the innovation of their restaurants. Additionally, participants were unable to perform research and development, either due to financial or time barriers. This bounded capacity of doing research and development either impeded or completely stopped the process of innovation implementation in Victoria's small restaurants.

The literature notes that smaller organisations face more resource-related barriers to innovation than larger organisations (Hewitt-Dundas, 2006; Frenkel 2003; Hausman 2005). Bergemann and Hege (2005) added that risks attached to the unpredictable nature of innovation can challenge innovation implementation in an organisation. Similarly, Whittaker et al. (2016) noted that restaurants with scarce resources cannot afford to carry out research and development in a planned manner. Ivkov et al. (2016), in this context, observed most restaurants do not base their innovation process on research but on imitating their competitors' moves (Ivkov et al., 2016b). Thus, the findings of the study corroborate the literature in terms of the relationship between resources and innovation implementation.

Lee et al. (2016) recognised that employees play a significant role in the successful implementation of innovation. Additionally, Lee et al. (2016) found that employee resistance to the implementation of innovative practices represented the primary barrier to innovation

in the Australian restaurant industry. The literature further shows that restaurants must innovate to survive (Brooker et al., 2012) but innovativeness in the true sense can be difficult because innovative ideas in the restaurant industry can be easily replicated (Oke, 2004). Moreover, small businesses face economic instability (Frenkel, 2003; Souitaris, 2001), insufficient government support (Frenkel, 2003), and a lack of market understanding (Galia & Legros, 2004; Hewitt-Dundas, 2006) as external barriers.

The findings support that employee resistance negatively impacts innovation; however, financial barriers (faced by 50% of restaurants) represented the most significant barriers rather than employees' resistance. Financial barriers were less emphasised in Lee et al.'s (2016) study. Notably, the small restaurant owners in Australia did not see replication as a barrier and rather considered replication as necessary. That is because research and development in the industry is expensive and the benefits are not guaranteed. Surprisingly, the findings do not note economic instability and insufficient government support as barriers, since small restaurant owners did not consider them significant enough to mention in any of the interviews. This could be due to a lack of market research particularly since participants did not indicate awareness of the $60 million start-up support program initiated by the Victorian Government (Launchvic, 2020).

A unique finding of the study was one-quarter of the participants indicated that they face no barriers to the implementation of innovation. By relating responses from the transcripts to the participants' demographics, it was revealed that owners with more experience had a greater understanding of the environment within their industry and this clarity enabled them to better deal with challenges. Indeed, in general, the participants with more experience in the industry gave more detailed responses to interview questions than the participants in

their early years in the industry. These findings, hence, indicate the influence of business age and experience in forming a complacent attitude – a finding which, to the best of the author's knowledge, is yet to be substantiated in the literature.

The research also found some barriers unexplored in the relevant literature. Restaurant owners in Australia faced importation cost, standard compliance, and space shortage challenges while attempting to innovate their restaurants. Although these barriers were faced by a small number of participants, they cannot be ignored because they can have a significant impact on the innovation process. Such barriers further add to the scarcity of financial resources which makes the implementation of innovation even more challenging in the small restaurant industry.

5.4 Chapter Summary

This chapter discussed the findings from the thematic and phenomenographic analysis of the collected data concerning the research questions of the study. It indicated why small restaurant owners in Victoria consider the implementation of innovation important or unimportant. Value proposition and operational excellence are the two broad reasons making small restaurant owners think the implementation of innovation is important while operation-orientation innovations were considered as the priority. The second section of the chapter discussed three types of attitudes – typical, proactive, and complacent – toward four categories of innovation: product, process, marketing, and organisational. The last section dealt with the challenges and their impacts regarding the implementation of innovation in the small restaurant industry of Victoria. Each of the three sections of the chapter was also related to existing literature to verify if the findings of the study are fully supported, partially

supported, or if new knowledge has been achieved. The next chapter concludes the thesis by covering theoretical and practical contributions.

6. CONCLUSION

This chapter reflects on contributions made in this research. It first highlights the theoretical contribution, followed by which practical contributions and policy implications are discussed. The limitations and future research possibilities are also indicated.

6.1 Theoretical Contributions

Perceptions and attitudes of small restaurant owners toward innovation is not an overly investigated area of research. Only a few studies attempted to explore this domain of research (e.g. Chou et al., 2012; Ivkov et al., 2016). This study enriches the debate on perceptions and attitudes about innovation and adds new insights into the existing body of literature by revealing that small restaurants consider implementing innovation for achieving value proposition and operational excellence. Another useful insight is the presentation of various orientations of innovation in order of their importance. Additionally, the attitudes toward the implementation of innovation can be typical, proactive, or complacent. This study contributes by finding that most small restaurant owners are inclined to typical attitudes, mainly due to lack of resources.

This study analyses the barriers to the implementation of innovation in the small restaurant industry. Although researchers discovered many barriers faced by restaurants (Ivkov et al., 2016b; Lee, Hallak, et al., 2016; Oke, 2004), this study extends the knowledge by shedding light on underestimated perspectives on barriers. For example, the study found that some restaurant owners felt no barriers while attempting to implement innovation in their restaurants. Moreover, barriers related to importing and then meeting a country's standards are not highlighted in the literature on the small restaurant industry. Additionally, this study

spotlights the adverse impacts that the barriers can cause – a less explored area of research in the hospitality industry.

Notably, owners and managers differentiate themselves from each other over authority they have for decision making while performing duties (Berthold & Neumann, 2008). In this context, most researchers investigated the restaurant industry from managers' (Chou et al., 2012), employees' (Chew et al., 2006), or customers' perspectives (Sun, 2013). However, there is little research on innovation in the restaurant industry from the owners' viewpoint. This study explores owners' perceptions and attitudes and thus expands the literature by adding new contexts regarding the implementation of innovation in the small restaurant industry.

This study also contributes by researching the small restaurant industry using the Technology Acceptance Model (TAM). Most studies applying the technology acceptance model in the restaurant industry investigated it from technology adoption aspects. However, there seems to be a lack of research which explores small restaurant owners' perceptions and attitudes towards innovation through the technology acceptance model. The study provides a conceptual framework (fig 4.5) that forms a basis for researchers to further research in the industry by using TAM.

6.2 Practical Contributions

Since the start of 2020, COVID-19 has adversely impacted business in Australia. Victoria tops the list of impacted states due to the imposing of stage 4 restrictions for a long period. In addition to the overall huge setback to the economy, estimates suggest that stage 4 lockdown in Melbourne would cost $9 billion to the Australian economy (ABC, 2020). In this environment of uncertainty, the Victorian Government has initiated support for small

businesses of up to $225,000 for survival or a new start-up, subject to their skills and capabilities (Launchvic, 2020). Arguably, such support will provoke high competition among entrepreneurs to win support based on their unique skills and innovativeness. The findings of this study can guide entrepreneurs in the restaurant industry to design an innovative business plan. Furthermore, the existing restaurants can survive and compete by learning the innovation culture of Victoria's small restaurant industry through this study.

Some restaurant owners (especially new ones) in the industry take time to understand the competitive environment. Before understanding the environment, they may place either lesser or more than required importance on innovation which could result in the difference between actual and expected outcomes. The findings from this study can guide them in giving the right amount of importance to innovation. The study highlights that almost all the surveyed restaurant owners in Victoria consider innovation important, mainly for two broad reasons: value proposition and operational excellence. Considering the findings from the study, existing and new owners in the restaurant industry can therefore focus on these aspects to gain or maintain a competitive advantage. For example, they can use innovative deals and discounts for value proposition and innovative production equipment for operational excellence at the top of the potential strategies list.

The findings of the study can also enhance the innovative capabilities of the restaurant owners by informing them about the types of attitudes restaurant owners exhibit in the restaurant industry. For instance, the study suggests that most restaurant owners showed typical attitudes, particularly toward organisational and marketing innovation. This finding highlights the opportunity gap existing in the industry and thus can motivate restaurant owners to focus more on these two innovation categories to have a competitive advantage.

The study also highlights the challenges of implementing innovation in the industry. By knowing the barriers ahead of time, entrepreneurs would be able to either prepare a mitigation plan or a strategy to avoid the barriers. For example, most restaurant owners face financial barriers, as evident from this study, so they may allocate resources for innovation by cutting budgets from other less important activities for the growth of the restaurant. Similarly, regarding employee resistance and lack of professionalism, the restaurant owners can hire third-party trainers to train their staff for promoting innovation culture in the restaurants.

6.3 Policy Implications

Overall, the findings imply that there needs to be a policy that facilitates more financial support to encourage innovation in the small restaurant sector and the restaurant owners need to be made more aware of the support. There may be programs that reduce less explored barriers like import costs and meeting a country's standards.

Also, restaurant owners indicated human resource issues like employee resistance and retention within an innovative environment. Perhaps policies concerning the training and development of restaurant owners in innovation and entrepreneurship may assist them.

6.4 Limitations

Generalisability of the findings, as common in qualitative research, can be a limitation because of the relatively small sample size of 20 restaurant owners and the fact that it was limited to Victoria's small restaurant owners. Even so, the study has considered a diversity of samples, which positively corresponds to the validity and reliability of this research. Also, reliance on convenience sampling and snowball sampling can be debated due to missing the views of participants that might have added more important insights. However, the sampling

was chosen considering the scope of the project and to keep the project feasible within the timeline. The data collection tool was semi-structured interviews comprised of a mix of structured and unstructured questions. The unstructured questions part of semi-structured interviews may be argued to not have allowed the participants enough time to give thoughtful, organised, and detailed responses to some questions. However, the researcher ensured the participants could take as much time as they want to plan their responses.

6.5 Recommendations for Future Research

This study explored the perceptions, attitudes, and barriers toward the implementation of innovation in Victoria's small restaurant industry. Future research will focus on the broader Australian sample. Future researchers can extend this study by studying the impact of the perceptions and attitudes on the overall performance. Also, the scope of future research can be broadened by extending this research from the small restaurant industry to the entire hospitality industry or other closely related industries such as the tourism industry. Future researchers also have an opportunity to conduct research by more in-depth application of TAM in the hospitality industry. Overall, this thesis provides insights into a relatively unexplored area, which can motivate further research from various perspectives.

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8. APPENDICES

Appendix A: Information Sheet

Perceptions and attitudes to the implementation of innovations by small business owners: a case study on Victoria's small restaurant industry

INFORMATION SHEET (HREC Clearance No. 21447)

Project Overview

This research project aims to understand how innovation is viewed and practiced in the small restaurant industry in Victoria. To achieve this aim, the study will capture the attitudes of Victoria's small restaurant owners toward different categories of innovation, assess the perceptions of these owners regarding innovation implementation in their businesses and then seek details as to what are the potential barriers to innovation implementation into their businesses.

Participation Procedure

You will be asked a few questions regarding the project. You will be required to answer these questions. It is expected that the interview will not be longer than 30 minutes. It is also to let you know that the interview will be audio-recorded. It is up to you if you like to participate or not. Participation or non-participation will not harm you in any way.

Benefits and Risks

This research project, once completed, will be helpful for the participants in a way that it opens new insights into the existing body of literature. The research will not only reveal overall perceptions and attitudes of small restaurant owners toward innovation, but also different barriers towards implementation of innovation in the small restaurant industry. By achieving these goals, the research will benefit the participants, especially possibly aiming at how innovations can help their business. The participants will also be benefitted since the research outcomes may assist in developing policies and programs at Government and other levels for encouraging innovation or addressing the barriers of innovation for this industry.

You may experience inconvenience in giving up your time to complete this interview. We do not anticipate that participation in this research will cause you any undue discomfort beyond that experienced in normal day to day living. However, if you are concerned, please consider viewing the support available at www.lifeline.org.au If the interview prompts you to reflect on your business, you may also find some useful support via https://liveinmelbourne.vic.gov.au/do-business/business-advice-and-support

Confidentiality / Anonymity

The data or information you share will be kept anonymous and confidential. The data will be stored online on the cloud space created by CQUniversty, portable hard disk, and laptop for this project. The data will be accessible by only the principal researcher and two supervisors of this research project. The data will be securely stored for five years after the publication date of the last publication based upon the data in accordance with the CQUniversity policy.

Outcome / Publication of Results

The results will be disseminated through a thesis. In addition, the results will be published as journal articles as well as presented in the conferences. A plain English copy of results summary will be provided to you so that you can use it for your benefit.

Consent

The consent of the participants regarding interviews will be sought verbally. The consent will be recorded in audio format. The script that will be used to seek verbal consent is as follows

1. Do you agree that you have understood all the details about the project and have all your questions answered satisfactorily? (Yes/No)
2. Do you agree to participate in this study and give your consent freely with an understanding that you have an option to withdraw from this interview at any point before the completion of the interview without any comment or penalty? (Yes/No)
3. Do you agree that this interview can be audio recorded? (Yes/No)

Right to Withdraw

You will have the right to be interviewed or not. If you choose to be interviewed, you can withdraw at any time during the interview without any penalty or harm. If you choose to withdraw, you will be able to withdraw the data you provide.

Feedback

A plain English summary of the results of the project will be provided to you. Moreover, if you wish to have a transcript of your interview, you will be requested to provide your preferred contact: email, post, or drop off.

Questions/ Further Information

If you have any questions or require further information, kindly contact us at

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Concerns / Complaints

Please contact CQUniversity's Office of Research (Tel: 07 4923 2603; E-mail: ethics@cqu.edu.au; Mailing address: Building 32, CQUniversity, Rockhampton QLD 4702) should there be any concerns about the nature and/or conduct of this research project.

Appendix B: Recruitment Script

Recruitment Script

Hi, my name is Malik Muhammad Abid. I am a research student at Central Queensland University Melbourne campus in Business and Law department. I am conducting research on perceptions and attitudes to the implementation of innovations by small restaurant owners in Victoria, and I am inviting you to participate because you are a small restaurant owner in Victoria. Participation in this research includes interviewing your attitude and perception about the implementation of innovation. If you agree to participate in this interview, you will be interviewed for approximately 30 minutes. It is also to let you know that the interview will be audio-recorded, and the information provided by you will be used as primary data for the project. The data I collect today will be kept confidential and anonymous and will be identifiable only to the research team for data analysis.

I would like to highlight that participation in this interview is completely voluntary and there is no obligation for participation. You have an option to withdraw at any time during the interview. You also have the option to choose not to answer any question that I ask during the interview. If you feel any discomfort concerning any of the questions, please feel free to let me know and we can discuss another question or stop the interview, as you will wish. If you like to participate, we can go ahead and schedule a time for me to meet with you to provide you more information. If you need more time to decide regarding participation, you may call or email me to inform me about your decision.

Do you have any question now?

Should you have more questions or you want to let me know about your decision, please do not hesitate to contact me at [E: malikmuhammad.abid@cqumail.com].

Thank you.

Appendix C: List of All Themes

	INNOVATION FOR VALUE PROPOSITION				
Code	Case	Count	% Codes	Cases	% Words
menu change keeps customers' interest built	16	1	0.10%	1	0.10%
menu change leads to customer satisfaction	20, 7	2	0.20%	2	0.10%
changing menu is a tool to compete	18	1	0.10%	1	0.10%
menu change leads to customer loyalty	15, 9	2	0.20%	2	0.10%
attractive ambience leads to customer loyalty	13, 15	2	0.20%	2	0.30%
ambience can attract customers culturally and emotionally	17	1	0.10%	1	0.10%
attractive ambience leads to customer satisfaction	10, 16, 20	3	0.40%	3	0.40%
taste differentiation increases customer loyalty	16	1	0.10%	1	0.20%
deals and discounts increase customers' loyalty	14, 19, 20, 6, 7, 9	6	0.70%	6	0.40%
low prices increase customer loyalty	3	1	0.10%	1	0.20%
organizing community events increase customer loyalty	19	1	0.10%	1	0.10%
social media accounts promote brand image	9	1	0.10%	1	0.00%
customers' reviews and feed back lead to customer satisfactio	9, 17, 19	3	0.40%	3	0.30%
good relationships with employees improves customer service	13	1	0.10%	1	0.20%

	INNOVATION FOR OPERATIONAL EXCELLENCE				
Code	Cases	Count	% Codes	Cases	% Cases
equipment upgrade saves time and cost	11, 12, 13, 14, 15, 16, 17, 18, 19, 2,3,4,5,6,8,9,1	17	2.10%	17	85.00%
equipment upgrade saves cost only	10	1	0.10%	1	5.00%
equipmentt upgrade reduces waste	13	1	0.10%	1	5.00%
upgrading production equipment brings peace of mind and consistency	3	1	0.10%	1	5.00%
automating processes are cheaper than employees in the long run	6	1	0.10%	1	5.00%
partnering with online food apps save order placement time	12,20	2	0.20%	2	10.00%
Outsourcing accounting and taxation saves time	7	1	0.10%	1	5.00%
outsourcing duties allows time for improvement	15	1	0.10%	1	5.00%
owning accounting and taxation process helps better financial managemnet	18	1	0.10%	1	5.00%
performance based rewards motivate employees	10,11,12,14,17,17,19,20,2,3,4,5,8,9,1	15	1.90%	15	75.00%
giving gifts to employees motivates them	16	1	0.10%	1	5.00%
incentives and bonuses increase employee loyalty	6,1	2	0.20%	2	10.00%
less stressful environment improves employees' performance	4	1	0.10%	1	5.00%
work-life balance boosts employees' performance	5,7,8,9,11,18	6	0.70%	6	30.00%
work-life balance leads to employee satisfaction	14,19,20	3	0.40%	3	15.00%
work-life balance increases employee loyalty	6,10,18	3	0.40%	3	15.00%
work-life balance is important for well being of employees	19	1	0.10%	1	5.00%
work-life balance increases efficiency and productivity of workers	14,20	2	0.20%	2	10.00%
training programs instill professionalism into employees	6,8,20	3	0.40%	3	15.00%
ideas from employees sets direction of improvement	12	1	0.10%	1	5.00%
ecouraging employees for new ideas increases expsore of improvement	14	1	0.10%	1	5.00%
ideas from employees help grow faster	19	1	0.10%	1	5.00%
improved communication with suppliers saves time	17	1	0.10%	1	5.00%

TYPICAL ATTITUDES

Code	Case	Text	Coder	Words	% Words
changing menu periodically	Interview 10	Yes. We regularly update our menus.	Admin	6	0.20%
on demand ingredients or health related information	Interview 10	Allergy advice, yes, but people are not asking for any calories on everything, bu	Admin	24	0.90%
improving the ambience of the restaurant regularly	Interview 10	Every year, we are changing the ambience.	Admin	7	0.30%
production production equipment upgrading	Interview 10	Yes. We upgraded, yes.	Admin	4	0.10%
offering card and cash payment modes	Interview 10	Exactly. That's correct. Do you have different payment options for customers? I	Admin	17	0.60%
partnered with delivery apps to ease order placemer	Interview 10	Yes, they are. We are on with UberEats, Menulog and some Doordash or someth	Admin	23	0.80%
organizing community events	Interview 10	Yes. We did, last Saturday, the Navratri in a restaurant and 1200 peoples came	Admin	15	0.60%
using typical marketing such as doing paper, door to	Interview 10	Exactly. That's correct. Do you print and distribute newsletters? Respondent: N	Admin	25	0.90%
maintaining social media accounts	Interview 10	Do you maintain accounts on social media? Respondent: Yes, always. Intervie	Admin	24	0.90%
looking after work-life balance of employees	Interview 10	No. Actually, this is the only one restaurant, maybe, in Australia, where the owne	Admin	54	2.00%
rewarding employees based on performance	Interview 10	Yes, it is. Yes. Twice a year, we give some hundred dollar gift voucher to employ	Admin	39	1.40%
encouraging employees to suggest new ideas	Interview 10	Interviewer: Do you encourage your employees to suggest new ideas? Respon	Admin	45	1.70%
changing menu periodically	Interview 11	Sometimes. Not like we update every two or three months.	Admin	10	0.50%
production production equipment upgrading	Interview 11	Interviewer: OK. Have you updated your production equipment over the past fe	Admin	15	0.80%
offering card and cash payment modes	Interview 11	Interviewer: All right. Do you have different payment options for customers? Res	Admin	25	1.30%
changing menu periodically	Interview 12	Respondent: Well, we do introduce different stuff from time to time, but it normal	Admin	91	2.80%
on demand ingredients or health related information	Interview 12	Interviewer: OK. Do you provide health related information with your products, lik	Admin	24	0.80%
improving the ambience of the restaurant regularly	Interview 12	Interviewer: Are you taking any measures to beautify your restaurant or increase	Admin	207	6.50%
production equipment upgrading	Interview 12	from a preparation point of view, obviously we did introduce, you know, different	Admin	23	0.70%
offering card and cash payment modes	Interview 12	Interviewer: Do you have different payment options for customers? Respondent	Admin	70	2.20%
organizing community events	Interview 12	Interviewer: All right. Do you organise community events to promote your restaur	Admin	94	2.90%
maintaining social media accounts	Interview 12	Interviewer: Do you maintain accounts on social media? Like Facebook, Instagr	Admin	105	3.30%
looking after work-life balance of employees	Interview 12	Interviewer: That's interesting. Let's talk about the last section; organisational in	Admin	147	4.60%
in-house training employees	Interview 12	Interviewer: Yeah, yeah, yeah, yeah. OK, do you try to improve your employees'	Admin	158	4.90%
rewarding employees based on performance	Interview 12	Interviewer: OK. Do you try and keep your employees motivated by offering them	Admin	100	3.10%
encouraging employees to suggest new ideas	Interview 12	Interviewer: All right. Do you encourage employees to suggest new ideas? Resp	Admin	77	2.40%
changing menu periodically	Interview 13	Interviewer: I'm good thank you. So, I'm going to ask you a few questions about	Admin	119	4.20%
on demand ingredients or health related information	Interview 13	Interviewer: All right. Do you provide health related information with your product	Admin	51	1.80%
improving the ambience of the restaurant regularly	Interview 13	Interviewer: OK. So regarding your restaurant, do you take any steps to increas	Admin	81	2.90%
production equipment upgrading	Interview 13	Interviewer: All right. Have you updated your production equipment to help spee	Admin	101	3.60%

TYPICAL ATTITUDES CONTD.

partnered with delivery apps to ease order placemer	Interview 13	Interviewer: Yeah, yeah. Have you made it easier for customers to place their or	Admin	95	3.40%
offering card and cash payment modes	Interview 13	Interviewer: Yeah. Do you have different payment options for your customers? I	Admin	21	0.70%
offering discounts and deals	Interview 13	Interviewer: So it's quite same, yeah. All right, let's talk about marketing. Do you	Admin	107	3.80%
organizing community events	Interview 13	Interviewer: To promote your restaurant, do you organise community events? R	Admin	77	2.70%
using typical marketing such as using typical marketi	Interview 13	Interviewer: OK. Do you print and distribute newsletters? Respondent: Yes, we d	Admin	13	0.50%
maintaining social media accounts	Interview 13	Interviewer: Do you maintain accounts on social media such as Facebook, Insta	Admin	22	0.80%
looking after work-life balance of employees	Interview 13		Admin	0	0.00%
in-house training employees	Interview 13	Interviewer: Yeah. Do you try to improve your employee skills by offering them tra	Admin	84	3.00%
changing menu periodically	Interview 14	Interviewer: So I'm going to ask you questions regarding four categories of inno	Admin	60	1.60%
improving the ambience of the restaurant regularly	Interview 14	Interviewer: So regarding the outlook of your restaurant, are you taking any mea	Admin	174	4.60%
partnered with delivery apps to ease order placemer	Interview 14	Yeah, yeah. So we've got a lot of online menus and online things at the momen	Admin	80	2.10%
production equipment upgrading	Interview 14	Interviewer: Have you updated your production equipment to help speed up the	Admin	73	1.90%
offering discounts and deals	Interview 14	Interviewer: OK. Let's start something about marketing. Do you offer deals, offer	Admin	141	3.70%
using typical marketing such as using typical marketi	Interview 14	Interviewer: Do you print and distribute newsletters? Respondent: Yes, we do. W	Admin	126	3.30%
maintaining social media accounts	Interview 14	Interviewer: Do you maintain accounts on social media? Respondent: Yes. Yea	Admin	13	0.30%
looking after work-life balance of employees	Interview 14	Interviewer: Workers, employees, work/life balance. You are like not caring if you	Admin	173	4.60%
in-house training employees	Interview 14	Interviewer: Do you try to improve your employees' skills by offering them training	Admin	93	2.40%
rewarding employees based on performance	Interview 14	Interviewer: All right. Do you try and keep your employees motivated by offering t	Admin	139	3.70%
changing menu periodically	Interview 15	The first question is do you update your menu with new items? Respondent: Ye	Admin	74	2.20%
on demand ingredients or health related information	Interview 15	Interviewer: Yeah, yeah. Do you provide health related information with your pro	Admin	45	1.30%
improving the ambience of the restaurant regularly	Interview 15	Interviewer: All right. What steps do you take to improve the ambience of the res	Admin	70	2.10%
production equipment upgrading	Interview 15	Interviewer: Have you updated your production equipment to help speed up the	Admin	38	1.10%
offering card and cash payment modes	Interview 15	Interviewer: Yeah, yeah, yeah. OK. Do you have different payment options for y	Admin	32	1.00%
partnered with delivery apps to ease order placemer	Interview 15	Interviewer: So is there any way that customers can place order online? Respon	Admin	20	0.60%
organizing community events	Interview 15	Interviewer: Do you organise community events to promote your restaurant? Re	Admin	34	1.00%
maintaining social media accounts	Interview 15	Interviewer: OK. Do you maintain accounts on social media such as Facebook,	Admin	28	0.80%
looking after work-life balance of employees	Interview 15	Interviewer: OK that's good. OK, let's talk about last section, that is organisation	Admin	192	5.70%
in-house training employees	Interview 15	Interviewer: Do you try to improve your employees' skills by offering training prog	Admin	54	1.60%
encouraging employees to suggest new ideas	Interview 15	Interviewer: All right. Do you encourage your employees to suggest new ideas?	Admin	57	1.70%
changing menu periodically	Interview 16	Interviewer: I'm good, thank you. Well, I'm going to ask you a few questions abou	Admin	86	2.10%
on demand ingredients or health related information	Interview 16	Interviewer: OK. Do you provide health related information with your products, li	Admin	103	2.50%

		TYPICAL ATTITUDES CONTD.			
improving the ambience of the restaurant regularly	Interview 16	Interviewer: All right. Regarding the outlook of your restaurant and the beauty of	Admin	79	1.90%
production equipment upgrading	Interview 16	Interviewer: I see. OK, so, have you updated your production equipment to help	Admin	77	1.90%
offering card and cash payment modes	Interview 16	Interviewer: OK. So, do you have different payment options for customers? Res	Admin	92	2.20%
organizing community events	Interview 16	Interviewer: OK. So, do you organise community events to promote your restaur	Admin	47	1.10%
maintaining social media accounts	Interview 16	Interviewer: If it is working, yes. OK, do you maintain accounts on social media, s	Admin	41	1.00%
looking after work-life balance of employees	Interview 16	Interviewer: Work. OK, so, let's talk about the last section, organizational relatio	Admin	94	2.30%
in-house training employees	Interview 16	Interviewer: Yes, exactly, yes. Do you try to improve your employee's skills by off	Admin	202	4.90%
encouraging employees to suggest new ideas	Interview 16	Interviewer: Do you encourage your employees suggesting new ideas? Respor	Admin	67	1.60%
changing menu periodically	Interview 17	So, I'm going to ask you a few questions about your restaurant, it's mainly about	Admin	73	2.50%
on demand ingredients or health related information	Interview 17	Interviewer: Yes. Do you provide health related information with your products?	Admin	61	2.10%
improving the ambience of the restaurant regularly	Interview 17	Interviewer: Mhm (+). So, regarding the outlook of your restaurant and the beaut	Admin	79	2.70%
production equipment upgrading	Interview 17	Interviewer: Mhm (+), have you updated your production equipment to help spe	Admin	64	2.20%
offering card and cash payment modes	Interview 17	Interviewer: Do you have different payment options for customers? You already	Admin	28	1.00%
partnered with delivery apps to ease order placemer	Interview 17	Interviewer: So, is there any way that customers can pay online? Respondent: '	Admin	28	1.00%
offering discounts and deals	Interview 17	Interviewer: So, let's talk something about marketing innovations. Do you offer a	Admin	40	1.40%
maintaining social media accounts	Interview 17	Interviewer: OK, you are just doing it online. Do you maintain accounts on socia	Admin	45	1.60%
looking after work-life balance of employees	Interview 17	Interviewer: Yes, let's move to the last section. Regarding your employees, do y	Admin	21	0.70%
rewarding employees based on performance	Interview 17	Interviewer: OK. Do you try and keep your employees motivated by offering then	Admin	19	0.70%
encouraging employees to suggest new ideas	Interview 17	Interviewer: OK. Do you encourage your employees to suggest new ideas? Res	Admin	13	0.50%
changing menu periodically	Interview 18	So let's start with product innovation. My first question is, do you update your me	Admin	53	1.70%
improving the ambience of the restaurant regularly	Interview 18	Interviewer: OK. Regarding the outlook and ambience of your restaurant, are yc	Admin	90	2.90%
partnered with delivery apps to ease order placemer	Interview 18	OK. Let's talk something about process innovation. Have you automated any p	Admin	126	4.00%
production equipment upgrading	Interview 18	Interviewer: Oh, OK. Have you updated your production equipment to help spee	Admin	59	1.90%
offering card and cash payment modes	Interview 18	Interviewer: Do you have different payment options for your customers? Respo	Admin	67	2.10%
offering discounts and deals	Interview 18	Interviewer: Let's talk something about marketing. Do you offer deals, offer coup	Admin	152	4.90%
organizing community events	Interview 18	Interviewer: Oh, OK. Do you organize community events to promote your restau	Admin	47	1.50%
maintaining social media accounts	Interview 18	Interviewer: Social media? Respondent: - the social media, promoting through	Admin	82	2.60%
looking after work-life balance of employees	Interview 18	Interviewer: So let's talk about the last section that is organisational innovation.	Admin	115	3.70%
in-house training employees	Interview 18	Interviewer: OK. Do you try to improve your employees' skills by offering them tra	Admin	74	2.40%
encouraging employees to suggest new ideas	Interview 18	Interviewer: OK. Do you encourage your employees to suggest new ideas? Re	Admin	70	2.20%
changing menu periodically	Interview 19	So I'll start with the product innovation. My first question is, do you update your r	Admin	30	1.10%

		TYPICAL ATTITUDES CONTD.			
on demand ingredients or health related information	Interview 19	Interviewer: All right. Do you provide health related information with your product	Admin	36	1.30%
improving the ambience of the restaurant regularly	Interview 19	Interviewer: What aesthetic measures are you taking to improve the ambience c	Admin	63	2.40%
offering card and cash payment modes	Interview 19	Interviewer: All right. Do you have different payment options for customers? Re	Admin	40	1.50%
offering discounts and deals	Interview 19	Interviewer: OK. Maybe let's talk something about the marketing innovation. Do	Admin	51	1.90%
organizing community events	Interview 19	Interviewer: OK. Do you organise community events? Respondent: Yes, we do.	Admin	35	1.30%
maintaining social media accounts	Interview 19	Interviewer: Do you think it's important to print and distribute letters or it's just out	Admin	53	2.00%
partnered with delivery apps to ease order placemer	Interview 19	Interviewer: OK. Are you partnering with any online food apps, like UberEats, De	Admin	45	1.70%
looking after work-life balance of employees	Interview 19	OK. Let's talk about last section that is organisational innovation. Do you provid	Admin	85	3.20%
in-house training employees	Interview 19	Interviewer: All right, so who normally trains them? The chef or the owner himself	Admin	48	1.80%
rewarding employees based on performance	Interview 19	Interviewer: Do you try to keep your employees motivated by offering them incer	Admin	42	1.60%
encouraging employees to suggest new ideas	Interview 19	Interviewer: All right. Do you encourage your employees suggest new ideas? R	Admin	44	1.60%
changing menu periodically	Interview 2	[Yeah, I do]. After two, three month, [more up] the menu, and already my menu':	Admin	24	1.00%
on demand ingredients or health related information	Interview 2	All right. So do you provide health-related information with your products, like in	Admin	18	0.80%
improving the ambience of the restaurant regularly	Interview 2	Yeah. Change, Changing [up even more] beautiful, more like customer. Intervi	Admin	50	2.20%
production equipment upgrading	Interview 2	Yeah. My main branch is in Sydney. There changing is ... You know, [the latest k	Admin	30	1.30%
partnered with delivery apps to ease order placemer	Interview 2	Oh, OK. Have you made it easier for customers to place their orders? Like previc	Admin	55	2.40%
offering card and cash payment modes	Interview 2	- card - customers ask me cash, no problem. Same price. Card is same price. A	Admin	22	1.00%
offering discounts and deals	Interview 2	Yeah. Every week it's change. Sometimes I'm putting buffets very cheap, [more	Admin	35	1.50%
organizing community events	Interview 2	Do you also organize community events to attract more customers? Responde	Admin	21	0.90%
using typical marketing such as using typical marketi	Interview 2	Oh, OK. That's good. Do you print and distribute newsletters, pamphlets? Resp	Admin	14	0.60%
maintaining social media accounts	Interview 2	OK, so everything. Do you maintain accounts on social media such as Faceboc	Admin	35	1.50%
in-house training employees	Interview 2	Do you train them? Respondent: Yeah.	Admin	6	0.30%
rewarding employees based on performance	Interview 2	All right. Do you try and keep your employees motivated by offering incentives o	Admin	39	1.70%
encouraging employees to suggest new ideas	Interview 2	Yeah, some time I'm group meeting with staff. Interviewer: So everyone share ic	Admin	33	1.40%
changing menu periodically	Interview 20	Interviewer: So my first question is, do you update your menu with new items? F	Admin	24	0.70%
improving the ambience of the restaurant regularly	Interview 20	Interviewer: All right. Do you take any steps to increase the beauty and environn	Admin	59	1.70%
partnered with delivery apps to ease order placemer	Interview 20	Interviewer: OK. Have you updated your production equipment to help speed up	Admin	76	2.20%
offering card and cash payment modes	Interview 20	Interviewer: How does it benefit if you have different payment options for your cu	Admin	39	1.10%
offering discounts and deals	Interview 20	Interviewer: OKs, now we are going to talk something about marketing innovatio	Admin	32	0.90%
organizing community events	Interview 20	Interviewer: Do you organise any community events to promote your restaurant'	Admin	85	2.40%
maintaining social media accounts	Interview 20	Interviewer: OK. Do you print and distribute newsletters? Respondent: In the st.	Admin	56	1.60%

		TYPICAL ATTITUDES CONTD.			
looking after work-life balance of employees	Interview 20	Interviewer: OK. Let's talk about the last section that is organisational innovatio	Admin	88	2.50%
rewarding employees based on performance	Interview 20	Interviewer: Do you try and keep your employees motivated by offering incentive	Admin	47	1.30%
encouraging employees to suggest new ideas	Interview 20	Interviewer: Do you encourage your employees to suggest new ideas and sugg	Admin	108	3.10%
in-house training employees	Interview 20	Interviewer: All right, so regarding organisational like providing work life balance	Admin	229	6.60%
changing menu periodically	Interview 3	[We update regularly]	Admin	3	0.10%
on demand ingredients or health related information	Interview 3	Yes. We do.	Admin	3	0.10%
improving the ambience of the restaurant regularly	Interview 3	Yeah, interior and whatever, like just to increase the look of your restaurant. Re	Admin	21	0.50%
production equipment upgrading	Interview 3	just for the machinery. I have a storage there. At least $40,000 worth of machine	Admin	22	0.50%
offering card and cash payment modes	Interview 3	They don't have online cash transfer, they only have card or cash.	Admin	13	0.30%
organizing community events	Interview 3	Yes, we [run it] for three times, three years continuously, for the ganesh festival	Admin	14	0.30%
looking after work-life balance of employees	Interview 3	Work-life balance, yes, always	Admin	5	0.10%
in-house training employees	Interview 3	Yes, we always do that. Actually, I train [myself]. I have a bachelors and I have a	Admin	27	0.70%
rewarding employees based on performance	Interview 3	Yes, I give – I mean, for my permanent staff, I give them bonus every year.	Admin	15	0.40%
encouraging employees to suggest new ideas	Interview 3	Yeah, yeah. Do you encourage your employees to suggest new ideas? Respo	Admin	15	0.40%
changing menu periodically	Interview 4	Yes, we do, every four to six weeks	Admin	8	0.30%
improving the ambience of the restaurant regularly	Interview 4	Yes, we do, definitely, definitely. It is very important. Ambience is really importan	Admin	44	1.40%
production equipment upgrading	Interview 4	Well, when you use the machine it's like – it does get outdated. We have to char	Admin	62	2.00%
partnered with delivery apps to ease order placemer	Interview 4	Yeah, we have a online platform so people can place orders through our app, th	Admin	27	0.90%
offering card and cash payment modes	Interview 4	Yeah, cash, credit card, EFTPOS, yeah. Interviewer: EFTPOS, yeah, OK. So c	Admin	27	0.90%
using typical marketing such as using typical marketi	Interview 4	We do, we do. Direct marketing comes in. As I said, once we started we did some	Admin	25	0.80%
maintaining social media accounts	Interview 4	Yes. Yes, we have a page on Facebook. Instagram, we do. We update them alr	Admin	18	0.60%
looking after work-life balance of employees	Interview 4	Yeah, that's right, that's right. My staff members, they enjoy working under my st	Admin	89	2.90%
in-house training employees	Interview 4	Yeah, I train them by myself because I do have [14] years of experience in it. But	Admin	33	1.10%
rewarding employees based on performance	Interview 4	Yes, I do provide them incentives,	Admin	6	0.20%
on demand ingredients or health related information	Interview 5	Sometimes. It's not really written in the menu, but some of the customer ask if thi	Admin	68	1.40%
improving the ambience of the restaurant regularly	Interview 5	A few weeks ago we decided to redecorate the bistro. Because the business is	Admin	89	1.80%
offering card and cash payment modes	Interview 5	Second is of course the cash. Interviewer: Cash, yeah. Respondent: And ther	Admin	19	0.40%
offering discounts and deals	Interview 5	Yeah. And also, we do have vouchers, so vouchers for like special occasions, f	Admin	73	1.50%
organizing community events	Interview 5	Yes, we do organize community events. Recently we organized a event for a ca	Admin	67	1.40%
using typical marketing such as using typical marketi	Interview 5	Yes, we do. Recently we just partner – re-partnered again with the local newspa	Admin	37	0.80%

		TYPICAL ATTITUDES CONTD.			
maintaining social media accounts	Interview 5	I personally manage the business Facebook page, so	Admin	8	0.20%
looking after work-life balance of employees	Interview 5	Yes, we do have. Because especially in the bistro, for the chefs, the first persor	Admin	73	1.50%
rewarding employees based on performance	Interview 5	OK. Do you try and keep your employees motivated by offering incentives and b	Admin	20	0.40%
changing menu periodically	Interview 6	Yes, we do. We do once a year. So we did have a menu in 2017, and then we re	Admin	66	1.70%
on demand ingredients or health related information	Interview 6	Yes. We have very good customer base, vegans and gluten free, and obviously	Admin	140	3.60%
improving the ambience of the restaurant regularly	Interview 6	Yes. So what we're doing at the moment, we got a few feedback, say, from the r	Admin	73	1.90%
offering card and cash payment modes	Interview 6	We do have obviously cash and card and cash, both.	Admin	10	0.30%
partnered with delivery apps to ease order placemer	Interview 6	There is only one option through Menulog, they can pay online.	Admin	11	0.30%
offering discounts and deals	Interview 6	Yes, we did. In the beginning, what we did, when we opened in 2017, so we hav	Admin	124	3.20%
organizing community events	Interview 6	We do. We started doing two activities a year. It might be more, but this year las	Admin	76	2.00%
using typical marketing such as using typical marketi	Interview 6	We do. And then we have advertisement on the local newspaper also. It's called	Admin	23	0.60%
maintaining social media accounts	Interview 6	We don't. We basically do it on our own website, like the Google, on the Google.	Admin	39	1.00%
looking after work-life balance of employees	Interview 6	Yes, we do. And for my main thing is I want my employee to be comfortable work	Admin	65	1.70%
rewarding employees based on performance	Interview 6	Yes, we do. Well, 80 percent employees get the free transportation, because w	Admin	115	3.00%
encouraging employees to suggest new ideas	Interview 6	Yes, we do. We always tell them to we have a lot of [table talk], we don't feel the	Admin	128	3.30%
changing menu periodically	Interview 7	Yes. We do every year. We try to put new things in the menu to make sure that c	Admin	27	1.00%
on demand ingredients or health related information	Interview 7	Definitely. Most of the people, they have more allergic the issues, so we try to m	Admin	57	2.00%
improving the ambience of the restaurant regularly	Interview 7	Yes, we do in some ways, like in the New Year Eve, we try to put some specials a	Admin	45	1.60%
partnered with delivery apps to ease order placemer	Interview 7	Yes. They do online, so there is the Menulog and the other apps which they we	Admin	28	1.00%
offering card and cash payment modes	Interview 7	Yes. We do EFTPOS, credit card and cash, so that is easy, but, nowadays, peo	Admin	25	0.90%
offering discounts and deals	Interview 7	Yes. We do the loyalty cards which is after 10 meals, they will get the eleventh m	Admin	60	2.10%
using typical marketing such as using typical marketi	Interview 7	We do brochures. We drop door-to-door brochures, that's the easy way [to kno	Admin	16	0.60%
maintaining social media accounts	Interview 7	Do you maintain accounts on social media? Respondent: Yes, we do. Intervie	Admin	68	2.40%
looking after work-life balance of employees	Interview 7	Yes. That is very important. They are the ones who are working with you, so we a	Admin	41	1.40%
in-house training employees	Interview 7	We do all the time, which is very important, because, sometimes, you get someth	Admin	68	2.40%
rewarding employees based on performance	Interview 7	Yes, we do. If the person is doing really well, it's our responsibility to look after the	Admin	41	1.40%
changing menu periodically	Interview 8	Yes, of course.	Admin	3	0.10%
on demand ingredients or health related information	Interview 8	Yes. If somebody asks, then we, you know, of course, if people have allergies ar	Admin	40	1.30%
improving the ambience of the restaurant regularly	Interview 8	Yes. I think the outlook of the restaurant is the number one thing, like outside	Admin	15	0.50%
offering discounts and deals	Interview 8	Yes, of course. We do coupons and we do the discounts. And when the events	Admin	48	1.60%

		TYPICAL ATTITUDES CONTD.			
organizing community events	Interview 8	Yes, of course. Not directly, but what we do, we just give the sponsor to the com	Admin	38	1.30%
maintaining social media accounts	Interview 8	Yes. We have a Facebook page and a website, so that, we do.	Admin	13	0.40%
partnered with delivery apps to ease order placemer	Interview 8	Yes, of course. Yes, we do Menulog, UberEats and Foodora. So we have that,	Admin	15	0.50%
in-house training employees	Interview 8	Yes, of course, we do. Yes. It is important too, because when you are doing son	Admin	44	1.50%
rewarding employees based on performance	Interview 8	Do you try and keep your employees motivated by offering incentives and bonu	Admin	27	0.90%
changing menu periodically	Interview 9	Yes. Every month we upgrade with a new dish.	Admin	9	0.20%
on demand ingredients or health related information	Interview 9	Yes, we do, like specifically because some customer ask about the gluten and	Admin	75	2.00%
improving the ambience of the restaurant regularly	Interview 9	Yes. When we had [this place first] or we have changed our wall texture at first p	Admin	74	2.00%
partnered with delivery apps to ease order placemer	Interview 9	Plus, from our website, people, they can order through the website as well, and	Admin	18	0.50%
offering discounts and deals	Interview 9	Yes, we do. We have different days, like from 10 o'clock to 12 o'clock, we have h	Admin	20	0.50%
organizing community events	Interview 9	Yes. We constant promoting festivals, community programs, drug deals campai	Admin	43	1.10%
using typical marketing such as using typical marketi	Interview 9	We do brochures and leaflets. So we hang them in front of our shop, plus we dis	Admin	50	1.30%
maintaining social media accounts	Interview 9	Yes, we do. We have given our Facebook, Twitter, Instagram and Google [issue	Admin	48	1.30%
in-house training employees	Interview 9	What we do, I have good friends in the industry, so they are running major chain	Admin	129	3.40%
rewarding employees based on performance	Interview 9	With my workers, I have set a sales target for every day. So what I've told them, if	Admin	60	1.60%
changing menu periodically	Interview 1	Yep, we update our menu regularly	Admin	6	0.10%
on demand ingredients or health related information	Interview 1	Yes, if someone will ask. For example, a lot of the peoples, they are vegan in the	Admin	82	1.40%
improving the ambience of the restaurant regularly	Interview 1	The first impression is the last impression. In the restaurants, some of the restau	Admin	255	4.20%
offering discounts and deals	Interview 1	Yes, it is very, very important, you know. Because the families, they come on the	Admin	181	3.00%
maintaining social media accounts	Interview 1	Yeah, mainly the Facebook. Instagram, people, some of them, using a lot, some	Admin	40	0.70%
relying on typical marketing strategies	Interview 1	In the marketing, everybody's doing the same ideas, like a Facebook is very imp	Admin	49	0.80%
looking after work-life balance of employees	Interview 1	It is very, very, very important. If your employees are not happy, you think your bu	Admin	73	1.20%
rewarding employees based on performance	Interview 1	And this kind of things my employees think, "Our owner is good for us," and they	Admin	81	1.30%
in-house training employees	Interview 1	Yes. I do all the trainings by myself to give to them, because I want ... They have t	Admin	55	0.90%

		PROACTIVE ATTITUDES			
Code	**Case**	**Text**	**Coder**	**Words**	**% Words**
doing marketing through printing dockets of supermarkets	Interview 10	Not the vouchers, but we already marketing by the Coles, there is printing docket	Admin	32	1.20%
naming new dish against the employee name suggested i	Interview 10	Interviewer: Do you encourage your employees to suggest new ideas? Respon	Admin	45	1.70%
cooking everything fresh	Interview 12	Interviewer: Do you cater to dietary requirements such as halal, vegetarian, vega	Admin	79	2.50%
maintaining consistency of tatse	Interview 12	Interviewer: So regarding your food, do you think you are doing something differ	Admin	117	3.70%
Engaging staff in innovation implementation process	Interview 13	Interviewer: OK. Do you encourage your employees to suggest new ideas? Res	Admin	55	1.90%
ingredient information is printed on menu	Interview 14	Interviewer: All right. Do you provide health related information with your product	Admin	59	1.60%
offering atm use, cash, card, and online payment	Interview 14	So a lot of our things are happening online now, what we were doing manually b	Admin	54	1.40%
targetting night shift workers through marketing	Interview 14	Interviewer: Do you print and distribute newsletters? Respondent: Yes, we do. V	Admin	126	3.30%
doing marketing through radio	Interview 15	Interviewer: Don't you think it's important? Or you think it's just an old marketing st	Admin	27	0.80%
offering fusion food	Interview 16	Interviewer: That's good. Regarding food, do you think you are doing something c	Admin	93	2.20%
trying to create own booking and delivery system	Interview 16	Interviewer: Delivery system, yes? Respondent: Booking system, delivery syste	Admin	46	1.10%
Innovating equipment for competitive advantage	Interview 16	Interviewer: I see. OK, so, have you updated your production equipment to help s	Admin	77	1.90%
practising R and D in the restaurant	Interview 16	Interviewer: I see. OK, so, have you updated your production equipment to help s	Admin	77	1.90%
maintaining consistency of tatse	Interview 8	Interviewer: So regarding your food, do you think you are doing something differ	Admin	106	3.60%
introduction of technology to ease order placement	Interview 17	Interviewer: OK. So, let's talk something about process innovation, have you autc	Admin	100	3.50%
ingredient information is printed on menu	Interview 18	Interviewer: OK. Do you provide health related information with your products like	Admin	53	1.70%
doing email marketing	Interview 18	Interviewer: Oh, OK. So do you maintain accounts on social media such a Faceb	Admin	53	1.70%
Engaging staff in innovation implementation process	Interview 19	Interviewer: All right. Do you encourage your employees suggest new ideas? R	Admin	44	1.60%
offering atm use, cash, card, and online payment	Interview 12	So a lot of our things are happening online now, what we were doing manually b	Admin	45	1.20%
ingredient information is printed on menu	Interview 20	Interviewer: Do you provide health related information with your products? Like ir	Admin	97	2.80%
offering third party training programs to employees	Interview 20	Interviewer: Do you try to improve your employee skills by offering training progra	Admin	131	3.80%
offering fusion food	Interview 3	At the moment we are in fusion cuisine, so like we are Indo-Chinese, but particul	Admin	42	1.00%
Innovating equipment for competitive advantage	Interview 3	just for the machinery. I have a storage there. At least $40,000 worth of machine	Admin	22	0.50%
introduction of technology to ease order placement	Interview 3	Yeah, if they want to place some takeaway order they just check in Google or th	Admin	85	2.10%
Engaging staff in innovation implementation process	Interview 3	Yeah, yeah. Do you encourage your employees to suggest new ideas? Respor	Admin	15	0.40%
ingredient information is printed on menu	Interview 4	Yes, we do. Everything is written on the menu, so if – we cannot match each an	Admin	53	1.70%

		PROACTIVE ATTITUDES CONTD			
outsourced marketing	Interview 4	So you have outsourced your marketing, yeah? Respondent: Yeah, I have, I have	Admin	13	0.40%
using sponsoring events as a marketing tool	Interview 5	Yes. We do have, one of which is sponsorship. So we sponsor sports clubs, like	Admin	71	1.50%
intending to use Google business tool	Interview 5	And of course – and also, I just – in addition to that, I just learned about the Googl	Admin	92	1.90%
cooking everything fresh	Interview 6	I think the different thing what we are doing, we're cooking everything fresh on ord	Admin	76	2.00%
introduction of technology to ease order placement	Interview 6	Yes. Start from the front of house, so we used to obviously, from ordering, so we	Admin	105	2.70%
Innovating equipment for competitive advantage	Interview 6	Yes, we did. We brought some new fridges into the kitchen. And we have put som	Admin	90	2.30%
doing email marketing	Interview 6	I think yes and no, but then not many people nowadays does the email marketing	Admin	29	0.80%
offering third party training programs to employees	Interview 6	Yes, we do. We do a lot of trainings and meetings, even the short courses, for exa	Admin	36	0.90%
Engaging staff in innovation implementation process	Interview 6	Yes, we do. We always tell them to we have a lot of [table talk], we don't feel them	Admin	128	3.30%
cooking everything fresh	Interview 7	Most of the time, the yes, we are doing similar thing, but it's more [dependent] tha	Admin	46	1.60%
introduction of technology to ease order placement	Interview 7	It's just the ordering system. We do have the mobile technology which is easy and	Admin	33	1.20%
offering atm use, cash, card, and online payment	Interview 15	So a lot of our things are happening online now, what we were doing manually be	Admin	81	3.10%
introduction of technology to ease order placement	Interview 8	Yes. We take the orders on the phone, on the messages. Our good customers, th	Admin	62	2.10%
outsourced marketing	Interview 9	But still you are outsourcing it to different marketing companies. Respondent: Ye	Admin	12	0.30%
introduction of signature dishes	Interview 1	Signature dishes are which one is famous for my restaurant, so that's why I will k	Admin	25	0.40%
offering atm use, cash, card, and online payment	Interview 1	Yes. In these days you have to keep all of them, because a lot of – you know, in th	Admin	135	2.20%
offering third party training programs to employees	Interview 3	Yes, the short courses, for example, liquor courses. And we have people come to	Admin	30	0.80%

COMPLACENT ATTITUDES

Code	Case	Text	Coder	Words	% Words
not offering training programs to employees	Interview 10	Honestly, we did these things starting to us, but now, we don't have time. So, defir	Admin	50	1.80%
not providing health related or ingredient information	Interview 11	Interviewer: All right. So do you provide health related information with your produc	Admin	21	1.10%
not trying to ease order placement	Interview 11	IWe used to, but not anymore, because they are charging too much.	Admin	12	0.60%
not cosnidering marketing important for growth	Interview 11	No, we do not because marketing is something not our priority.	Admin	11	0.60%
not maintaining social media accounts	Interview 11	Interviewer: Do you maintain accounts on social media, such as Facebook? Resp	Admin	20	1.10%
not cosnidering marketing important for growth	Interview 12	Look, like I said, you know, the clientele that we do have, they're actually not mainl	Admin	110	3.40%
not cosnidering marketing important for growth	Interview 17	Not really … sometimes we do it but it is not reall serious.	Admin	12	0.50%
not encouraging or engaging staff in innovation	Interview 11	It is the owners who take all the decisions and employees are not involved	Admin	14	0.60%
Not changing taste as per customers' suggestions	Interview 13	We have unique traditional taste which we do not want to change	Admin	12	0.30%
not motivating employees by rewards	Interview 18	Interviewer: All right. Do you try and keep your employees working with you by offe	Admin	71	2.30%
not upgrading production equipment	Interview 19	Interviewer: All right. Have you upgraded your production equipment to help speec	Admin	30	1.10%
not doing anything regarding marketing at all	Interview 19	No, at the moment not. It is not our focus to promote and advertise. So we do not	Admin	19	0.80%
not looking after work-life balance of employees	Interview 2	Sometimes, it is very busy day, sometimes long weekend, four day, five day. Forg	Admin	18	0.80%
not cosnidering marketing important for growth	Interview 20	In the start when we bought that restaurant in the start, we did. But nowadays, we	Admin	56	1.60%
not encouraging or engaging staff in innovation	Interview 2	I myself do research and change things. I know what to change.	Admin	12	0.20%
Not changing taste as per customers' suggestions	Interview 11	Changing taste from our decades old menu is not something appealing.	Admin	11	0.50%
not looking after work-life balance of employees	Interview 17	Sometimes, there is too much work especailly on the weekend, so it is tough	Admin	13	0.30%
not upgrading production equipment	Interview 11	No, innovating production equipment is costly so we do not bother doing it.	Admin	13	0.30%
Not allocating any budget for marketing	Interview 2	We never spend anything on marketing.	Admin	6	0.10%
not offering training programs to employees	Interview 3	They gain knowledge, but they don't implement it. Because mostly, as I told you, tl	Admin	35	0.90%
not upgrading production equipment	Interview 15	When old equipment serves the purpose, there is no need to change it.	Admin	13	0.30%
not cosnidering marketing important for growth	Interview 4	Respondent: As yet we haven't offered any sort of vouchers, coupons, but to attrac	Admin	28	0.90%

COMPLACENT ATTITUDES CONTD.

Not changing taste as per customers' suggestions	Interview 2	Our signature dishes are the best ones in the market so we do not take it seriously to chan		19	0.30%
not looking after work-life balance of employees	Interview 4	Over the busy times, we cannot manage it and workers need to work hard	Admin	14	0.30%
not encouraging or engaging staff in innovation	Interview 8	I think the managers should observe anything happening and they should note do	Admin	16	0.30%
not improving ambience	Interview 11	No, we do not think it is important to improve the ambience of your restaurant. It is	Admin	15	0.30%
not changing menu	Interview 5	We don't. Usually they – seldomly, like rarely they update their menu	Admin	12	0.20%
not upgrading production equipment	Interview 7	So have you updated your production equipment or it's the same since the start o	Admin	54	1.90%
not maintaining social media accounts	Interview 14	No, we do not focus on social media thing at the moment.	Admin	12	0.20%
not cosnidering marketing important for growth	Interview 7	It depends on the situation that how the, you know, sometimes, we do it with our	Admin	43	1.50%
Not changing taste as per customers' suggestions	Interview 9	Taste is something we decide and provide to our customers and most people like it.		15	0.60%
not looking after work-life balance of employees	Interview 11	There are few employees who work permanent and 7 days a week.	Admin	12	0.30%
not encouraging or engaging staff in innovation	Interview 13	I have complaint and suggestions box which help in getting things fixed.	Admin	12	0.30%
not upgrading production equipment	Interview 9	In fact we tried in the start but found it not too advantageous so we do not like to d	Admin	20	0.80%

BARRIERS TO INNOVATION

Code	Case	Text	Coder	Words	% Words
no barriers to innovation implementation	Interview 12	No, not at all, because we've been doing this for a long time, so technically it beco	Admin	41	1.30%
financial constraints in product innovation implementation	Interview 13	Interviewer: So you are facing any difficulties or barriers in implementing somethin	Admin	101	3.60%
financial constraints in marketing innovation implementation	Interview 13	Interviewer: Yeah. What if you like come up with some new marketing strategy? D	Admin	100	3.50%
no barriers to innovation implementation	Interview 15	No, we don't feel any difficulty in there because we feel it's more easy for us beca	Admin	84	2.50%
time constraint in implementing process innovation	Interview 16	Interviewer: So, these things are a bit different, are you facing any difficulties in do	Admin	93	2.20%
time constraint to do door to door, direct or paper marketing	Interview 16	Interviewer: Yes, OK. Do you print and distribute newsletters? Respondent: Not o	Admin	138	3.30%
time constraint in implementing product innovation	Interview 17	Interviewer: Are you facing any difficulties in doing these different things from you	Admin	74	2.60%
financial constraints in implementing process innovation	Interview 17	Interviewer: Mhm (+). All right, regarding the processes, ordering processes, acco	Admin	84	2.90%
time constraint in impelmenting marketing innovation	Interview 17	Interviewer: Do you think it would help if you start organising community events, w	Admin	68	2.40%
limited space constraint to process innovation implementation	Interview 18	Interviewer: While trying to implement those changes, do you think you are facing a	Admin	103	3.30%
managing staff to implement innovation	Interview 19	Interviewer: What difficulties have you faced in your attempts to introduce product	Admin	65	2.40%
employee resistance in implementing process innovation	Interview 19	Interviewer: Do you think you are going to face any difficulties in doing this? Resp	Admin	106	4.00%
financial constraints in marketing innovation implementation	Interview 19	Interviewer: If you introduce new marketing strategies, do you think you are going	Admin	70	2.60%
employee resistance in implementing organizational innovation	Interview 19	Interviewer: Are you facing any difficulties in doing so? Respondent: Yes, someti	Admin	50	1.90%
financial constraints in organizational innovation implementation	Interview 19	Interviewer: Are you facing any difficulties in doing so? Respondent: Yes, someti	Admin	50	1.90%
no barriers to innovation implementation	Interview 2	Respondent: No. Interviewer: No difficulties at all? Respondent: No.	Admin	9	0.40%
financial constraints in product innovation implementation	Interview 20	Interviewer: And in doing something different from your competitors, are you facin	Admin	87	2.50%
organizational politics contraint to organizational innovation implementation	Interview 20	Interviewer: You are facing any difficulties here? Respondent: Oh, it happened yo	Admin	52	1.50%
retaining staff in implementing organizational innovation	Interview 3	Yes, we always because Indo-Chinese is a very unique thing, a very unique cuisi	Admin	92	2.30%
especially trained staff for implementing product innovation	Interview 3	So what kind of difficulty? Like it's hard to find the staff especially to train on that?	Admin	21	0.50%
financial constraints in implementing process innovation	Interview 3	Oh, OK. So – Respondent: So budget– Interviewer: budget difficulties.	Admin	9	0.20%

BARRIERS TO INNOVATION CONTD.

financial constraints in organizational innovation implementation	Interview 3	Difficult thing is just budget and time.	Admin	7	0.20%
time constraint in implementing organizational innovation	Interview 3	Budget and time	Admin	3	0.10%
no barriers to innovation implementation	Interview 4	I haven't experienced any difficulty, no.	Admin	7	0.20%
managing staff to implement innovation	Interview 5	but because the current employees there are used to those previous process, wh	Admin	84	1.70%
difficulty maintaining different dietry requirements	Interview 8	Yes. That's going to be really hard, I think, because you need to keep all the things	Admin	57	1.90%
financial constraints in implementing process innovation	Interview 8	Yes. Number one, financial, of course	Admin	6	0.20%
managing staff to implement innovation	Interview 8	find the professional people, so they can do	Admin	8	0.30%
managing staff to implement innovation	Interview 9	Respondent: Yes. For me, personally, it wasn't because I'm in business for the la	Admin	73	1.90%
no barriers to innovation implementation	Interview 11	We face no barriers to innovation at all.	Admin	8	0.10%
financial constraints in product innovation implementation	Interview 1	It is very, you can say the … When I start my restaurant, like in the start it was ver	Admin	128	2.10%
importation duties and time in process innovation implementation	Interview 1	OK. When I order this tandoor, I feel a lot of difficulties because you are importing t	Admin	50	0.80%