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Qualitative benefits of MBESST in the selection of a restaurant location: Touristic restaurant Palencia de Lara, Toledo, Spain

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Abstract

Selecting the optimal location for a restaurant is a process that demands crucial and comparable data. The Model for the Best Site Selection for a Restaurant (MBESST) is a flexible model that combines quantitative and qualitative elements in assessing any restaurant site. This research provides the qualitative results derived from evaluating the location of an empirical case, Palencia de Lara Restaurant in Toledo, Spain, a tourist city. The design consisted of a non-experimental, transversal, and qualitative approach, using non-participant observation and interviews to gain a desirable appreciation of the issue. The global assessment's locations were 7.26, indicating the collection of essential components to maximize its appeal to guests. Palencia de Lara Restaurant should optimize its entire operational capacity more effectively. Flow pattern, visibility, and massive traffic generators were the three most essential factors in selecting this location. A significant contribution of the research is that using the definitions of the factors and sub-factors and the scale of specific quality levels allows for focusing on standard terms during the location assessment process. The designed instruments in the MBESST facilitate users to get an integral assessment of any locations of nine factors, fifty-one sub-factors, and individual quality levels of the sub-factors, enabling an in-depth analysis of each assessed element and comparing each other under the same parameters, gathering quantitative and qualitative data.

Keywords: Analytic hierarchy process, Analytic rubric, Independent restaurant, Location assessment, Model BESST, Restaurant industry, Restaurant location, and Tourist businesses.

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1. Introduction

Making consistent and effective decisions is a challenging process for companies and frequently consists of evaluating several elements and comparing alternatives precisely [1]. In the restaurant industry, choosing the ideal location for a restaurant is one of the most crucial decisions that management must make [2]. Choosing a restaurant site that fulfills various requirements can be an intricate task, even more so when looking for an accessible price. It is one of the biggest challenges of setting up a restaurant [3].

The large chains and franchises in the sector can invest millions of dollars in finding the best possible location; they do so to continue their growth and expansion [4], and sometimes they make the wrong selection of new sites [5]. On the other hand, small chains of restaurants and independent restaurants often need more financial resources, time, and expertise to select the optimal location. However, many believe in a basic rule: location, location, and location, as the three elements of success for this line of business [6]. According to a study, the average failure rate for independent restaurants is 25%, and for chain or franchise restaurants, it is 10% in the first year [7-9]. The primary cause of failure has invariably been poor location. However, other factors, such as a lack of differentiation from the competition and the rapid growth of competitors, also play a role [10].

It is not definitive that a suitable location will be a reason for the success of a restaurant; there may be many additional reasons for its failure, although there are studies that point out that a poor location is one of the leading causes for this to happen [9-13]. Moreover, the wrong location generates lower income and additional disadvantages [14]. It is complicated to overcome this negative position because the location does not provide elements to cope with it [6]. Moving is no longer possible once infrastructure, adaptations, and equipment investments are made [2]. However, a good location can boost the business's success even when the strategy and marketing have not been well planned [11].

The Model for the Best Site Selection for a Restaurant (MBESST) proposes a flexible tool for selecting the optimal location for a restaurant. Due to its characteristics, this model can find the best location for investors in an independent restaurant or a small restaurant group (although larger-scale restaurant groups should not discard it).

The first advances obtained from the application of MBESST in empirical case studies showed a strong correlation in the statistical tests (r =.79), evidencing the scope of the quantitative information provided by the model [15]. Nevertheless, the qualitative assessment that can provide meaningful information to decision-makers when choosing the location for a restaurant needs to be made evident; it opens the opportunity to continue with the lines of inquiry proposed for the MBESST.

These research areas would be conducting studies to evaluate the locations of different types of already-open restaurants; the expected weights and ranks would differ for each restaurant. Also, studies show how the detailed quality levels proposed for each sub-factor allow the decision-maker to complement the quantitative data obtained in the first steps of the method of the model.

For this latter proposal, the Palencia de Lara restaurant (PLR) in Toledo, Spain, was selected as a case study to evaluate its location using the MBESST to support the benefits of clearing the qualitative characteristics of optimal location selection for a restaurant. The MBESST originated from a mixed-approach study that combines a quantitative approach that determines the weight and ranking of the factors and sub-factors [15] and a qualitative approach that selects factors and sub-factors and their quality levels.

The flexibility of this model is due to the Analytic Hierarchy Process (AHP) because it permits adjustment of the weight and ranking of factors and sub-factors in any restaurant. Additionally, the analytic rubric (AR), the instrument designed to gather information, permits modifying factors and sub-factors and the quality levels for the assessment to respond to the restaurant under analysis. This flexibility favored the adjustment of model BESST components to assess PLR location.

Usually, there are several options for choosing a site to locate a restaurant in each city: decision-makers initiate considering the client profile, the restaurant's concept and design, the size of the locale needed, and the legal requirements to open it; subsequently, they evaluate the characteristics of the location. MBESST focuses on this part of the site selection process since it will allow a detailed assessment of the characteristics of the location. Then, continuing with the process, the financial evaluation is made.

This paper aims to provide the qualitative approach results of MBESST when evaluating a location for a restaurant in a touristic city. This article explicitly presents the qualitative method's results as additional model benefits.

2. Literature Review

2.1. Selection of the Location for a Restaurant: Previous Research

The restaurant sector considers the location of establishments to be fundamental. Therefore, researchers have published processes and methods for selecting suitable places, considering local must-have variables. They have also proposed tools that focus on choosing locations that allow restaurants to extend their permanence in the market. The following authors have published investigations on this topic:

Tzeng, et al. [13] evaluated a restaurant location in Taipei City, Taiwan, using the AHP. The objective was to choose between two options to establish a Japanese restaurant's Pao-San brand. Others, like Park and Khan [6], identified six categories divided into different elements to generate a guide for selecting a location for restaurant franchises in the United States.

Prayag, et al. [16] identified the effects of restaurant clustering, the relationship with other businesses in the area, and its evolution over twelve years using geographic information systems (GIS). In their research, Self, et al. [10] explained the motives for the failure of six restaurants in Los Angeles, California, United States. Among the results, they noted that the location strongly influences the success and permanence of the restaurant in the market. In their study, Sloan, et al. [17] demonstrated that for owners and management of restaurants in the city of Memphis, Tennessee, United States, it is not

relevant the choice of location for a restaurant to the impact of violent crimes in this city as long as profits are attractive. Chen and Tsai [18] indicated the existence of environmental and local aspects (grouped into four categories) to consider when selecting the location for a restaurant.

H. G. Parsa conducted research in five parts, collaborating with researchers from different universities. One of the first study's conclusions was that restaurant owners and management did not consider that poor location selection could be a factor in failure [8]. In the following research, Parsa, et al. [7] featured macro and micro factors that can affect the success of a restaurant; one of them was the location's attractiveness related to other variables. The third study concluded that the choice of location is essential for the success or failure of a restaurant [9]. In the fourth part, the researchers indicated the choice of the location as a significant activity for the restaurant's permanence in the market [19]. In addition, the fifth section of the study incorporated "unfavourable location" as one of the factors contributing to restaurant failure. This emphasized the correlation between the specific cuisine types (American, Chinese, Mexican, and Italian) and the population density levels (high, medium, and low) [20].

Hsiao and Chen [21] and Hsiao and Chen [22] initially applied the Kansei Engineering-based approach to explore what is necessary for a customer concerning the location of a restaurant. Both researchers conducted a similar study using the same approach, making it possible to detect what diners focus on most when deciding to go to a café with an outdoor environment. Although the location of a restaurant is essential for many owners, it is also crucial for other business lines. Hence, they use software to obtain strategic information to support decision-making. These include platforms that provide demographic information on different areas' populations, such as the United States Census Bureau [23]. Alternatively, the GIS obtains external and internal company information using specialized software, from environmental events to traffic and pedestrian habits and behaviors (among many other data). These technological tools' information aids in choosing retail or dining establishments and forecasting particular behaviors in the flow of people [24]. A study was conducted in Jakarta, Indonesia, to understand consumer behavior and the factors (demographic and sociographic) that influenced fast food restaurants' decisions on which location they should choose [25].

GIS is not only the foremost information technology used to select the location of a restaurant, but it is also based on Machine Learning Approach from open data. In research, a field survey conducted in St. Petersburg could estimate a range of possibilities of success for the business about the existing locations to choose from [26].

Berumen Calderón, et al. [15] proposed the MBESST, a flexible model integrated by nine factors subdivided into fifty-one subfactors. Their research presented the quantitative results obtained by applying the MBESST to evaluate the locations of theme restaurants (Hard Rock Cafe, Planet Hollywood, Rainforest Cafe, and Bubba Gump) that had operated in the city's tourist destination, Cancun, Quintana Roo, Mexico.

2.2. Model BESST

This section explains how the MBESST works: its architecture, the theoretical models (evaluation and decision-making) that support it, the factors and subfactors that comprise it, the quality scale used to evaluate the subfactors, and the process for implementing it to evaluate the location of a restaurant.

The AR is the basis for the model's architecture; it identifies the evaluated criteria for a specific assignment, with the final score as the total sum of each rubric part [27]. AR's advantage is that it generates a large amount of information for feedback on each evaluated criterion, distinguishing weaknesses and strengths [28]. Also, it permits the identification of the various expected levels of results for the evaluated criteria and their specific descriptions [29]. One of its main characteristics is that the different parts of the element (product, activity, or process) are evaluated separately. However, to generate the global result, it is necessary to add all the features of the AR [28].

Each of the ARs is composed of five columns: (a) rank (i or j), (b) factors or sub-factors, (c) weight (W_i or W_{ij}), (d) individual assessment (WR_{ik} or R_{ij}), and (e) weighted assessment (WR_{Eik} or WR_{ij}); at the end of the AR, the evaluation of all the weighted assessments is added to obtain the global assessment (WR_{Gk} or W_{Ri}) of the factor or sub-factor; see Table 1.

Following the Saaty theory, MBESST only uses the AHP to determine the rank and relative weight of the factors and sub-factors Saaty [30]. The AHP, a multi-criterion decision-making approach [1], is a well-known model in the field. It helps people make decisions about difficult issues by presenting the goal, the decision criteria, and the options to choose in a hierarchical way [31].

It permits weights' calculation using the pairwise comparison matrix, comparing the relative relevance of two factors (or criteria) [32, 33]. Different weights for each factor and sub-factor are assigned within the AR because not all restaurant businesses have the same level of interest. Each element is not equally important to them.

The AR in the first part of the model consists of nine factors. In the second part, the AR for each factor is then separated into sub-factors (a total of 51): (a) accessibility (nine sub-factors), (b) parking area (seven sub-factors), (c) competitive environment (six sub-factors), (d) massive traffic generators (four sub-factors), (e) flow pattern (six sub-factors), (f) security (seven sub-factors), (g) Characteristics of the zone: five sub-factors; (h) visibility: four sub-factors; and (i) influence zone: three sub-factors [15].

The general structure can be seen in Figure 1, which uses the AR as its base, the AHP to show the hierarchy and weighting in the rubric, and the MBESST's factors and sub-factors to put it all together.

Table 1.
Structure and components of the analytic rubrics that integrate the BESST model.

Analytic Rubric to evaluate the factors in the MBESST				
Rank	**Factor**	**Weight**	**Individual assessment**	**Weighted assessment**
i		W_i	WR_{ik}	WR_{Eik}
Results of the individual rank of the factors 1-9	Factor 1 Factor,…,9	Results of the individual weights of the factors	Results of the individual assessment of the factors	Results of the individual weighted assessment of the factors
Restaurant's location global assessment (WR_{Gk})				Sum of the results of the individual weighted assessments of the factors
Analytic Rubric to evaluate the subfactors in the MBESST				
Rank	Subfactors of a factor	Weight	Individual assessment	Weighted assessment
j		W_{ij}	R_{ij}	WR_{ij}
Results of the individual rank of the subfactors 1-n	Subfactor 1 Subfactor,…,n	Results of the individual weights of the subfactors	Results of the individual assessment of the subfactors	Results of the individual weighted assessment of the subfactors
Factor final assessment (WR_i)				Sum of the results of the individual weighted assessments of the subfactors

Note: Model to assess the selection of the optimal location for a restaurant, a quantitative approach [14].

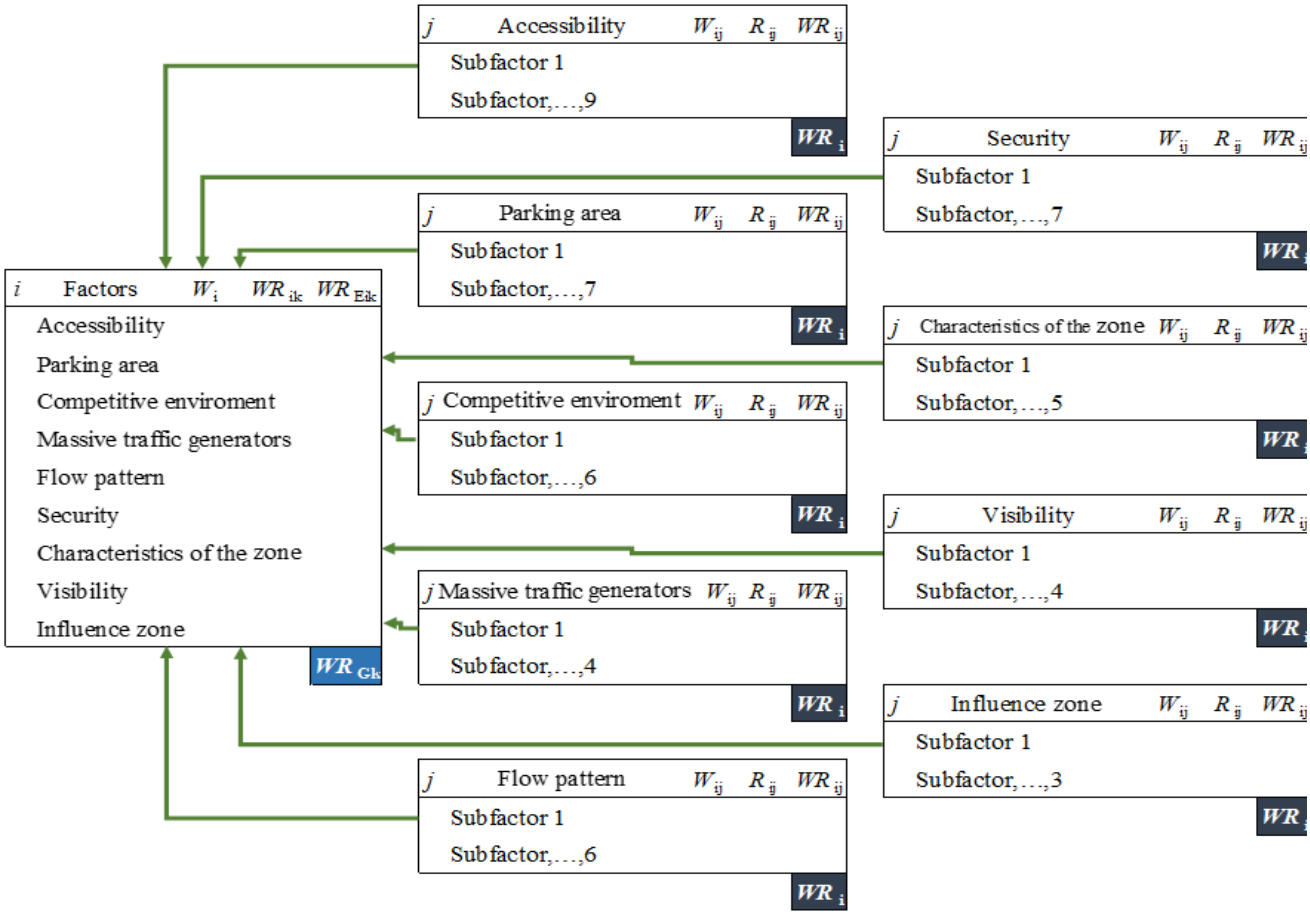

Figure 1.
The general structure of the MBESST.

One of the most far-reaching features of the MBESST is its flexibility. It can be adjusted to address the location's specific characteristics to evaluate according to the type of restaurant through the replacement or addition of criterion (factors of sub-factors) of each AR and the redistribution of weight and rank for each of the factors and sub-factors applying the AHP [15].

The individual evaluation of a sub-factor requires observation of the attributes of the restaurant location *in situ*. A scale of six quality levels (pair numbers) is part of the rubric to evaluate each location sub-factor from 0 to 10. The minimum value of 0 denotes the sub-factor that does not gather any element necessary, and 10 is just the opposite, which means that the sub-factor significantly gathers all the necessary elements. Uneven numbers denote a level of quality that may exist between actual values; see Table 2.

Table 2.
Quality levels for assigning the individual factor or sub-factor rating.

Rate (*R*)	Quality level
10	Significantly gather all the necessary elements
8	Mostly gather the necessary elements
6	Collect the minimum required elements
4	Doesn´t gather enough elements to contribute significantly; however, some features provide some value
2	Doesn´t gather enough elements to contribute significantly; however, there may be some elements that add value
0	Doesn´t gather any element
Uneven numbers	Used to assign a value between an even higher and an even lower number immediately in the case there is an element that was not covered in the scale of the quality level of the factor of sub-factor

Note: Model to assess the selection of the optimal location for a restaurant, a quantitative approach [14].

The qualitative approach of the MBESST applies a quality-level scale. There is a description of the specific quality levels for each sub-factor to make a more precise evaluation when selecting the location of a restaurant. The Security factor, for example, is subdivided into seven sub-factors: (a) vacant lots / abandoned places; (b) security in the parking lot; (c) index of security perception; (d) night lighting; (e) surveillance modules closeness; (f) security cameras in the zone; and (g) crime incidence rate of the zone. For each sub-factor, there is a quality-level scale. The quality levels that would be applied to evaluate the second sub-factor, 'security in the parking lot,' are shown in Table 3. Since the MBESST comprises 51 sub-factors, it has the same number of quality-level scales, one for each sub-factor.

Table 3.
Example of sub-factor 'security in the parking lot' quality levels.

Rate (*R*)	Quality level
10	Only customers and employees of the restaurant or plaza may access the parking lot; the parking lot has security personnel, security camera equipment, and insurance against automobile theft.
8	Anyone can access the parking lot, including patrons and staff members of the restaurant or plaza; it has security personnel, security camera equipment, and insurance against auto theft.
6	Anyone other than patrons and employees of the restaurant or plaza can access the parking lot, which has security camera equipment and insurance against auto theft but no security personnel.
4	There are no security personnel or security cameras in the parking lot, but it does have insurance against auto theft, so anyone besides customers and employees of the restaurant or plaza can access it.
2	Anyone can access the parking lot or the spot where customers leave their vehicles; there are no security personnel, no security cameras, and no insurance against automobile theft.
0	There is no parking, so guests will have to leave their cars on the street or elsewhere at their own risk.

2.3. Palencia De Lara Restaurant, Toledo, España

Toledo, the capital of Castilla-La Mancha, Spain, is located on top of a hill on the right bank of the *Tajo* River and is considered a world heritage city and an important tourist destination. As for its history, in 192 B.C., the Roman Empire conquered it; later, the Visigoths occupied it, and then it passed into the hands of the Muslims, who gave it its current appearance, with narrow and steep streets, many of them with no exit. In 1085, the Christians incorporated the city into the Kingdom of Castilla; since then, it has been called the city of the Three Cultures due to the coexistence between Muslims, Jews, and Christians [34]. The main attractions of the city are the mosques, synagogues, and Christian churches, in addition to the great artistic works, such as the paintings of El Greco, the Santa Iglesia Catedral Primada of Toledo, the Puerta del Sol, the monastery of San Juan de los Reyes and the Alcázar of Toledo [35].

Toledo received 599,576 tourists (390,940 Spaniards and 208,736 foreigners) in 2018 and 598,903 (386,107 Spaniards and 212,796 foreigners) in 2019. These figures decreased drastically due to the Covid-19 pandemic, since in 2020, 189,913 tourists (151,432 Spaniards and 38,481 foreigners) traveled to this city, recovering slightly in 2021, registering 344,497 tourists (286,976 Spaniards and 57,521 foreigners) [36]. In 2018, an average of 62 hotel establishments were open per month. This number remained stable in 2019, with an average of 61 businesses operating per month. However, in 2020, the figure dropped to 38, and there was only a slight recovery in 2021, with 43 hotel establishments open. Hotel occupancy rates were

also affected. In 2018 and 2019, the rates were 56% and 57%, respectively. However, by 2020, they had decreased drastically to just 28%. There was a slight recovery in 2021, with occupancy rates reaching 39% [37].

PLR is in the historic center at *Calle Nuncio Viejo 6*, which connects directly to the *Santa Iglesia Catedral Primada* of Toledo. The restaurant began operations in 2003 under the leadership of its owner and Chef, Tomás Palencia, who began his culinary career in traditional *Castellano-manchega* cuisine at the age of 12 at *Casa Apelio*, a family restaurant linked to the gastronomic history of the town of *Los Yébenes*, Spain. Menu's restaurant offers various traditional recipes from the *Castilla-La Mancha* region. Guests can complement their meals with a wine pairing from the cellar, which boasts 120 wines with Spanish appellations of origin. PLR has been awarded in several culinary events, highlighting the prizes obtained in the *Jornada de la Tapa* and the *Gastronomía Aplicada a la Restauración de Castilla-La Mancha* contest in the modality of traditional cuisine [38].

3. Methodology

This study is cross-sectional and non-experimental. To derive qualitative findings from the MBESST, PLR's location was assessed. This approach provided an in-depth analysis and interpretation of the environment, incorporating rich details from the unit of analysis experiences [39].

Data collection techniques included interviews and non-participant observation. The owner/manager of PLR was interviewed using a matrix to compare the nine factors and 51 subfactors in pairs. Field research was conducted in Toledo in October 2021 to evaluate each subfactor using a quality-level scale.

The case was selected based on its unique characteristics, offering insightful information because Toledo is a renowned tourist destination in Spain recognized as a world heritage city. PLR restaurant has operated for 21 years and stands on a prominent avenue. Despite not having the most favorable surroundings, it displays distinctive features that demonstrate its adaptability to less-than-ideal conditions. PLR is known for its exceptional regional cuisine, specifically *Castellano-Manchego*, and has received numerous culinary awards for representing gastronomic traditions. Additionally, the interviewee, an experienced chef with in-depth knowledge of the industry and its market, is in charge of this establishment.

A two-step method was followed based on the MBESST application process: (1) location quantitative global assessment and (2) location qualitative global assessment.

Step 1 – location-quantitative global assessment. The owner/managing director was interviewed to obtain the pairwise comparison information needed to obtain the weights and hierarchies of the factors and subfactors by AHP. A matrix was used to perform these comparisons (see Table 4). The factors and subfactors' weight and rank were calculated using AHP software v.26.07.2014. The theoretical consideration of maintaining a consistency ratio (CR) for the factors and subfactors of less than 10% was met. Theoretical considerations should apply to obtain a reliable result of the AHP: (a) comparison of judgments between the decision factors; (b) consistency and inconsistency; (c) normalization; and (d) clustering [30].

Table 4.
Factors and sub-factors pairwise comparison matrix.

Factors and sub-factors	1	2	3	4	5	6	7	8	9
1									
2									
3									
4									
5									
6									
7									
8									
9									

Note: In the white area, the pairwise comparison results that had a preference over the factor or sub-factor represented in the columns were indicated, while in the gray area, the pairwise comparison results that had a preference over the factor or sub-factor represented in the rows were indicated.

Step 2 – location-qualitative global assessment. The factors that influence the decision-making process for restaurant location selection were described qualitatively. Once the evaluation of the restaurant's location has been analyzed globally, it is possible to examine each of the sub-factors to describe the specific characteristics of that location, following the scale of quality levels specific to each sub-factor. A qualitative description of each factor's sub-factors allowed it to exceed 80% of the weight in its AR. The purpose was to analyze the location elements from general to specific.

For this purpose, Toledo's field research consisted of walking the adjoining streets in different directions at diverse moments for two weeks, evaluating each sub-factor considering its quality-level scale. These observations were carried out in two ways: 25 days with a regular influx of visitors and tourists and five more days with a high influx of visitors and tourists during holidays regarding the labor calendar of Toledo, Spain, due to the feast of St. Teresa of Jesus and the Feast of the Hispanidad.

Evaluate the quality levels of the sub-factors. Once the weight and hierarchy of each factor and sub-factor are known (Step 1), a rating is assigned to each sub-factor using the existing scale of quality levels for each. Therefore, the 51 sub-factors will have to be assigned a rating. Once each sub-factor is evaluated (R_{ij}), it is multiplied by the weight of the sub-factor (W_{ij}) to obtain a weighted result (WR_{ij}). Next, each WR_{ij} is added to obtain the result of the corresponding factor - j corresponding to the sub-factor's position or rank, $j \leq 9$-, see Figure 2.

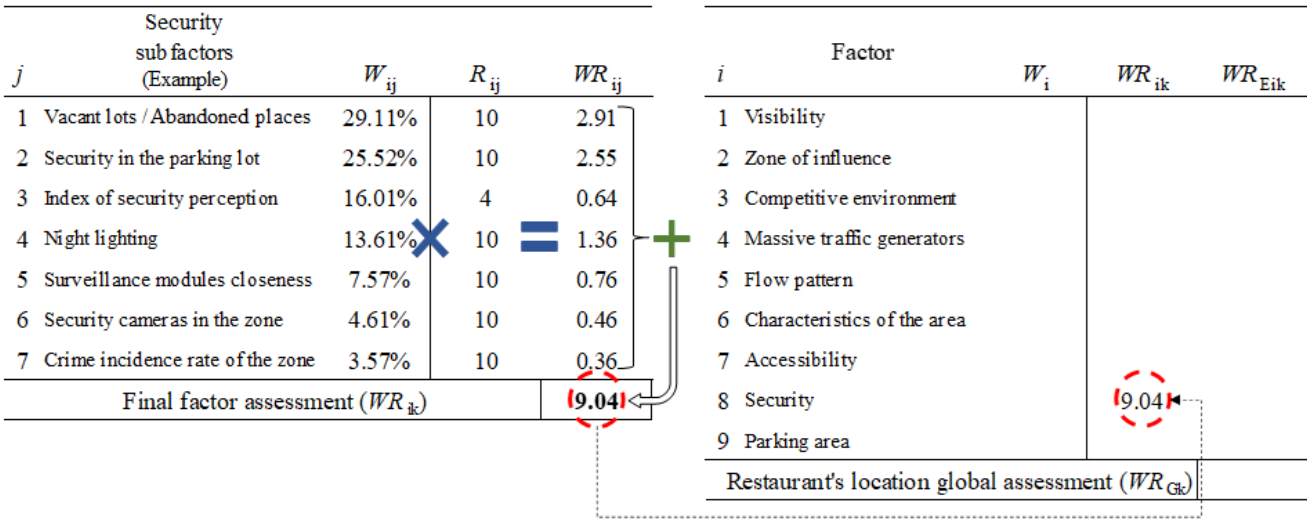

Figure 2.
Evaluation of the sub-factors to obtain the final factor assessment.

Evaluation of the location. Once the factor rates (WR_{ik}) are obtained -*k* corresponds to the location under analysis, and *i* corresponds to the position, or rank, of the factor; $i \leq 9$-, the WR_{ik} of each factor is multiplied by its corresponding weight (W_i), obtaining the weighted assessment of each factor (WR_{Eik}). Ultimately, these products are added to obtain the global location assessment (WR_{Gk}), see Figure 3.

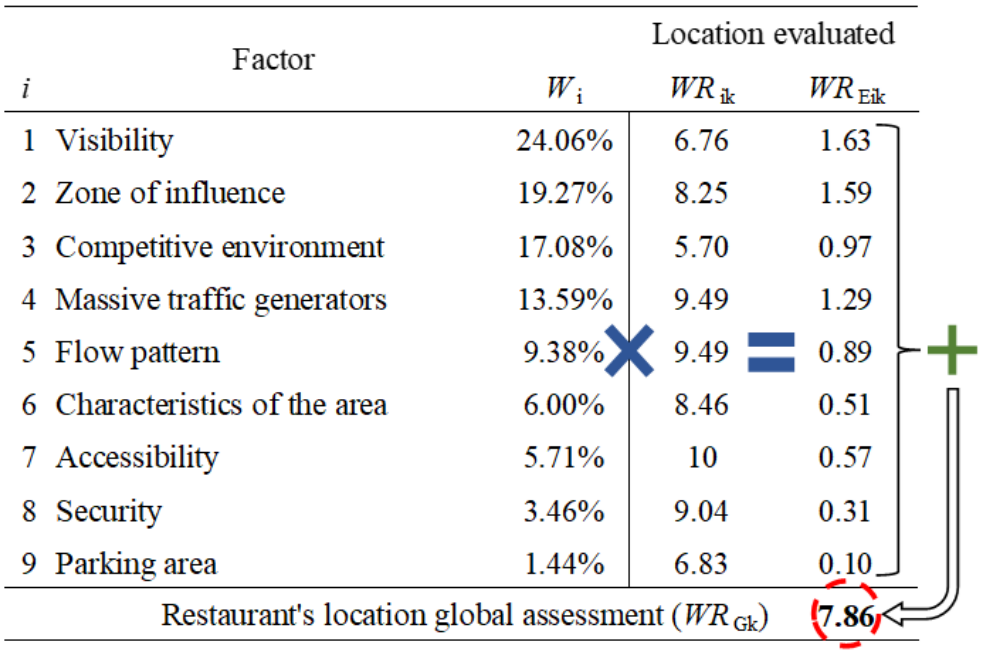

Figure 3.
Global assessment of the location.

4. Analysis Results

4.1. Step 1 Results: Location Quantitative Global Assessment

AHP calculated the weights of the factors and sub-factors (W_i/W_{ij}), which made it possible to determine their hierarchical level (*i/j*). The evaluation of the quality levels of the sub-factors permits assigning them an individual rating, and once these were added together, the rating of each factor was obtained (WR_{ik}/R_{ij}). Once the rating of each factor (WR_i) was obtained, it was possible to get the result of the global evaluation of the location (WR_{Gk}).

The owner/managing director's interview disclosed the factors of Flow pattern (25.43%), Visibility (22.44%), Massive traffic generators (15.18%), Accessibility (10.41%), Competitive environment (8.20%), and Characteristics of the area (6.66%) added 88.31% of what he considers essential for selecting an optimal location for his restaurant. The least important factors were Security (4.19%), Parking area (4.16%), and Influence zone (3.34%).

On the other hand, the nonparticipant observation permitted the evaluation of each sub-factor with its level of quality within its AR and then obtained the global evaluation of the actual PLR location. The highest-rated factors were Characteristics of the area (9.45), Competitive environment (8.74), Accessibility (8.65), and Security (8.16); the factors with a regular evaluation were Influence zone (7.68), Massive traffic generators (7.41), and Flow pattern (7.11), while those with

the lowest ratings were Visibility (5.63) and Parking area (5.38). The global assessment of the actual location of the PLR is 7.26; see Table 5.

Table 5.
Result of the global assessment of the actual location of the Palencia De Lara restaurant.

i	**Factor**	W_i	WR_{ik}	WR_{Eik}
1	Flow pattern	25.43%	7.11	1.81
2	Visibility	22.44%	5.63	1.26
3	Massive traffic generators	15.18%	7.41	1.12
4	Accessibility	10.41%	8.65	0.90
5	Competitive environment	8.20%	8.74	0.72
6	Characteristics of the area	6.66%	9.45	0.63
7	Security	4.19%	8.16	0.34
8	Parking area	4.16%	5.38	0.22
9	Influence zone	3.34%	7.68	0.26
Restaurant's location global assessment (WR_{Gk})				7.26

In terms of the factor with the highest hierarchy, Flow pattern, the sub-factors that had the most significant weight were Target market flow (35.23%), Closeness to traffic lights, stops, and points of attraction (22.25%), Peak hours (18.55%), and Destination (10.18%), adding 86.20% of the total weight of the factor. In terms of their level of quality, the highest scores were obtained by the following sub-factors: Peak hours (10), Transit speed (10), and Flow pattern future (10), while the lowest were Destination (6) and Closeness to traffic lights, stops, and points of attraction (2), see Table 6.

Table 6.
Palencia De Lara restaurant flow pattern sub-factors' assessment.

j	**Flow pattern sub-factors**	W_{ij}	R_{ij}	WR_{ij}
1	Target market flow	35.23%	8	2.82
2	Closeness to traffic lights, stops and points of attraction	22.25%	2	0.44
3	Peak hours	18.55%	10	1.85
4	Destination	10.18%	6	0.61
5	Transit speed	8.52%	10	0.85
6	Flow pattern future	5.28%	10	0.53
Factor final assessment (WR_i)				7.11

As for the next highest-ranking factor, Visibility, the sub-factors with the most significant weight were Perception points (44.30%), Obstacle-free vision (27.83%), and Line of sight (18.28%). None of the sub-factors obtained the highest possible rating in terms of quality level; the highest was obtained by Obstacle-free vision (8), and the lowest was Line of sight (2); the factor final assessment was 5.63; see Table 7.

Table 7.
Palencia De Lara restaurant visibility sub-factors' assessment.

j	**Visibility sub-factors**	W_{ij}	R_{ij}	WR_{ij}
1	Perception points	44.30%	6	2.66
2	Obstacle-free vision	27.83%	8	2.23
3	Line of sight	18.28%	2	0.37
4	Space to place ads	9.59%	4	0.38
Factor final assessment (WR_i)				5.63

The results obtained from the sub-factors of the Massive traffic generator factor showed that those with the highest weight were Number and distance (38.35%), Ease of access (29.47%), the Flow volume of the target (20.99%), adding 88.81% of the weight of the factor, and the least essential Operating schedule (11.19%).

In turn, the rating obtained in terms of their level of quality was similar for Number and distance, the Flow volume of the target market, and Operating schedule, with an evaluation of 8, while Ease of access got a 6. The final factor assessment was 7.41; see Table 8.

Regarding the Accessibility factor, the sub-factors with the highest weight were Main road access to the restaurant (24.02%), Position of the entrance in relation to the building (23.43%), Closeness to alternate routes (11.03%), Alternate access routes (9.50%), Access road types (7.63%), Spaciousness for transit (7.57%), adding 83.19% of the total weight of the factor. The least important were Road conditions (5.51%) and Access for disabled people (4.19%).

Table 8.
Palencia De Lara restaurant massive traffic generators sub-factors' assessment.

j	**Massive traffic generators sub-factors**	W_{ij}	R_{ij}	WR_{ij}
1	Number and distance	38.35%	8	3.07
2	Ease of access	29.47%	6	1.77
3	Flow volume of the target market	20.99%	8	1.68
4	Operating schedule	11.19%	8	0.90
Factor final assessment (WR_i)				7.41

In terms of its quality level, Main road access to the restaurant, Position of the entrance in relation to the building, Spaciousness for transit, return points, Road conditions, and Access for disabled people obtained a 10 each. The lowest evaluation was for Closeness to alternate routes (4). The final factor assessment was 8.65; see Table 9.

Table 9.
Palencia De Lara restaurant accessibility subfactors' assessment.

j	**Accessibility subfactors**	W_{ij}	R_{ij}	WR_{ij}
1	Main road access to the restaurant	24.02%	10	2.40
2	Position of the entrance in relation to the building	23.43%	10	2.34
3	Closeness to alternate routes	11.03%	4	0.44
4	Alternate access routes	9.50%	6	0.57
5	Access road types	7.63%	6	0.46
6	Spaciousness for transit	7.57%	10	0.76
7	Return points	7.11%	10	0.71
8	Road conditions	5.51%	10	0.55
9	Access for disabled people	4.19%	10	0.42
Factor final assessment (WR_i)				8.65

Concerning Competitive environment sub-factors, the highest weights were obtained by Direct competitors (28.01%), Substitute products (23.44%), Recognized restaurant brands (15.16%), and Zone trend (13.42%), adding 80.03% of the total weight of the factor. In comparison, Competitors' price level received the least weight (7.17%). The highest evaluations of the quality levels were as follows: 10 for Substitute products and Zone trend; 8 for Direct competitors, Recognized restaurant brands, Indirect competitors, and Competitors' price levels. The factor obtained a final assessment of 8.74; see Table 10.

Table 10.
Palencia De Lara restaurant competitive environment sub-factors' assessment.

j	**Competitive environment sub-factors**	W_{ij}	R_{ij}	WR_{ij}
1	Direct competitors	28.01%	8	2.24
2	Substitute products	23.44%	10	2.34
3	Recognized restaurant brands	15.16%	8	1.21
4	Zone trend	13.42%	10	1.34
5	Indirect competitors	12.80%	8	1.02
6	Competitors' price level	7.17%	8	0.57
Factor final assessment (WR_i)				8.74

Of the factor Characteristics of the area, the subfactors with the highest weight were Zone reputation (38.87%), Growth and commercial recognition (27.32%), and Number and type of businesses (17.92%), together with adding 84.11% of the weight, the lowest weight was obtained by nearby public transport stops (6.33%). In turn, quality level evaluation resulted in similar for Zone reputation, Growth and commercial recognition, and nearby public transport stops, with a 10; for the number and type of businesses and Alternate services in the zone, the evaluation was 8; with these results, the final factor assessment was 9.45; see Table 11.

Table 11.
Palencia De Lara restaurant characteristics of the area subfactors' assessment.

j	**Characteristics of the area subfactors**	W_{ij}	R_{ij}	WR_{ij}
1	Zone reputation	38.87%	10	3.89
2	Growth and commercial recognition	27.32%	10	2.73
3	Number and type of businesses	17.92%	8	1.43
4	Alternate services in the zone	9.56%	8	0.76
5	Nearby public transport stops	6.33%	10	0.63
Factor final assessment (WR_i)				9.45

The weight of Security sub-factors resulted as follows: the highest was the Existence of vacant lots and abandoned places (31.47%), followed by the Index of security perception of the zone (23.47%), Night lighting (16.46%), and the Crime incidence rate of the zone (12.96%). These sub-factors added up to 84.36% of the total weight, and the sub-factor with the

lowest weight was Surveillance modules closeness. In this factor, concerning the quality level evaluation, two sub-factors obtained a zero (Security in the parking lot and Security cameras in the zone). In contrast, three sub-factors received the maximum evaluation: 10, the Index of security perception of the zone, Night lighting, and Crime incidence rate. The final factor assessment was 8.16; see Table 12.

Table 12.
Palencia De Lara restaurant security sub-factors' assessment.

j	**Security sub-factors**	W_{ij}	R_{ij}	WR_{ij}
1	Existence of vacant lots and abandoned places	31.47%	8	2.52
2	Index of security perception of the zone	23.47%	10	2.35
3	Night lighting	16.46%	10	1.65
4	Crime incidence rate in the zone	12.96%	10	1.30
5	Security in the parking lot	6.00%	0	0.00
6	Security cameras in the zone	5.27%	0	0.00
7	Surveillance modules closeness	4.36%	8	0.35
Factor final assessment (WR_i)				8.16

In terms of the factor Parking area, the sub-factors with the highest weight were Closeness to the restaurant (30.84%), Parking lot space sufficiency (18.92%), Fee for parking use (10), Entrance and exit conditions (11.50%), and Access and parking spaces for disabled people (8.96%), adding a weight of 83.47%. Regarding evaluating the quality levels of the sub-factors, three obtained the highest evaluation: Parking lot space sufficiency, Fee for parking use, and Lighting and signaling, while the lowest evaluation was for the proximity to the restaurant sub-factor. The final factor assessment was 5.38; see Table 13.

Table 13.
Palencia De Lara restaurant parking area sub-factors' assessment.

j	**Parking area sub-factors**	W_{ij}	R_{ij}	WR_{ij}
1	Closeness to the restaurant	30.84%	0	0.00
2	Parking lot space sufficiency	18.92%	10	1.89
3	Fee for parking use	13.26%	10	1.33
4	Entrance and exit conditions	11.50%	6	0.69
5	Access and parking spaces for disabled people	8.96%	4	0.36
6	Physical condition	8.91%	4	0.36
7	Lighting and signaling	7.63%	10	0.76
Factor final assessment (WR_i)				5.38

Finally, the lowest ranking factor, Zone of influence, and two of its sub-factors added 83.66% of the weight: Relationship with the target market (53.96%), and Obstacles in the perimeter of attraction (29.70%). The lowest weight was Transfer time (16.34%). Concerning its quality level evaluation, the highest was obtained by Transfer time (10), while the lowest was for Obstacles in the perimeter of the attraction (4). The final factor assessment was 7.68; see Table 14.

Table 14.
Palencia De Lara restaurant zone of influence sub-factors' assessment.

j	**Zone of influence sub-factors**	W_{ij}	R_{ij}	WR_{ij}
1	Relationship with the target market	53.96%	9	4.86
2	Obstacles in the perimeter of the attraction	29.70%	4	1.19
3	Transfer time	16.34%	10	1.63
Factor final assessment (WR_i)				7.68

As for the theoretical point of keeping a CR of less than 10% when using the AHP, none of the ARs had a value higher than that one. This showed that the judgments were correct; see Table 15.

Table 15.
Factors and sub-factors consistency ratios.

Analytic rubric (AR)	**Consistency ratio (CR)**
Factors	9.7%
Accessibility sub-factors	6.7%
Parking area sub-factors	9.1%
Competitive environment sub-factors	9.9%
Massive traffic generators sub-factors	7.9%
Flow pattern sub-factors	6.8%
Security sub-factors	9.0%
Characteristics of the area sub-factors	9.4%
Visibility sub-factors	5.2%
Zone of influence sub-factors	1.0%

4.2. Step 2 Results – Location Qualitative Global Assessment

According to Berumen [40], the scope of the factor definitions allows a general understanding of the necessary elements to select an optimal location for a restaurant. The evaluations of the quality levels of each sub-factor, which each have a qualitative definition which allows for detailed description, complement these factors.

MBESST acknowledges that an optimal location for a restaurant is the location that provides the necessary elements to attract the highest possible number of diners [15]; the factors and sub-factors are rated according to a scale of quality levels according to the objective mentioned above. Concerning the PLR location qualitative global assessment (WR_{Gk}), the result was 7.26, which means that the location gathers the necessary elements regarding the general quality scale level.

The three most significant factors, which account for 63.05% of a decision's weight, affect the overall outcome of the location: Flow pattern (W_1=25.43%) with an assessment of 7.11, indicating it gathers the necessary elements; Visibility (W_2=22.44%) with an evaluation of 5.63, meaning the location collects the minimum requirements; and massive traffic generators (W_3=15.18%) with an assessment of 7.41, gathering the necessary elements.

The highest evaluation was for the factors Accessibility (W_4=10.41%), with an assessment of 8.65; Competitive environment (W_5=8.20%), with an assessment of 8.74, indicating each factor mostly gathered the necessary elements; and Characteristics of the area (W_6=6.66%), with a result of 9.45, meaning significantly gathering all the required features. However, this three-factor added weight is 25.26% of the importance for the final decision. Once the value of global assessment and its factors are analyzed, the next step is to describe the meaning of each evaluation of the sub-factors.

The Flow pattern factor qualitative definition refers to how people move concerning their activities or functions in the restaurant's area, either because they live nearby, work nearby, are in their daily circulation area, or pass through occasionally. The primary forms of transit include vehicular and pedestrian traffic, which can be combined or independent. One of the characteristics to be analyzed is the restaurant's schedule possibilities (breakfast, lunch, or dinner) for the target diners, which depends on the life activities that passers-by carry out in the area. In addition, the flow (target customers, period, and volume) and the direction in which people circulate can also be considered.

Describing the evaluations of the Flow pattern sub-factors individually according to its scale of quality levels means that: (a) Target market flow (R_{11}=8), around 80.00% of the people who walk in front of the restaurant are part of the target market; (b) Closeness to traffic lights, stops and points of attraction (R_{12}=2), an attraction points 30 to 40 meters before passing in front of the restaurant, stopping pedestrian traffic for 5 to 10 seconds; (c) Peak hours (R_{13}=10), 100.00% of peak traffic flow times coincide with the restaurant's hours of operation; (d) Destination (R_{14}=6), around 60.00% of people go to a optional or low-priority activity when entering any of the different access roads during the restaurant's hours of operation; they may think as an option that they could stop to eat at the restaurant; (e) Transit speed (R_{15}=10), pedestrians advance slowly from 50 meters before and until passing in front of the restaurant, carefully observing the places around them; (f) Flow pattern future (R_{16}=10), the flow pattern will continue to behave in the same way for at least one year; in the following year, there is a high probability that favorable conditions will improve, increasing the volume of target customers transiting in front of the restaurant.

The definition of the Visibility factor is related in the evaluation to the natural attribute that the premises must be exposed to the visual reach of target and potential customers -pedestrians or drivers- from a certain distance for a sufficient period, allowing them to identify that the restaurant is located there. Among the characteristics included in this factor are a longer visual exposure time, natural space on the premises to place a sign, and a comfortable line of sight so that traffic can perceive it. The sub-factors' quality levels reveal that: (a) Perception points (R_{21}=6), the restaurant is located on a two-way straight-line traffic lane generating at least two points from which it can be perceived; (b) Obstacle-free vision (R_{22}=8), some visual obstacle prevents the restaurant from being perceived from any point from which it can be perceived, in this case, the walls of the buildings surrounding the restaurant; (c) Line of sight (R_{23}=2), it is visually perceived by pedestrians up to 10 meters from 50.00% to 100.00% of the different perception points; (d) Space to place ads (R_{24}=4), the premises are allowed to place on its façade a sign of indispensable size to be visible. Due to local legal regulations, there is no second option to set up a billboard or signage.

The Massive traffic generators factor definition permits understanding in the assessment of how activities or places can trigger a greater flow of people in the restaurant's area, thus increasing the chances of a more significant number of potential customers. Traffic generators can be divided into the following groups: (a) commercial or consumer (shopping malls, department stores, department stores, and hypermarkets); (b) leisure, recreation or recreation (parks, stadiums, landscapes, nightclubs, zoos, movie theaters, areas for concerts, sporting events, and other attractions); (c) cultural (theaters, museums, buildings, and neighborhoods of interest, and archaeological sites); (d) tourism (hotels, bus stations, airports, and train stations); (e) services (municipal, hospital, educational, and university services); and (f) industrial or business (factories and business corporations).

Among the characteristics to be analyzed are the distance from the premises, whether it is necessary to pass in front of the premises to reach the traffic generator, and whether the restaurant's hours of operation coincide with the hours when the traffic generator is active. The sub-factors' quality levels indicate: (a) Number and distance (R_{31}=8), the restaurant is located less than 500 meters from a massive traffic generator; (b) Ease of access (R_{32}=6), two obstacles make it difficult for diners to access the restaurant, which prevents diners from getting to the door effortlessly, the first is that the path from the Cathedral of Santa Maria (*Catedral Primada de España*) is uphill, the second is that one of the exits from the tourist route to the interior of the Cathedral is in its back, which takes diners away from the street where the PLR is located; (c) the Flow volume of the target (R_{33}=8), about 80.00% of the customers attending the massive traffic generator belong to the restaurant's target market; (d) Operating Schedule (R_{34}=8), coincide between 50.00% and 70.00% of the peak hours of operation of the massive traffic generator with the operation hours of the restaurant.

The quality aspects corresponding to the Accessibility factor definition aim to evaluate the ease with which the primary and secondary access routes allow approaching and leaving the restaurant. A restaurant is accessible when it can be reached easily, so obstacles and elements that make it impossible for diners to access its facilities should be minimal or nonexistent. This factor also considers the position of the premises or building in which it is located, which is more accessible to the public when it is located on the first floor. The sub-factors' quality levels mean: (a) Main road access to the restaurant (R_{41}=10), the access to the restaurant is on the main road, and pedestrians can easily approach the restaurant entrance; (b) Position of the entrance in relation to the building (R_{42}=10), the entrance to the restaurant is on the first floor of the building in which it is located; (c) Closeness to alternate routes (R_{43}=4), alternate routes to get to the restaurant's street are a 5 to 8-minute walk; (d) Alternate access routes (R_{44}=6), There is only one main alternative road that connects to the restaurant's street; (e) Access road types (R_{45}=6), it is located on a main street with two-way pedestrian traffic; (f) Spaciousness for transit (R_{46}=10), the street on which PLR is located is vast to move freely and comfortably to access the restaurant; (g) Return points (R_{47}=10), two or more return points are within one minute; (h) Road conditions (R_{48}=10): for the characteristic of medieval Toledo, the street in which PLR is located is in excellent condition, without holes and fractures in its structure, clear and impeccably clean; (i) Access for disabled people (R_{49}=10): it has access ramps at the main entrance and on the walkways leading to the restaurant.

Regarding the Competitive environment factor, the qualitative definition consists of the following: first, the competitors, which are divided into two groups: (a) direct competitors and substitute products, which are establishments located near the location evaluated and satisfy a similar need (biological, social, or psychological); (b) indirect competitors, restaurants located near the place evaluated but do not satisfy a similar need (although they can influence the diner's consumption decision, causing them to prefer them over the restaurant in question). Second, it is essential to consider the intensity of the competition and where it is located; the latter may be related to the trend, which refers to the longevity and novelty of the area as an ideal place to establish the restaurant. Among the characteristics that should be observed are whether the restaurants in the area are having a passing success or are lasting and stable; whether restaurants are opening continuously; whether their permanence over time is sufficient to be profitable; whether they are closing and moving to another area or relocating with a new proposal; or whether they no longer reopen. Another element considered in this factor is the price level with which it competes, since setting a higher price can directly affect profits. Describing each of its scales of quality levels means that: (a) Direct competitors (R_{51}=8), there is a restaurant that is a direct competitor within 500 meters (*Alex-Cocina regional restaurant*); (b) Substitute products (R_{52}=10), there are no substitute products that satisfy the same primary need within 500 meters of the site; (c) Recognized restaurant brands (R_{53}=8); about 80.00% of the restaurants' brands and names within one kilometer are easily recognized or identified by the target market; (d) Zone trend (R_{54}=10); the zone or area is perceived as a consolidated restaurant cluster, positioned, growing, and attractive to go to a restaurant for PLR's target market; (e) Indirect competitors (R_{55}=8); between three and five restaurants are indirect competitors within a 500-meter radius; (f) Competitors' price level (R_{56}=8); the prices of direct competitors are slightly lower, while indirect competitors are similar.

Characteristics of the area qualitative definition: identify how it is related to (a) the type of activities and places surrounding the location for the restaurant and (b) the availability of alternative services that benefit target and potential customers. The area's characteristics are related to the surrounding activities that act as possible demand generators, the congruence of the restaurant's image with the overall image of the area, or the level of economic activity generated in the commercial position of the premises. Additionally, the area provides public transportation, tourist information centers, access to ATMs, and exchange houses. For a service to be relevant, it must stand out in terms of proximity and hours of operation. The Characteristics of the area sub-factors' quality levels allow understanding that: (a) Zone reputation (R_{61}=10), the target market considers the area to have an excellent reputation for dining in a restaurant; (b) Growth and commercial recognition (R_{62}=10), in the restaurant's area, businesses have a life span of more than five years, and there is a very high tendency for new businesses to open. Around 90.00% of the brands/names of the established retails within a radius of 500 meters from the restaurant can be easily recognized or identified by the target market; (c) Number and type of businesses (R_{63}=8), there are at least ten different retail types within a radius of 500 meters; (d) Alternate services in the zone (R_{64}=8), there are at least four alternative services (guided tours, tourist information centers, ATMs, exchange houses) in the area; (e) Nearby public transports stop (R_{65}=10), no buses or mass transportation can drop off a diner near the restaurant since access to the tourist area of Toledo is for tourists and residents; however, it is possible to hire a private cab that will drop off the diner in front of the PLR.

The Security factor definition focuses on the absence of risks in the zone and gives diners confidence in the establishment's location. For this factor, the most appreciated characteristics are the people's perception of the security in the area and the optimal illumination at night. Also, this factor considers surveillance in the area, either by the city police or the mall's surveillance. The crime rate is another element that evaluates how safe the area is. The sub-factors' quality levels enable us to understand that: (a) the Existence of vacant lots and abandoned places (R_{71}=8), near the restaurant, there is an abandoned building and unoccupied premises; (b) the Index of security perception of the zone (R_{72}=10); between 90% and 100% of the retail owners or residents near the PLR perceive the area as very safe; there is almost non-existence of robberies to people, businesses, or residences; (c) Night lighting (R_{73}=10); any person, vehicle, building, or roadway can be seen with excellent clarity at night in the restaurant's area. All street lighting is operational and in excellent physical condition (d) the Crime incidence rate in the zone (R_{74}=10), the crime incidence rate remains stable, although 8.96% higher than in 2020 but well below 2019 and 2018 [41]; (e) Security in the parking lot (R_{75}=0), PLR does not have a parking lot, so diners will have to leave their car on the street or elsewhere at their own risk; (f) Security cameras in the zone (R_{76}=0), there are no security cameras in the area where the restaurant is located; (g) Surveillance modules closeness (R_{77}=8), Although there are no

surveillance modules nearby, which cannot be set up in specific locations due to the characteristics of the city's layout, it is possible to find police and security guards on almost any street in Toledo around 500 meters or 1 kilometer.

The Parking area factor definition contains the qualitative characteristics to evaluate the area for diners who come to the restaurant to park their vehicles; among the characteristics that must be met are ease of access, sufficient space, physical condition, lighting and signage, facilities for people with disabilities, and, if applicable, whether a fee must be paid for its use. Customers arriving by car usually expect to have a place to park their vehicle. The sub-factors' quality levels indicate: (a) Closeness to the restaurant (R_{81}=0); the parking lot is located more than 100 meters from the restaurant's main entrance. There is no direct access, so crossing some roads is necessary, and there are many obstacles to reaching it quickly; (b) Parking lot spaces sufficiency (R_{82}=10); the parking lot is free and open to the public, with sufficient parking for the restaurant's diners and other businesses and visitors to the tourist attractions of the city of Toledo; (c) Fee for parking use (R_{83}=10); the diner does not pay to use the parking lot; (d) Entrance and exit conditions (R_{84}=6); it has an independent entrance and exit. It has the minimum width required, making it a little challenging to access the parking lot. There are few signs, but they are well-lit and in good condition; (e) Access and parking spaces for disabled people (R_{85}=4); there are parking spaces to park a vehicle transporting a person with a disability; they are well delimited, with sufficient space; however, for the volume of visitors to the city of Toledo, they are not sufficient; (f) Physical condition (R_{86}=4); it has several holes and fractures. It is not roofed, so clients may get wet or walk in the sun. The area for clients to walk is in poor condition and has several obstacles that can damage clients' shoes; (g) Lighting and signaling (R_{87}=10), visibility is clear because it is well illuminated. It is easy to distinguish the delimitation of car spaces, the signage indicating traffic flow, and the no-parking zones.

Influence zone qualitative definition refers to evaluating the effort realized by customers to travel the distance between their point of departure and the restaurant's location. The desired characteristics are a perception that going to the restaurant does not require a sacrifice, either in terms of the target market's reduced travel time or distance. The sub-factors' quality levels mean: (a) Relationship with the target market (R_{91}=9), about 90% of the people who live, work, or carry out some activity within a 5-kilometer radius of the restaurant are part of its target market; (b) Obstacles in the perimeter of attraction (R_{92}=4), the restaurant has an influence 10 kilometers away due to the limitations generated by the obstacles for the transfer of the target customers; (c) Transfer time (R_{93}=10), the average travel time used by diners to get from the tourist area of Toledo to the restaurant is five minutes; it takes them five minutes from the *Catedral de Santa Maria* and eight minutes from the *Plaza Zocodover*. A cab takes five minutes from outside the tourist area to take a diner to the PLR.

5. Conclusion

In academic inquiry, this research has embarked on a fascinating exploration of the MBESST, delving into uncharted territories of scope and application. Within this study, the power of quantitative analysis has enriched the path towards informed decision-making in selecting restaurant sites, a subject of keen interest.

The significance of this research lies in the model's ability to provide an in-depth analysis of each of the elements assessed in an empirical case. It bridges the divide between quantitative and qualitative data. By establishing precise definitions for factors, sub-factors, and specific quality levels, this work equips researchers, interviewers, restaurant stakeholders, and industry experts with a common framework, fostering a standardized discourse in their interactions.

PLR in Toledo shifted into focus, being recognized for its culinary prowess and boasting a global assessment score of 7.26. This qualitative result signifies the assembly of crucial elements necessary to beckon more clientele. It takes advantage of some of its installed capacity (available places in the restaurant and bar, size of the food and beverage production areas). However, it remains a case study in efficient utilization, with sporadic vacancies during select operating hours.

The triumvirate of influence, namely the Flow pattern (W_1=25.43%), Visibility (W_2=22.44%), and massive traffic generators (W_3=15.18%), presents modest individual assessments of 7.11, 5.63, and 7.41, respectively. These variables wield considerable power, and their influence significantly shapes the outcomes. Notably, these results give restaurant owners the knowledge that if they want to open a new business or even a new location in the city or a tourist spot, they need to give the most weight to factors and sub-factors that require more in-depth individual assessments.

Two factors, Security (W_7=4.19%) and Parking area (W_8=4.16%), emerge as unassuming outliers in decision-making within the restaurant industry. Despite their fundamental importance, these elements bear a relatively lower weight. This qualification arises from the prevailing perception that Toledo enjoys a favorable security environment for residents and tourists, permitting carefree nocturnal strolls through its historic alleys. Furthermore, the city's restriction on private vehicle access, exclusively allowing residents and public transportation, renders parking inconsequential as tourists traverse the enchanting landscape on foot.

5.1. Recommendations

Maintaining a clear distinction between the restaurant location assessment's outcome and the restaurant's inherent quality is necessary. The PLR has garnered acclaim and accolades through its participation in various gastronomic competitions and presentations, underscoring its excellence.

The intent behind formulating precise definitions and quality standards for factors and sub-factors is to minimize the inherent subjectivity in assessing natural locations. Nonetheless, it is essential to acknowledge that some degree of variance may persist due to the evaluator's individual experiences and expertise.

5.2. Future Lines of Research

The forthcoming work will show how meticulously definitions of each factor and sub-factor are derived and the methodology behind establishing the quality-level scales for these sub-factors. These specific research endeavors aimed at integrating these critical components into the versatile framework of the MBESST.

One of the distinctive features of the MBESST is its inherent flexibility, which grants the ability to modify, remove, or substitute factors and sub-factors. Simultaneously, the definitions and quality levels can be fine-tuned to align with the unique attributes of individual restaurant brands or the specific characteristics of diverse cities. As Yin [42] highlights, when applied across multiple scenarios, the case study method is a formidable tool for generating insights that can be empirically examined in quantitative studies.

Furthermore, this research horizon expands to explore the potential integration of the MBESST into user-friendly software. This initiative aims to empower evaluators with a user-friendly platform that simplifies the application of the model, enhancing its accessibility and usability in diverse research and industry contexts.

This research work not only opens new vistas in probing the MBESST model but also enriches the scholarly arena with nuanced insights into restaurant site selection, ushering in a compelling narrative of knowledge discovery for discerning academicians.

5.3. Limitations

The acquired weightings and hierarchies are tailored exclusively for assessing site selection for a restaurant, mirroring the characteristics of PLR. Given this enterprise's singular and autonomous nature, these values find relevance when the proprietor contemplates expanding to other locations within Toledo, Spain.

Foremost, it is imperative to preemptively scrutinize the terms and conditions of rentals and property transfers. The premises under consideration must unequivocally align with the budgetary constraints set forth. Any divergence from these financial parameters renders a location untenable.

In addition, this evaluation needs a full picture of the possible social effects, the current state of the regional and national economies, the changing local and federal laws and permits, and the possible effects of unplanned natural and cultural events that might stop people from visiting the PLR. These elements may be considered.

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