

Optimization Strategy for Facilities and Marketing at Gita Pawestri Canteen to Increase Customer Satisfaction

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Abstract: This study aims to analyze the optimization of facilities and marketing strategies at the Gita Pawestri Canteen, PT PAL Indonesia (Persero), to enhance customer satisfaction and operational efficiency. Using a qualitative descriptive method, data were collected through interviews, observations, questionnaires, and documentation involving key stakeholders such as the Strategic Planning, Technology, Area, and Canteen Management divisions. Thematic analysis was conducted using NVivo software, producing coded themes, word clouds, and mind maps to explore the relationships among variables such as service quality, cleanliness, comfort, pricing, digitalization, and customer loyalty. The findings highlight that customer satisfaction is the core focus of canteen optimization. Dominant themes include service quality, digital marketing, menu variety, layout improvement, and loyalty programs. The application of the SERVQUAL model, Servicescape theory, and Technology Acceptance Model (TAM) helped interpret customer perceptions and expectations. Challenges such as inconsistent pricing, limited digital services, poor ventilation, and non-standardized tenant performance were also identified. Strategic recommendations include enhancing the physical environment (cleanliness, comfort, lighting), integrating digital systems (cashless payment, digital menus, customer reviews), menu innovation, loyalty programs, and improving staff professionalism. These efforts are expected to not only improve service quality and customer experience but also support employee welfare, increase customer retention, and strengthen the institutional brand image. This research contributes to the development of sustainable and competitive canteen management practices in state-owned enterprises.

Keywords: Canteen Management, Service Quality, Digital Marketing, Customer Satisfaction, Facility Optimization, Nvivo Analysis, Institutional Food Services.

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I. INTRODUCTION

This template, modified in MS Word 2007 and saved as a Canteens play a strategic role in supporting employee welfare and productivity in the workplace, such as at PT PAL Indonesia. The Gita Pawestri Canteen serves not only as a food provider but also as a crucial facility that supports human resource performance. Well-managed canteens have been shown to improve employee satisfaction, loyalty, and work efficiency [1].

However, in today's digital and highly competitive era, institutional canteens face increasingly complex challenges. Factors such as growing health awareness, demands for service efficiency, the influence of social media, the importance of ambiance, and the need for menu variety and personalization have become major considerations in canteen management [2]. Canteens that fail to adapt risk losing customers, especially among the younger generation

who are more critical of service quality and digital accessibility [3].

Specifically, Gita Pawestri Canteen still faces several issues, including suboptimal promotional strategies, inadequate physical facilities, and conventional service systems that are not yet digitally integrated. These conditions demand comprehensive optimization strategies in both facilities and marketing to maintain relevance and competitiveness, while also supporting national programs such as Free Nutritious Meals initiated by the government [4].

This study aims to analyze the factors influencing the optimization of facilities and marketing strategies at Gita Pawestri Canteen and to formulate strategic measures to enhance customer satisfaction and operational efficiency.

II. METHODS

This study adopts a qualitative descriptive approach to explore the optimization of facilities and marketing strategies at Gita Pawestri Canteen. Data were collected through observations, interviews, questionnaires, and document analysis, involving key stakeholders such as the Strategic Planning, Area, Technology Divisions, and Canteen Management. Purposive sampling was applied to select informants with strategic relevance [5].

Data analysis utilized NVivo software to perform coding, identify themes, analyze word frequencies, and classify cases [6]. A thematic mind map was created to visualize links among variables like service quality, pricing, and innovation. To ensure validity, source triangulation was employed [7]. The research, conducted from March–July 2025, presents findings through descriptive narratives, tables, and diagrams, and concludes with strategic recommendations to enhance canteen performance.

III. RESULTS

Gita Pawestri Canteen, established in 2002 within PT PAL Indonesia—a state-owned strategic company focused on shipbuilding and maritime engineering—serves as the primary dining facility for employees and stakeholders. Originally a building for archives, it was repurposed to provide a centralized dining space. Located near the Area Division, the canteen is easily accessible and spans 888 m² with 21 food stalls (19 operational). The stalls are designed with partitioned kitchens and food displays to maintain cleanliness and order. Serving a broad customer base, including PT PAL employees, Navy personnel, and interns,

the canteen offers a variety of affordable traditional food and drinks, ranging from IDR 1,000 to IDR 20,000. With its large space, diverse menu, and loyal clientele, the canteen holds great potential for strategic development in terms of facilities and marketing. The canteen is an essential element in supporting employee well-being, offering nutritious meals, enhancing break efficiency, and serving as a social hub. Ongoing improvements in service quality, marketing strategies, and facility optimization are key to enhancing customer satisfaction and supporting PT PAL's overall productivity.

The qualitative data analysis, conducted using NVivo software, identified key themes, word frequencies, and relationships between concepts related to facility optimization and marketing strategies. Interviews, operational documentation, and observational notes formed the data sources [8]. The analysis went beyond frequency counting to explore hidden narratives reflecting customer perceptions of cleanliness, comfort, menu variety, service speed, and the effectiveness of digital promotions. The findings suggest that the current strategies directly influence customer satisfaction and loyalty. Additionally, they highlight areas for improvement, such as digital ordering systems, customer loyalty programs, canteen layout redesign, and tenant visual standardization. This qualitative approach, supported by thematic analysis software, provides actionable recommendations to boost the canteen's competitiveness and sustainability.

Respondents were selected based on their direct involvement with the phenomenon being studied—facility optimization and marketing strategies at Gita Pawestri Canteen.

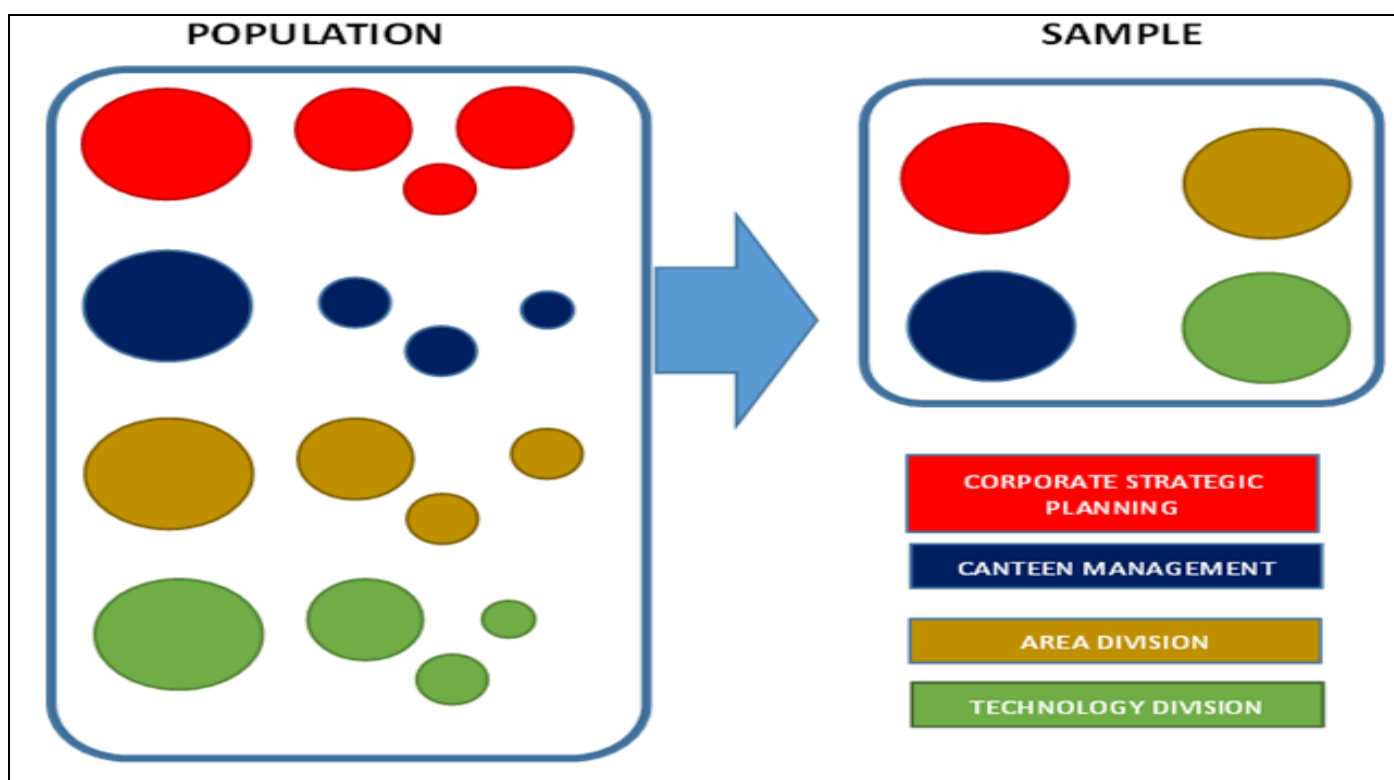


Fig 1 Population and Sample.

A combination of Purposive Sampling and Snowball Sampling was used to ensure rich, comprehensive, and relevant data. The study identified four primary stakeholder groups: (a) Corporate Strategic Planning Division, which plays a central role in formulating strategic policies, including canteen-related initiatives; (b) Canteen Management, which are involved in day-to-day operations and understand service delivery, logistics, and customer feedback; (c) Area Division, responsible for maintaining the

physical space, cleanliness, and infrastructure; and (d) Technology Division, which focuses on digital transformation, including ordering systems and promotional strategies. The combination of Purposive and Snowball Sampling ensures a deep understanding of the strategic and operational factors influencing the canteen's management. The process emphasized data saturation, ensuring that no new significant information emerged from additional interviews.

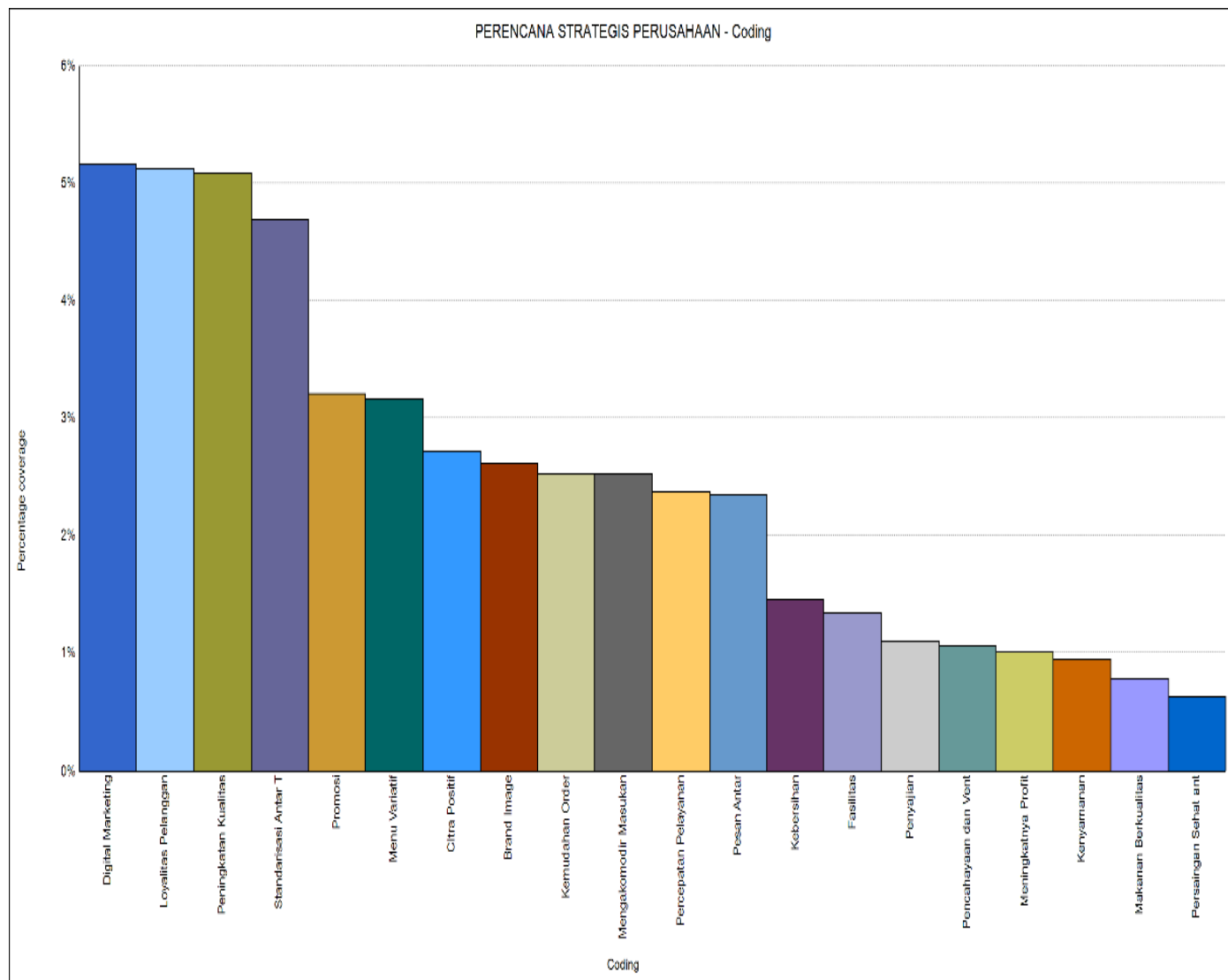


Fig 2 Corporate Strategic Planning Coding Results

The bar chart illustrates the results of NVivo-based thematic analysis of interviews with PT PAL Indonesia's strategic planning division, highlighting key priorities in optimizing Gita Pawestri Canteen. The most frequent theme is Digital Marketing, showing its strategic importance in reaching wider audiences and enabling real-time engagement [9].

Other dominant themes include Customer Loyalty and Service Quality, aligning with Schiffman & Wisenblit's (2015) argument that loyalty is driven by positive experiences beyond pricing [10]. Tenant Standardization also emerges,

emphasizing the value of consistent service and environment quality, in line with the Servicescape model [11].

Themes such as Promotions, Menu Variety, and Brand Image reflect the role of strategic communication and innovation (Tjiptono, 2014), while smaller but relevant topics like Ease of Ordering and Digital Systems support the Technology Acceptance Model [12].

This analysis forms a foundation for data-driven strategies to enhance canteen performance, consistent with evidence-based planning.

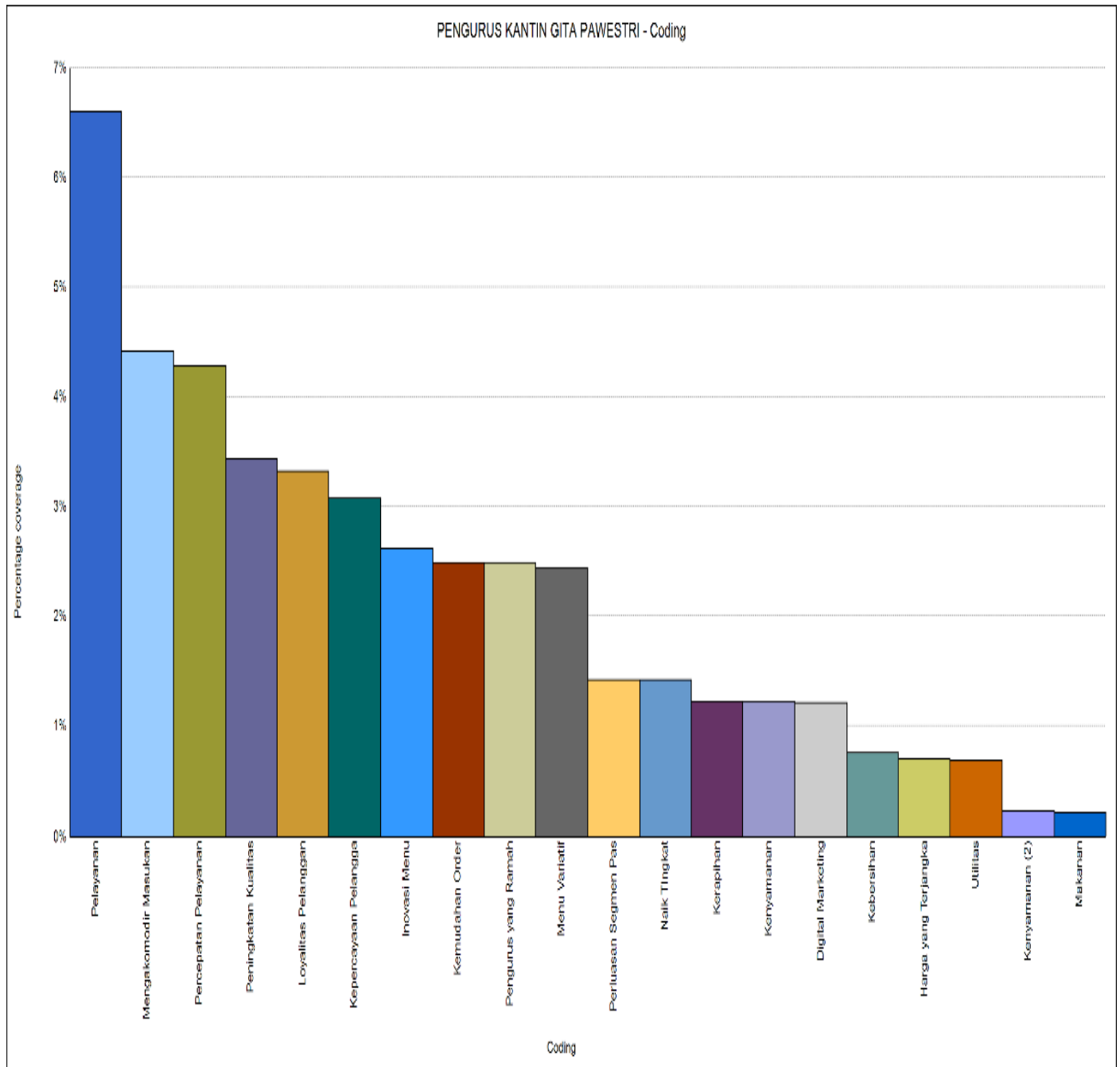


Fig 3 Canteen Management Coding Results

Thematic analysis using NVivo from interviews with Gita Pawestri Canteen Management reveals that Service Quality is the most emphasized theme (6.7%). This reflects the importance of friendly, responsive, and professional service, aligning with the SERVQUAL model by Parasuraman et al. (1988), which includes tangibles, reliability, responsiveness, assurance, and empathy.

The second theme, Customer Feedback (4.6%), shows openness to improvement and adaptive management, consistent with Grönroos' (2007) view that customer involvement enhances relational value and loyalty.

Promotions and Loyalty Programs (4.4%) also feature prominently, indicating strategic efforts to retain customers,

supported by reward-based approaches. Quality Improvement, including hygiene and presentation, connects with Bitner's (1992) Servicescape theory, where the physical environment influences service perception [13].

Although less frequent, themes like Menu Innovation and Digital Systems suggest future development areas. As Tjiptono (2014) notes, innovation is vital to maintaining competitiveness in dynamic food service environments [14].

Overall, the analysis shows that the canteen management is aware of key service drivers, with a strategic focus on quality, adaptability, and gradual digital transformation.

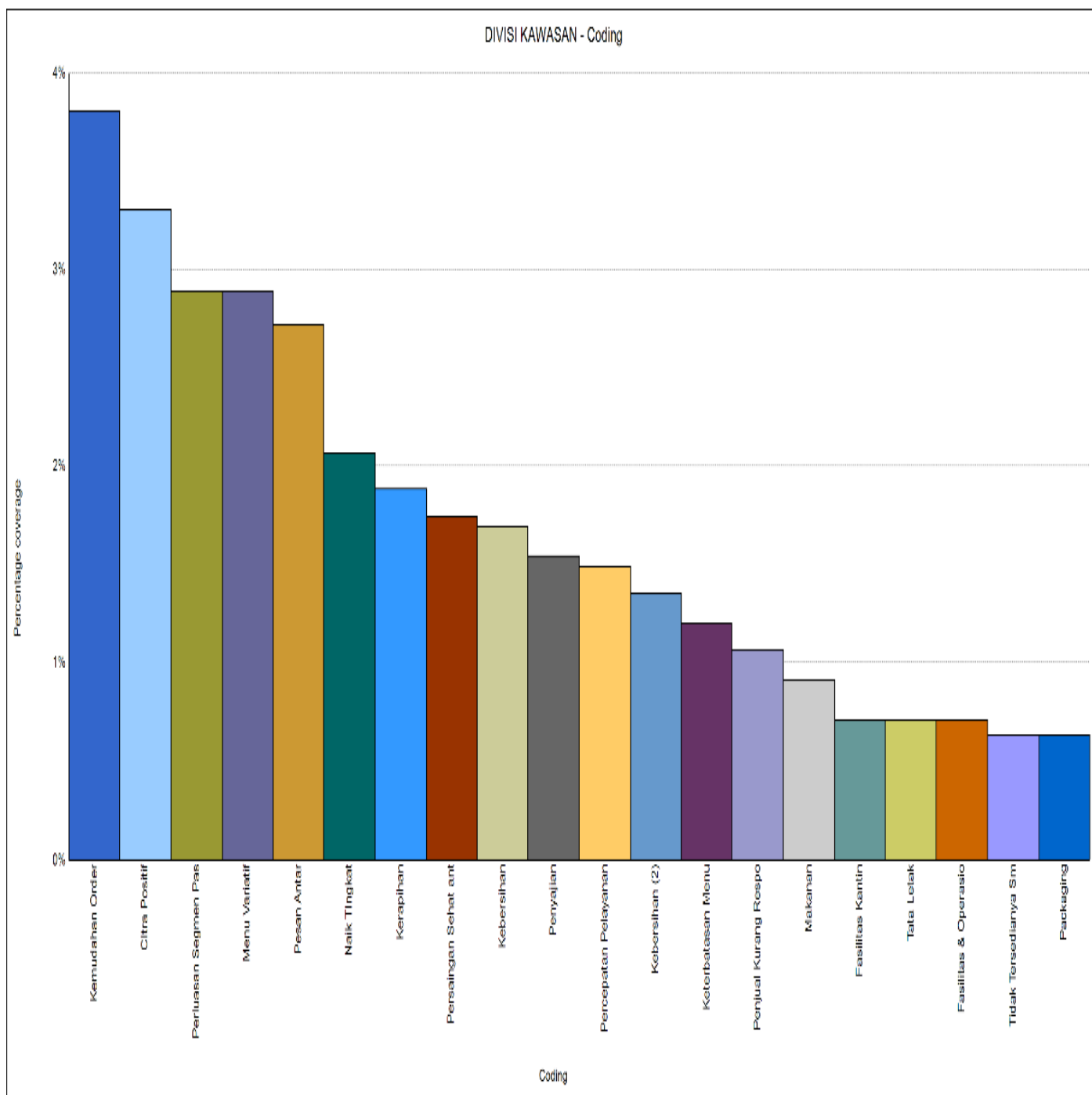


Fig 4 Area Division Coding Results

Thematic analysis using NVivo based on interviews with the Area Division shows that Order Availability (3.8%) is the most dominant theme, highlighting the need for quick, stable food supply due to limited break times. This aligns with Bitner's (1992) Servicescape theory, where service accessibility influences satisfaction and loyalty.

Other key themes include Positive Image and Point System, reflecting the importance of service professionalism and loyalty-building mechanisms. A strong brand image enhances perception and emotional connection, while reward systems boost repeat visits.

Themes such as Menu Variety, Promotions, and Value-Added Services point to expectations for innovation and responsiveness to consumer trends, consistent with Tjiptono (2014) on food service marketing. Lower-frequency themes like Comfort, Digital Systems, and Cleanliness still indicate the need for improved physical and technological infrastructure.

Lastly, themes like Space Utilization and Sanitation Facilities show concern for infrastructure quality and hygiene, highlighting the Area Division's role and the importance of cross-functional collaboration (Bryson et al., 2006) in optimizing canteen management [15].

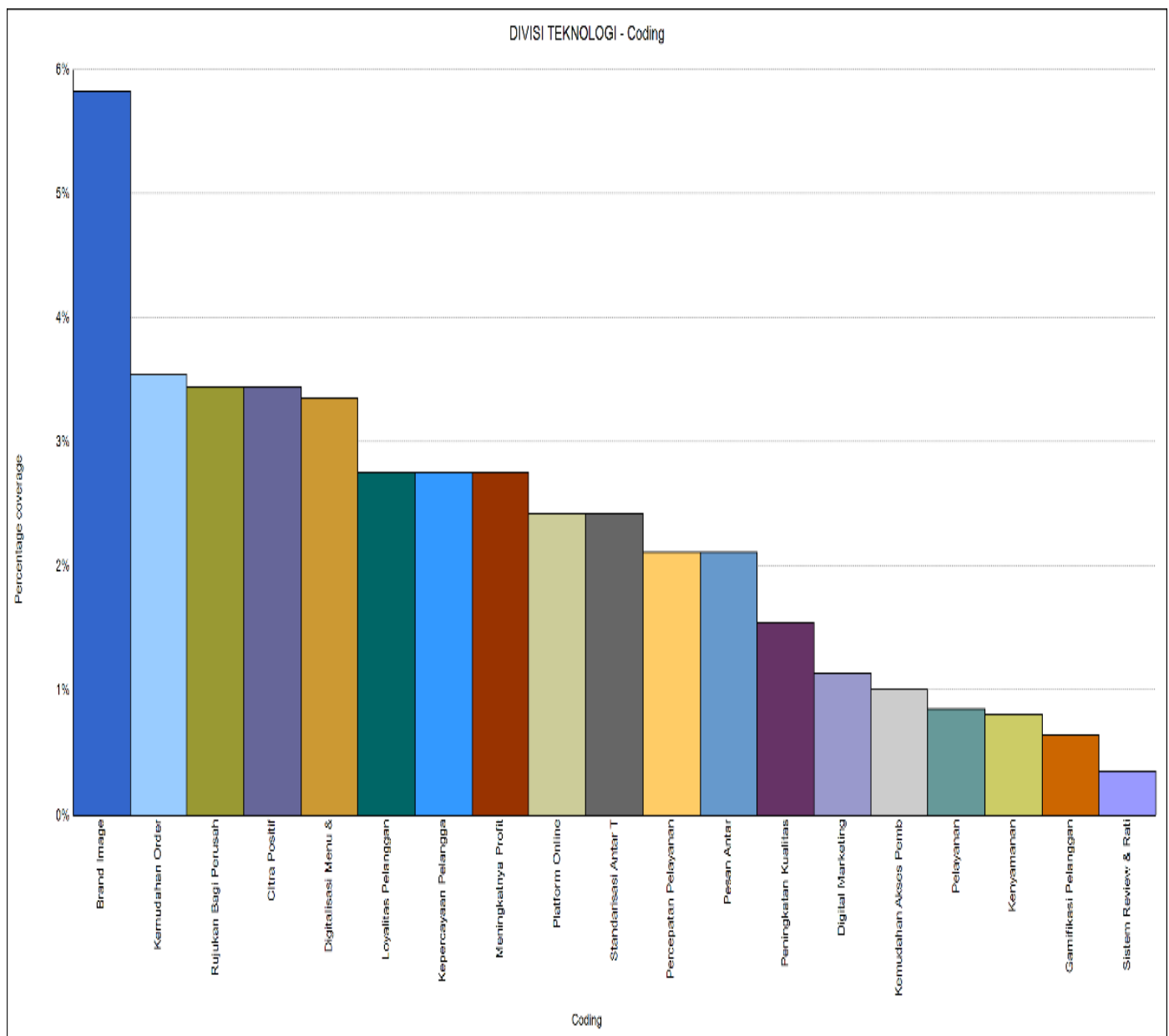


Fig 5 Technology Division Coding Results

Thematic analysis using NVivo software on interview data from the Technology Division highlights key digital priorities for optimizing Gita Pawestri Canteen. The most frequent theme is Brand Image (5.9%), emphasizing the role of digital presence and system design in shaping customer perception. According to Kotler & Keller (2016), consistent service quality and visual-digital engagement are crucial for brand strength.

Themes like Ease of Order, Positive Image, and Company Referral (>3%) reflect the need for intuitive ordering systems and a professional canteen role within PT PAL's operations. The Technology Acceptance Model supports that system adoption depends on ease of use and perceived usefulness. Moreover, standardized environments enhance satisfaction and loyalty.

Additional themes such as Menu Digitization, Logistics & Integration, and Visitor Management highlight the need for system modernization, backend efficiency, and process visibility (Chaffey & Ellis-Chadwick, 2019). Elements like Profile Management, Tenant Standardization, and Online Platforms support consistent and integrated service delivery.

Although less frequent, Digital Marketing, Gamification, and Point Systems show potential for boosting engagement. Gamification, for example, creates enjoyable user experiences that strengthen loyalty. Meanwhile, Review & Rating Systems facilitate feedback-based improvement and value co-creation [16].

Overall, the division emphasizes that digital innovation and system integration are central to enhancing service efficiency, user experience, and competitiveness of the canteen.



Fig 6 Word Cloud

The Word Cloud analysis reveals that the word "pelanggan" (customer) is the most dominant, highlighting that customer satisfaction is the core focus in optimizing Gita Pawestri Canteen. This aligns with Zeithaml, Bitner, & Gremler (2018), who emphasize that customer-centric strategies are fundamental to long-term service success.

Other frequent terms like “pemasaran” (marketing), “strategi”, and “fasilitas” suggest a multidimensional approach, involving marketing, operational efficiency, and facility enhancement. Kotler & Keller (2016) state that service marketing must be grounded in a deep understanding of consumer behavior and service system uniqueness.

Words like “kebersihan”, “kenyamanan”, and “layanan” reflect the importance of service quality dimensions, in line with the SERVQUAL model (Parasuraman et al., 1988), which includes tangibles, reliability, responsiveness, assurance, and empathy [17].

The presence of words such as “digital”, “sistem”, and “platform” indicates awareness of the role of digital transformation, consistent with Westerman et al. (2014), who explain that digital innovation enhances service speed, convenience, and modernity. Finally, mentions of “makanan”, “minuman”, and “kerapihan” reinforce the importance of product quality and presentation, which strongly influence customer satisfaction and repurchase intentions [18].

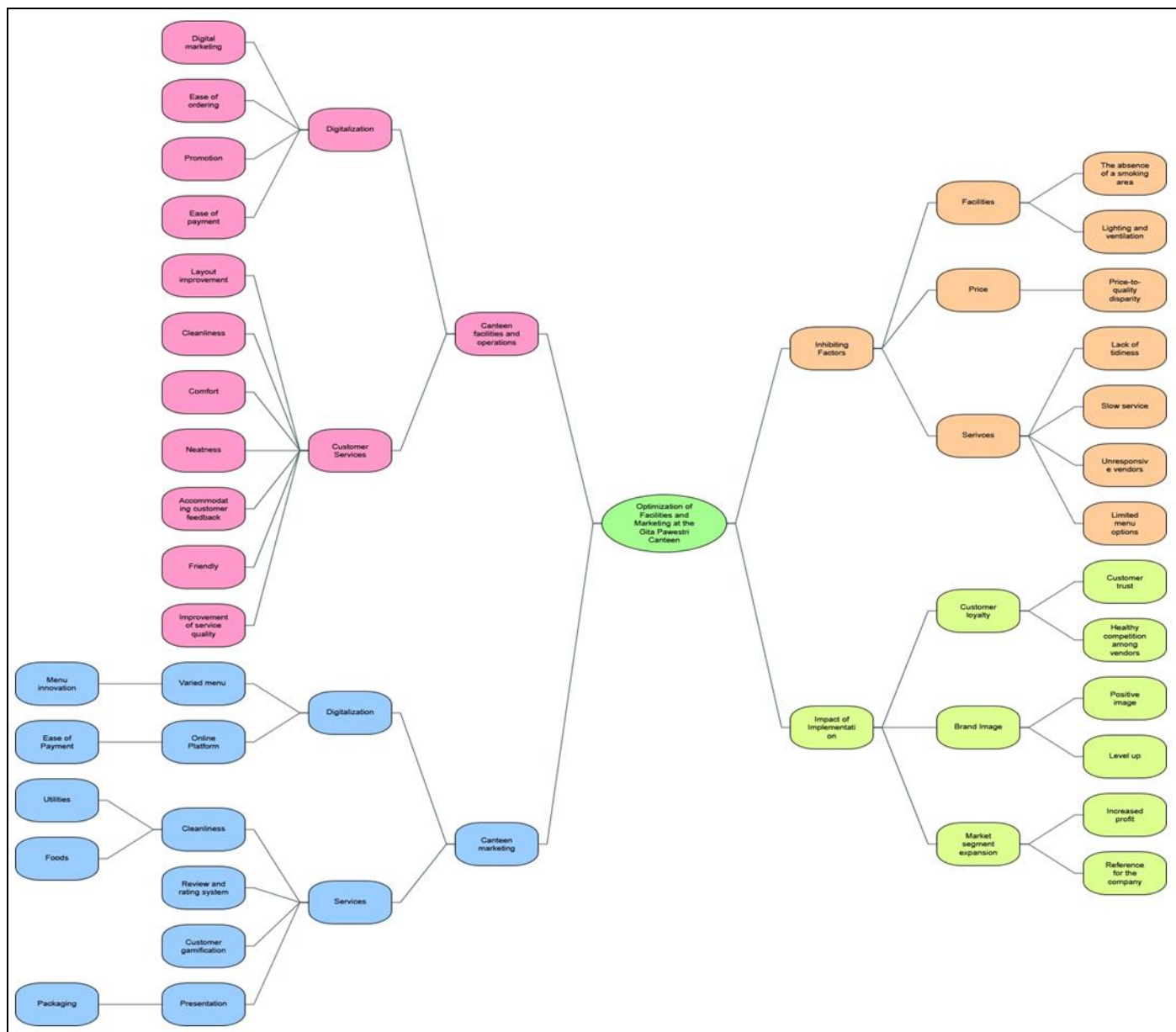


Fig 7 Mind Map

The mind map titled “Optimization of Facilities and Marketing at the Gita Pawestri Canteen” illustrates the strategic relationship between service facility improvements and marketing initiatives to enhance customer satisfaction. It focuses on two pillars: Canteen Facilities and Operations and Canteen Marketing.

On the facilities side, improving layout, cleanliness, comfort, tidiness, and staff friendliness plays a significant role in shaping customer perceptions. These aspects are consistent with Bitner’s (1992) *servicescape* theory, which emphasizes how physical surroundings affect service evaluations. Furthermore, responsive service aligned with customer needs supports overall service quality enhancement (Zeithaml et al., 2021).

In terms of marketing, digital transformation is central to operational efficiency and promotional effectiveness. The integration of digital ordering platforms, cashless payment

systems, and trend-based menu innovations (e.g., healthy food) reflects customer-centered strategies [19]. Additionally, review systems and gamification foster interaction and provide feedback loops, contributing to stronger customer relationships and market reach [20].

Nevertheless, several challenges persist, such as non-standardized facilities, inadequate lighting and ventilation, inconsistent pricing, slow service, and limited menu variety. These issues can lower perceived value and satisfaction, as outlined by Berry, Parasuraman, & Zeithaml (1990).

Effective implementation of these strategies can lead to greater customer loyalty, brand trust, and a stronger market position. Delivering memorable and consistent experiences is essential for long-term customer retention. Thus, a well-integrated approach to facility and marketing optimization supports both operational success and sustainable competitive advantage in institutional food services [21].

IV. DISCUSSION

The optimization of facilities at Kantin Gita Pawestri is influenced by several key factors that directly affect customer satisfaction. Comfort is essential, including having adequate and ergonomic seating, which allows customers to enjoy their meals without feeling rushed or uncomfortable. Cleanliness and tidiness are also crucial, as they create a positive image and enhance service perception. A clean and well-maintained canteen naturally boosts customer experience, while a dirty or disorganized space can immediately detract from it. Additionally, proper lighting and ventilation are vital, particularly in hot climates like Surabaya, as good ventilation helps prevent the space from feeling stuffy or humid. The quality of food ingredients is fundamental for ensuring safe, nutritious, and delicious meals that contribute to overall satisfaction. Standardization among tenants in terms of service quality, cleanliness, and presentation is essential for building a professional image and fostering customer trust. A consistent experience across the different food providers in the canteen helps create reliability. Furthermore, improving the layout of the space can significantly enhance comfort and operational efficiency, ensuring smooth customer flow and creating a more functional dining environment.

Marketing at Kantin Gita Pawestri is shaped by various interrelated factors that influence customer decisions. Digital marketing has become a necessity, enabling broader communication, more efficient customer data management, and enhanced engagement. Through internal social media or company platforms, the canteen can inform customers about the daily menu, promotions, and interact directly with employees. Customer loyalty is a strong indicator of long-term marketing success, cultivated through positive, repeated experiences and effective reward systems. Successful promotional strategies are vital for attracting new customers and retaining existing ones, including special menu announcements, discounts, or themed events. Offering a diverse and innovative menu is also crucial, as it caters to different customer preferences and increases transaction opportunities. In today's health-conscious era, customers are looking for options that meet their diverse needs, so the canteen should offer healthy choices, such as low-calorie meals or vegan/vegetarian options. Competitive pricing, efficient service, and a strong brand image significantly influence customers' purchasing decisions. Additionally, the quality of service, shown through staff friendliness and responsiveness to feedback, plays a key role in enhancing customer satisfaction and loyalty. Digital review systems and gamification can further improve customer engagement and foster long-term loyalty.

To optimize customer satisfaction comprehensively, an integrated strategy combining both facility and marketing elements is essential. First, improving the physical facilities of the canteen is critical. This includes refining the layout for better customer flow, maintaining cleanliness, comfort, and adherence to health standards, and investing in modern sanitation, ventilation, and lighting. In terms of marketing, embracing full digitalization is crucial. This includes

engaging in digital marketing via company platforms, using QR codes for digital menus, and offering cashless payment options to improve communication and transaction efficiency. Interactive menus and customer feedback systems also help improve customer experience and encourage continuous improvement. Menu diversification is another important strategy. The canteen should offer a variety of healthy, innovative options that align with customer preferences, including weekly themed menus and seasonal dishes. Improving service quality through regular staff training is essential to ensuring professionalism, speed, and responsiveness. Implementing loyalty programs, such as point systems or exclusive discounts for regular customers, can enhance customer retention. Standardizing the experience across food providers in terms of quality, service, and cleanliness is vital for establishing a professional image and increasing customer trust. Additionally, addressing challenges such as slow service, inconsistent pricing, and poor ventilation will enhance the overall experience. Lastly, providing delivery services and offering competitive, customer-value-based pricing are key strategies to increase accessibility and customer satisfaction.

V. CONCLUSION

Based on the research and discussion on Kantin Gita Pawestri at PT PAL Indonesia (Persero), several key conclusions were drawn regarding the optimization of facilities and marketing strategies aimed at enhancing customer satisfaction. First, Kantin Gita Pawestri plays a crucial role in supporting employee welfare, directly contributing to productivity and loyalty. Therefore, optimizing facilities and marketing is essential to maintaining its relevance and competitiveness amid increasing customer expectations and business competition. Key factors for facility optimization include comfort (adequate seating), cleanliness, lighting and ventilation quality, and the quality of food ingredients. Additionally, standardization among tenants and the layout of the space are critical in shaping customers' perceptions of overall quality. Regarding marketing, several factors, such as adopting digital marketing, developing customer loyalty programs, innovating menu options, building a positive brand image, and ensuring efficient service, are vital. However, barriers such as limited facilities, inconsistent standards among tenants, suboptimal lighting and ventilation, and slow service must be addressed to improve the overall customer experience.

To improve customer satisfaction, it is recommended that Kantin Gita Pawestri focus on several strategic areas. First, prioritizing the improvement of physical facilities and hygiene by regularly auditing and enhancing seating comfort, lighting, and ventilation, while adhering to strict cleanliness and sanitation standards based on WHO and FAO guidelines, would significantly improve the facility. Regular maintenance and investment in facility upgrades are also crucial. Second, fully embracing digitalization is essential, such as optimizing internal social media for daily promotions, implementing an online ordering system with cashless payment options, and introducing interactive menus with nutritional information. Additionally, developing a

customer review system, using gamification elements, and personalizing offers will drive engagement and customer loyalty. Third, continuous menu innovation and diversification are vital, which can be achieved by regularly surveying employee preferences, introducing new healthy or seasonal menu items, and ensuring the consistent quality of food ingredients. Staff training should focus on improving service quality, communication, and professionalism, ensuring fast and friendly service. Moreover, developing an attractive and personalized loyalty program would help foster long-term customer relationships. Standardizing tenant services and ensuring collaboration among tenants would also contribute to maintaining high-quality offerings and cleanliness. Finally, addressing barriers such as establishing a designated smoking area, ensuring consistent pricing, and actively managing customer feedback will ensure ongoing improvement and customer satisfaction.

In conclusion, implementing these recommendations would allow Kantin Gita Pawestri to enhance its service quality, boost customer satisfaction, and solidify its position as a vital welfare facility for PT PAL Indonesia (Persero), especially in an increasingly competitive market.

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