

Optimizing Customer Satisfaction to Drive Revenue Growth: A Strategic Marketing Approach for Suka Suka Brand

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ABSTRACT : *The food and beverage industry is vital for Indonesia's economic growth but faces challenges. This study focuses on Suka Suka Brand, part of Boga Group, known for its Japanese All-You-Can-Eat concept. The brand struggles with rising costs of goods sold (COGS) due to high import costs and strict supplier agreements, affecting profitability, and stagnant revenue due to customer dissatisfaction with food quality and service. Franchise restrictions complicate addressing these issues. The study aims to boost revenue by improving customer satisfaction, which influences repeat visits and word-of-mouth. Analyzing factors like food and beverage quality, variety, service quality, price fairness, and atmosphere, the research uses quantitative surveys and qualitative interviews. PLS-SEM analysis highlights service quality and food quality as key factors, suggesting investments in staff training, consistent food quality, and competitive pricing. Strategic marketing initiatives, loyalty programs, and strategic partnerships are recommended to improve satisfaction, encourage repeat visits, and enhance revenue and profitability. Exceptional service and high-quality products are essential for fostering long-term customer loyalty.*

KEYWORDS - *Customer Satisfaction, Food and Beverage Quality, Service Quality, Price and Value Fairness, Revisit Intention.*

I. INTRODUCTION

Indonesia, the world's fourth-most populous nation, had a population of approximately 279 million in 2024. According to the USDA report 2023, Indonesia's GDP for the food industry sector in 2022 was \$83.1 billion, with nearly \$32 billion from the food service sector. The food and beverage industry significantly contributes to Indonesia's economic growth, with the restaurant sector being a major component. BPS 2023 reported a 20.76% growth in medium- and large-scale food and beverage establishments, totalling 10,900, with 50.44% located in shopping centers and malls [1]. Average revenue for these establishments increased by 22.23% in 2022, indicating financial prosperity. The industry is also the largest contributor to the creative industries' output, surpassing fashion and handicraft, with a cumulative growth rate of 4.47% in 2023. Tourism significantly supports this growth, with culinary experiences driving travel decisions [2][3]. Research conducted by Wardiyanta indicates a cultural shift towards dining out as a social activity, enhancing familial and social bonds [4]. Despite its success, the industry faces high failure rates due to inadequate business strategies, poor market adaptation, and lack of essential skills and capita [5][6]. Effective strategic planning, financial management, and innovation are crucial for sustaining and growing the restaurant and food franchise sector amidst intensified competition [7].

Founded in 2002, Bersama Group is a leading force in Indonesia's food and beverage industry, managing 13 brands across 200 restaurants in Indonesia and Malaysia. Known for its diverse cuisine offerings, including Chinese, Japanese, Korean, and Indonesian, Bersama Group aims to inspire the dining lifestyle with high-quality experiences. Key brands like Suka Suka offer authentic Japanese All You Can Eat (AYCE) concepts, shabu-shabu, and yakiniku. The company prioritizes integrity, teamwork, and continuous learning. Its mission includes diversification, innovative concepts, talent development, solid business systems, and strategic partnerships, ensuring excellence and customer satisfaction.

From 2017 to 2019, Suka Suka's outlets grew steadily, but the COVID-19 pandemic caused a significant decline in 2020, impacting decrease number of sales. Efficiency measures, such as reducing staff and selective operations, helped mitigate costs. By 2021, sales growth improved by 1.58%, continuing to rise through 2023, relatively slower than pre-pandemic levels. Despite opening three new outlets and achieving 14.53% sales growth, rising Cost of Goods Sold (COGS) and supply chain issues, particularly with imported meats, posed challenges. Studies by Dopson & Hayes and others indicate that customer satisfaction, driven by factors like food quality and service, can enhance revenue and profitability [8][9][10]. Addressing these elements is crucial for Suka Suka's recovery and growth.

The research aims to understand the current business conditions at Suka Suka Brand and propose effective strategies. The primary objectives are to identify and analyze key factors influencing customer

satisfaction and to develop actionable recommendations based on insights from internal stakeholders. The research addresses two main questions: the primary drivers of customer satisfaction at Suka Suka Brand restaurants, and the marketing strategies that can optimize revenue generation and improve profitability through enhanced customer satisfaction.

II. LITERATURE REVIEW

2.1 Customer Behavior

Consumer behavior is the process by which individuals or organizations select, purchase, and use products or services to fulfill their needs [11]. The American Marketing Association describes it as an interaction between affective and cognitive aspects, behavior, and the environment [12]. Perner identifies key influencing factors, including perception, cognition, emotions, beliefs, and social influences, while Mullins & Walker add demographics, lifestyle, and social factors like culture and family [13][14]. This behavior influences each decision-making stage, from recognizing needs to post-purchase evaluation, impacting customer outcomes and business efficiency, revenues, and profitability [15].

2.2 Customer Experience

Customer experience is all events a customer perceives during their interaction with a brand [16][17]. Brooks highlights crafting these experiences by understanding customer desires, implementing systems to meet them, ensuring satisfaction, creating memorable moments, and aiding customer success [18]. In the restaurant industry, this involves the entire dining experience, from initial awareness to post-dining services. Factors such as staff attentiveness, service efficiency, ambiance, and overall atmosphere are critical. Positive service experiences enhance customer satisfaction, foster loyalty, and encourage repeat visits [19][20][21]. Investing in service experience differentiates a restaurant, offering a competitive edge in a crowded market.

2.3 Customer Satisfaction

Customer satisfaction is vital for business sustainability, directly influencing repeat purchases and profitability [22][23]. It is achieved when products or services meet or exceed customer expectations, leading to loyalty and positive referrals [17][20]. Conversely, dissatisfaction arises when performance falls short of expectations [24]. In the restaurant industry, factors such as food quality, service responsiveness, variety, price fairness, and dining environment are crucial [25][26]. Ensuring these elements meet customer expectations fosters loyalty and positive word-of-mouth, essential for long-term success [27][28].

2.3.1 Food and Beverage Quality

In the food and beverage industry, food quality is crucial for customer satisfaction and repeat business. Kotler & Keller define product quality as meeting customer needs effectively, enhancing reputation and trust [29][30][20]. Key attributes of food quality in buffet restaurants include taste, smell, freshness, appearance, variety, and food safety [31][26][32][15]. The dining atmosphere and service quality also play vital roles, complementing food quality to enhance overall satisfaction and customer loyalty [33][34].

2.3.2 Food and Beverage Variety

Menus are crucial marketing tools for restaurants, setting customer expectations and reflecting the restaurant's identity [35]. A diverse menu enhances customer satisfaction by catering to various tastes and dietary preferences [36][37]. In all-you-can-eat restaurants, menu variety is vital for attracting a broad customer base and encouraging repeat business [15][30]. However, maintaining high food quality alongside variety is essential to prevent compromising customer satisfaction [26][31]. Effective planning and quality control are necessary for balancing variety and quality.

2.3.3 Service Quality

Service quality is crucial in bridging the gap between customer expectations and actual performance, directly impacting customer satisfaction and loyalty [17]. High service quality enhances reputation, reduces churn, and boosts profitability [23]. Key dimensions of service quality include tangibles, reliability, responsiveness, assurance, and empathy [38]. In the restaurant industry, superior service quality drives customer satisfaction, repeat business, and positive word-of-mouth [15][34]. Effective service management ensures sustainable growth and competitive advantage [32].

2.3.4 Price and Value Fairness

Service quality is crucial for customer satisfaction but must be paired with price and value fairness [22][37][26]. Price fairness is about customers feeling the price is reasonable for the quality received [36]. When perceived as fair, it boosts satisfaction and repeat business, while unfair pricing detracts from the

experience. Effective pricing aligned with high service and food quality enhances satisfaction and loyalty [33][34]. In all-you-can-eat restaurants, managing price and value perceptions is key to customer satisfaction and success [32][15].

2.3.5 Atmosphere

The physical setting of a restaurant, including decor, music, and ambiance, greatly influences customer perceptions of service quality and overall satisfaction [39]. A well-crafted atmosphere enhances the dining experience, making waits feel shorter and increasing emotional comfort [33]. Cleanliness, interior design, and comfort are critical to immediate satisfaction and long-term loyalty [37][36]. Effective management of these elements can attract more customers and foster loyalty, crucial for success in the competitive hospitality industry [40][15].

2.4 Customer Loyalty

Organizations are now prioritizing customer loyalty over satisfaction to boost financial performance [15]. Loyalty, defined as a customer's intention to repurchase and recommend a product or service, provides a buffer against competition and enhances marketing leverage [26]. It combines emotional attachment and consistent purchasing behavior. In the restaurant industry, loyalty results from repeated customer satisfaction and perceived value [41]. Loyal customers make frequent purchases, are less price-sensitive, and generate higher lifetime value, contributing to stable revenue and reduced marketing costs [40].

2.5 Revisit Intention

Revisit intention, a customer's willingness to return, indicates loyalty and satisfaction, essential for business profitability [41]. In restaurants, revisit intention is influenced by food quality, service, ambiance, and pricing [42]. Positive dining experiences and perceived value increase return likelihood [33].

2.6 7P Mix Marketing

Marketing activities in the restaurant industry revolve around the 7Ps of the marketing mix: Product, Price, Place, Promotion, People, Process, and Physical Evidence. This strategy, essential for achieving business goals, enhances brand identity, visibility, and customer attraction ([20]; [41]). Effective use of the 7Ps shapes consumer decisions and experiences: quality food (Product), value perception (Price), convenience (Place), sales promotion (Promotion), customer-staff interactions (People), efficient service (Process), and ambiance (Physical Evidence) ([43]; Sukmana, Mayani, & Fadah, 2023; [44]; [45]).

2.7 Five Porter's Forces

Porter's Five Forces framework, developed by Michael E. Porter in 1979, is a key tool in industrial organization (IO) economics, examining industry structure and firm behavior [46]. This framework helps businesses assess competitive forces and external pressures impacting strategy and profitability [47][48]. The Five Forces include:

1. Threat of New Entrants: Potential for new competitors to disrupt the market, mitigated by strong brands and economies of scale [46][49].
2. Bargaining Power of Suppliers: Supplier influence on prices and quality, reduced by diversifying supply sources [48].
3. Bargaining Power of Buyers: Customer influence on pricing and terms, countered by product differentiation and loyalty programs [46].
4. Threat of Substitutes: Risk of customers switching to alternatives, mitigated by enhancing product value [49].
5. Intensity of Competitive Rivalry: Level of competition within the industry, managed by differentiation and innovation [47].

2.8 SWOT – TOWS Matrix

A SWOT analysis helps organizations assess their market position and identify growth areas by examining internal strengths and weaknesses, and external opportunities and threats [50]. Internal factors include resources, staff, and management, while external factors encompass market trends and conditions. Conducting a SWOT analysis enables strategic planning to leverage strengths, address weaknesses, capitalize on opportunities, and mitigate threats. The TOWS matrix further assists in developing strategies by combining these factors.

2.9 Conceptual Framework

The researcher adopts a framework to boost revenue by enhancing customer satisfaction, influenced by food quality and variety, service quality, price fairness, and atmosphere. Improving these elements is expected to increase customer satisfaction and, consequently, the restaurant's revenue.

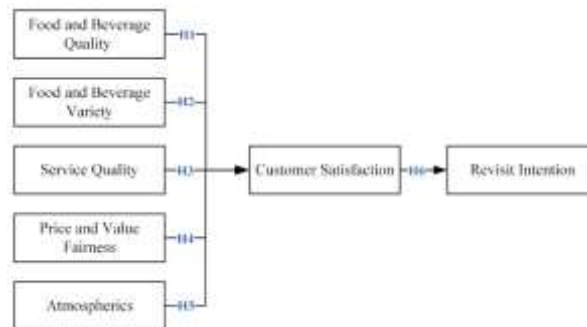


Figure 1. Conceptual Framework (Source: Author, 2024)

III. RESEARCH METHODOLOGY

Yin describes research design as a strategic framework connecting research questions to execution [51]. This study adopts a mixed-methods approach, combining quantitative data analysis and qualitative insights to explore factors influencing customer satisfaction and develop strategies for revenue generation [51]. Quantitative data involves statistical analysis, while qualitative data provides deep insights into business strategy complexities within Suka Suka Brand.

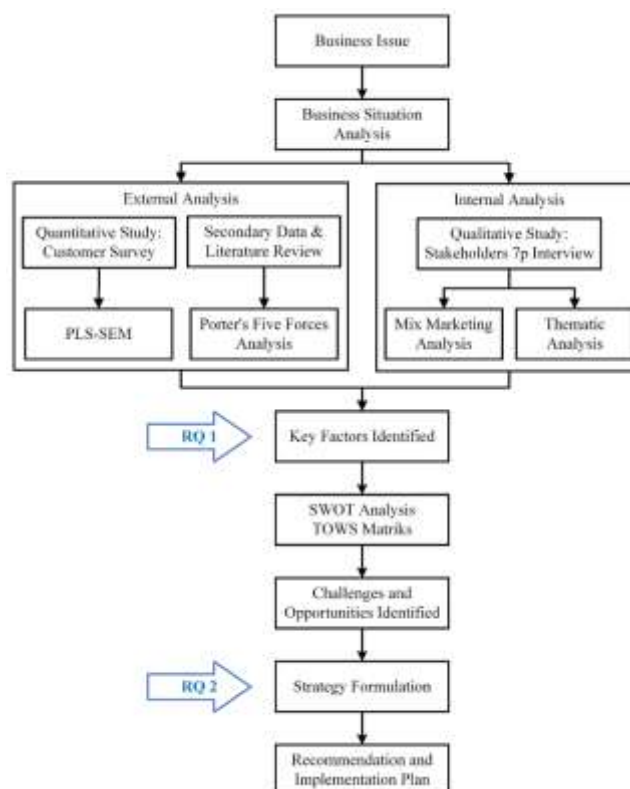


Figure 2. Research Design (Souce: Author, 2024)

The data collection for this study includes customer surveys, stakeholder interviews, and secondary sources such as organizational databases and academic literature. Customer surveys use a structured questionnaire with a 4-point Likert scale to measure satisfaction across various dimensions, such as food quality, service, and atmosphere. Purposive sampling will gather data from at least 50 respondents to ensure reliable PLS-SEM analysis [53]. Stakeholder interviews will explore business strategies and customer satisfaction drivers using semi-structured questions [51]. Secondary data will enhance the research by providing additional

context and supporting the development of strategic business recommendations. Data analysis will involve both thematic and content analysis for qualitative data, and PLS for quantitative data, ensuring a comprehensive understanding of the factors influencing customer satisfaction and business performance.

The first paragraph under each heading or subheading should be flush left, and subsequent paragraphs should have a five-space indentation. A colon is inserted before an equation is presented, but there is no punctuation following the equation. All equations are numbered and referred to in the text solely by a number enclosed in a round bracket (i.e., (3) reads as "equation 3"). Ensure that any miscellaneous numbering system you use in your paper cannot be confused with a reference [4] or an equation (3) designation.

IV. RESULT AND ANALYSIS

4.1 Qualitative Analysis

The respondents for this study held diverse managerial roles at Suka Suka Brand, providing a comprehensive view of the brand's operations and strategies. Mr. S, the General Manager with 7 years of experience, oversees multiple departments and ensures operational efficiency and customer satisfaction. Mr. Wa, the Assistant Operations Manager with 8 years of experience, is responsible for internal operations, including both service and kitchen operations. Ms. C, the Area Manager with 6 years experience, focuses on customer engagement and satisfaction, while Mr. Se, the Food and Beverage Manager with 7 years of experience, oversees kitchen operations, quality control, and menu diversification. Lastly, Ms. T, the Assistant Restaurant Manager with 4 years of experience, directly interacts with customers to ensure exceptional service and satisfaction. These diverse roles and experiences of the respondents provide valuable insights into Suka Suka Brand's strategic operations and customer satisfaction efforts. Their collective expertise and responsibilities underscore the importance of efficient management and adaptive strategies in maintaining high standards of service and operational efficiency.

The thematic analysis of interviews with five respondents from Suka Suka Brand reveals key trends and operational strategies essential for enhancing customer satisfaction and business performance. These interviews provide a detailed understanding of the operational strategies, adaptive measures, and customer engagement efforts employed by the brand. According to Wheelen and Hunger, a business strategy involves resource allocation, target markets, and developing competitive advantages for long-term success [54]. Wati et al. emphasize that a business strategy aims to enhance the competitiveness of products or services within the company's industry [55]. In the restaurant industry, addressing challenges such as staffing, supply chain management, customer satisfaction, regulatory compliance, and market competition is essential for sustainability and growth.

Respondents highlighted regulatory challenges during the COVID-19 pandemic, demonstrating the adaptive business strategy needed. Mr. S and Mr. Wa emphasized Suka Suka Brand's flexibility and responsiveness in shifting operational models to meet changing market conditions. During the COVID-19 outbreak, the brand temporarily transitioned from an all-you-can-eat buffet to offering ala carte and home delivery services, maintaining operations and revenue flow during dine-in restrictions. After the pandemic, Suka Suka Brand returned to its all-you-can-eat business strategy, showcasing dedication to its brand identity while adapting to changing market conditions. This adaptability is a key component of the brand's business strategy, ensuring effective responses to unforeseen challenges while maintaining customer satisfaction and operational efficiency.

Supply chain management is critical for ensuring the consistent availability of high-quality ingredients at competitive prices. Respondents discussed the impact of global meat supply limitations, leading to increased costs and necessitating strategic responses. To mitigate supply chain disruptions, Suka Suka Brand diversified its supplier base, moving away from single-supplier dependency [56][57]. Operational efficiency is crucial in service industries like restaurants [17]. Efficient operations lead to cost reduction, improved service quality, and increased customer satisfaction. At Suka Suka, standard operating procedures (SOPs) and regular audits ensure high standards are consistently met. Enhancing buffet offerings is part of the operational strategy to reduce costs and upgrade buffet attractiveness, enhancing customer loyalty through innovative menus.

Customer satisfaction and engagement are central themes, emphasizing the importance of maintaining high service and product quality standards to retain market competitiveness [22]. Regular staff training, mystery shopper deployments, and stringent service protocols ensure consistent customer experiences across all outlets. Specialized services, such as assistance with dipping sauces and guidance on enjoying new food items, differentiate Suka Suka Brand from competitors and enhance the overall dining experience. Effective feedback management is integral for continuous improvement, allowing businesses to identify areas for improvement and make necessary adjustments to meet customer expectations [17]. Suka Suka Brand uses tools like Google Reviews and e-GCC online to gather and act on customer feedback, ensuring positive feedback reinforces successful initiatives while negative comments are swiftly addressed to mitigate dissatisfaction. Proactively

using customer feedback in marketing strategies helps align promotional efforts with customer preferences and expectations.

The thematic analysis of interviews with five managerial respondents from Suka Suka Brand highlights critical trends and operational strategies essential for enhancing customer satisfaction and business performance. These insights reveal the brand's adaptive measures, operational strategies, and customer engagement efforts. According to Wheelen and Hunger, a business strategy involves resource allocation, target markets, and developing competitive advantages for long-term success, while Wati et al. emphasize enhancing competitiveness within the industry [54][55]. In the restaurant sector, addressing staffing, supply chain management, customer satisfaction, regulatory compliance, and market competition is vital for sustainability and growth. Respondents pointed out regulatory challenges during the COVID-19 pandemic, which required adaptive business strategies. Mr. S and Mr. Wa highlighted the brand's flexibility in shifting operational models, such as transitioning from an all-you-can-eat buffet to ala carte and home delivery services during dine-in restrictions, to maintain operations and revenue flow. Post-pandemic, Suka Suka Brand returned to its original business model, showcasing its ability to adapt to changing conditions while maintaining customer satisfaction and operational efficiency. Supply chain management was also critical, with respondents discussing the impact of global meat supply limitations and the strategic responses to diversify the supplier base to mitigate disruptions [56][57].

Operational efficiency, emphasized by Zeithaml, Bitner, and Gremler, is crucial in service industries like restaurants [17]. At Suka Suka, standard operating procedures (SOPs) and regular audits ensure high standards, while enhancing buffet offerings to reduce costs and upgrade menu attractiveness. Customer satisfaction and engagement remain central, with high service and product quality standards being essential for retaining market competitiveness [22]. Regular staff training, mystery shopper deployments, and stringent service protocols ensure consistent customer experiences. Effective feedback management, using tools like Google Reviews and e-GCC online, allows the brand to continuously improve by acting on customer feedback. This approach ensures that positive feedback reinforces successful initiatives while negative comments are addressed promptly, aligning promotional efforts with customer preferences and expectations [17].

For the 7P analysis, the analysis reveals that product quality is paramount for Suka Suka Brand, with multiple respondents emphasizing its role in ensuring customer satisfaction and loyalty. High-quality products are critical in a competitive market, a sentiment echoed by Mr. S, the General Manager, and Ms. C, the Area Manager. They stress that maintaining high food standards directly impacts the brand's reputation and customer loyalty, aligning with Kotler and Keller views on the importance of quality in customer satisfaction [20]. Additionally, the role of staff is vital, as well-trained and motivated employees significantly influence customer experiences. Mr. Wa, the Assistant Operations Manager, and others highlight the need for staff training and motivation to achieve high service quality, supported by Zeithaml, Bitner, & Gremler [17].

Other essential elements in Suka Suka Brand's strategy include strategic location, effective promotion, competitive pricing, and physical environment. Ms. T underscores the importance of outlet location and accessibility for attracting customers. Effective promotion, highlighted by Ms. T, is crucial for increasing visibility and drawing new customers, as noted by Bondarenko & Vyshnivska. Competitive pricing is also critical, with Mr. S and Mr. Se emphasizing the balance between quality and affordability to appeal to a broad customer base, reflecting Kotler and Keller's insights [20]. Lastly, Mr. Wa points out that the physical environment significantly enhances the overall customer experience, highlighting its role in achieving customer satisfaction and business success in the food service industry.

4.2 Quantitative Analysis

The respondent profile, based on a survey distributed via Google Forms, consists of 200 individuals with a majority being female (58%) and having visited Suka Suka Brand within the last six months (63.5%). Most respondents are single (64.5%), hold a Bachelor's degree (80.5%), and work in the private sector (72.5%), with students and government employees also significantly represented. Income levels vary, with a substantial portion earning more than Rp. 15,500,001 (30%). The majority eat out 1-2 times a week (41%) and frequently visit Suka Suka Brand, with the most common spending range per visit being Rp 250,001 - Rp 550,000 (53.5%).

The thematic analysis of interviews with five respondents from Suka Suka Brand reveals key trends and operational strategies essential for enhancing customer satisfaction and business performance. The study used three key measurements in the descriptive analysis: mean analysis, standard deviation analysis, and frequency analysis, to gain insights into respondents' perceptions regarding various variables such as food and beverage quality, variety, service quality, price and value fairness, atmosphere, customer satisfaction, and revisit intention. The mean analysis, based on Wijanto, provided an average score for each variable, indicating general trends in respondents' perceptions [58]. The descriptive analysis of food and beverage quality at the restaurant revealed a generally positive outlook, with an overall mean score of 3.34, categorized as "Good." Most ratings fell within the "Good" and "Excellent" categories, with all aspects of food and beverage quality showing

consistent positive feedback. However, variability was noted in the consistency of the food's taste across different outlets, indicating an area for potential improvement. Similarly, the analysis of food and beverage variety indicated a generally favorable perception with a mean score of 3.19. The variety of soups was identified as an area needing improvement due to lower scores and higher variability in responses.

The analysis of service quality showed an overall positive perception with a mean score of 3.30, categorized as "Good." Consistency and positive customer experiences were highlighted as strengths, though employees' attentiveness and responsiveness were identified as areas for improvement. Price and value fairness received a mean score of 3.16, indicating that respondents generally perceive the restaurant's pricing as fair. The analysis of the atmosphere showed a positive perception with a mean score of 3.28, although improving the layout could further enhance customer satisfaction. Customer satisfaction, with an average mean score of 3.23, was generally positive, indicating favorable feedback from respondents. Enhancing the overall dining experience and addressing issues deterring customers from recommending the restaurant could boost satisfaction further. The descriptive analysis of revisit intention also showed a positive outlook, with a mean score of 3.02. While respondents generally indicated a strong intention to revisit the restaurant, mixed feedback highlighted the need for improvements to encourage more frequent visits.

The bootstrapping in table 1 analysis confirmed that food and beverage quality, service quality, and price and value fairness are critical factors in enhancing customer satisfaction, which in turn significantly boosts revisit intention. Higher levels of food and beverage quality, service quality, and price and value fairness lead to increased customer satisfaction, emphasizing the importance of excellent service and fair pricing in fostering customer loyalty. While food and beverage variety and atmosphere did not show significant impacts in this study, the findings highlight the need for high-quality products, service excellence, and ensuring customers perceive good value for their money as effective strategies for enhancing satisfaction and encouraging repeat business. These insights are crucial for understanding the factors that drive customer satisfaction and loyalty in the food service industry [20][17][40].

Table 1. Bootstrapping Result (Source: Author, 2024)

Hypothesis	Path	Path Coef.	T statistics	P values	Decision
H1	FBQ → CS	0.145	1.858	0.032	Accepted
H2	FBV → CS	-0.041	0.541	0.294	Rejected
H3	SQ → CS	0.410	4.894	0.000	Accepted
H4	PVF → CS	0.313	4.075	0.000	Accepted
H5	ATM → CS	0.088	1.122	0.131	Rejected
H6	CS → RI	0.695	14.729	0.000	Accepted

4.3 Data Integration: Identifying Key Factors

The analysis of Suka Suka Brand reveals that among the five study variables, atmosphere and food and beverage variety do not significantly impact customer satisfaction. In the 7P marketing mix analysis, only Ms. T emphasized the importance of place, highlighting the significance of strategic location, accessibility, and ambiance. Although place was not found to significantly affect customer satisfaction, improvements in these areas can enhance the overall customer experience. A well-located and easily accessible restaurant with a pleasant ambiance can attract more customers, indirectly boosting satisfaction.

Food and beverage variety also showed minimal impact on customer satisfaction, despite food quality being a significant contributor. The 7P marketing mix analysis identified product quality as the most critical element, stressing the importance of continuous investment in quality improvement and innovation. Ensuring consistent product quality across all outlets is crucial, as inconsistencies can affect customer satisfaction and loyalty. Although variety does not directly impact satisfaction, it can enhance the dining experience, with 25.5% of customers indicating a need for improvement in the variety of soups. Introducing seasonal menu items can serve as a competitive advantage, despite the challenges in inventory control and increased costs associated with complex menus.

Service quality emerged as the most significant factor influencing customer satisfaction, aligning with the 7P marketing mix analysis, which ranked service quality as the second most critical element. The importance of well-trained and motivated staff was emphasized, with a focus on enhancing employee responsiveness through targeted training and regular assessments. Addressing deficiencies in service delivery, particularly in attentiveness and responsiveness, is vital for improving customer satisfaction. Additionally, price and value fairness play a significant role, with strategies such as offering various meal packages and collaborating with banks for promotional discounts being employed to enhance perceived value. Effective promotional activities, including partnerships with influencers and strategic marketing campaigns, are crucial for maintaining visibility and attracting new customers. The study underscores the importance of customer

satisfaction for business sustainability and profitability, highlighting the significant relationship between customer satisfaction and revisit intention [30].

4.4 Porter's Five Forces Analysis

The analysis of Porter's Five Forces for Suka Suka Brand reveals the competitive dynamics within the all-you-can-eat (AYCE) Japanese restaurant market. The threat of new entrants is moderate due to high capital investment requirements and the established reputation of existing brands. However, the increasing popularity of Japanese cuisine and potential for innovative dining concepts present opportunities for new competitors [59][60]. The bargaining power of suppliers is moderate to high because of the restaurant's dependence on imported high-quality meat from limited suppliers, which can impact cost structures and pricing strategies. Developing strategic supplier relationships and securing long-term contracts are crucial to mitigate these risks [61][62].

Buyers wield high bargaining power due to the numerous dining options and the price-sensitive nature of AYCE customers, necessitating continuous innovation and high standards of food quality and service to maintain loyalty. Competitive pricing and effective loyalty programs are essential to retain customers and mitigate their power to switch to other restaurants easily [59][63][60]. The threat of substitutes is also high, with customers having access to various dining alternatives, including fast-casual and traditional restaurants, as well as home-cooked meals. The need for innovation and differentiation is crucial to stand out in this crowded market [59][63][60].

Competitive rivalry is intense due to market saturation and the maturity of the restaurant industry, leading to aggressive marketing and menu innovations by competitors. Suka Suka Brand's strategy focuses on high-quality products, exceptional dining experiences, and maintaining a unique concept to differentiate itself. However, adapting to changing market conditions and consumer preferences is key to sustaining its market position in this fiercely competitive environment [60][30][63]. In conclusion, Suka Suka Brand must leverage its strengths in product quality, dining experience, and strategic innovation to navigate the competitive forces and maintain its market position.

4.5 SWOT Analysis

The SWOT analysis for Suka Suka Brand reveals critical insights into the brand's internal strengths and weaknesses, as well as external opportunities and threats. Strengths include high-quality products, exceptional service quality, and competitive pricing options. These attributes are crucial for customer satisfaction and loyalty, aligning with industry standards [60]. Competitive pricing strategies ensure broad accessibility without compromising quality, appealing to a diverse customer base [61]. However, Suka Suka faces weaknesses such as dependency on imported high-quality meat, leading to vulnerabilities in price fluctuations and supply chain disruptions. Simplifying the menu and improving inventory management can mitigate operational inefficiencies. Inconsistent product quality across branches also poses a risk to customer trust and brand reputation [62].

Opportunities for Suka Suka include the development of enhanced customer loyalty programs and integrating technology and data analytics for customer insights. Loyalty programs offering rewards can boost repeat business, while technology can streamline operations and improve service efficiency [63]. Marketing campaigns emphasizing quality and exceptional service can attract discerning customers and enhance the brand's reputation. However, the brand faces significant threats from high competition, changing customer preferences, and economic downturns. Continuous innovation, adapting to market trends, and offering value to customers are essential strategies for maintaining competitiveness and ensuring business sustainability during economic fluctuations [30].

4.6 TOWS Matrix

Table 2. TOWS Matrix (Source: Author, 2024)

	Strengths S1. High-Quality Product S2. Exceptional Service Quality S3. Competitive Pricing	Weaknesses W1. Dependency on Imported Meat W2. Less Emphasize on Variety Products W3. Complex Menu Offering W4. Inconsistent Product Quality
Opportunities O1. Enhance Customer Loyalty O2. Marketing on Product	SO Strategies <ul style="list-style-type: none"> Leverage high-quality product and service as key points in marketing 	WO Strategies <ul style="list-style-type: none"> Enhance customer loyalty to build customer retention despite supply

and Service Quality O3. Leverage Technology and Data Integration	<p>campaigns to attract new customers and retain existing ones (S1, S2, O2).</p> <ul style="list-style-type: none"> • Offer competitive pricing while maintaining high-quality products and exceptional service to boost customer loyalty (S1, S2, S3, O1). • Leverage technology and data collection to enhance customer experience by utilizing mobile apps for personalized promotions, retention strategies, feedback collection, and gathering data on preferences to improve product and service quality (S1, S2, O3) 	<p>chain issues (W1, O1).</p> <ul style="list-style-type: none"> • Develop marketing campaigns that emphasize strengths in quality and service to offset limited product variety (W2, O2) • Use data analytics to simplify the menu, enhancing marketing campaigns and customer loyalty (W2, W3, O1, O2, O3) <p>Leverage data analytics for quality monitoring and regular audits to maintain consistency (W4, O3)</p>
Threats T1. High Competition T2. Changing Customer Preferences T3. Economic Downturn	ST Strategies <ul style="list-style-type: none"> • Enhance quality and service to stay ahead of competitors by improving continuously to maintain a competitive edge over rivals (S1, S2, T1). • Maintain high-quality products and exceptional service while adapting to evolving customer preferences (S1, S2, T2). • Implement flexible pricing strategies to provide affordable value during economic downturns (S3, T3) 	WT Strategies <ul style="list-style-type: none"> • Diversify local supplier to reduce dependency on imported meat to ensure stable operations and mitigate economic challenges (W1, T3) • Optimize inventory by creating new menu items from existing raw materials, ensuring consistent quality, and adapting to customer preferences to stand out in high competition (W2, W3, W4, T1, T2) • Create promotions and value-oriented offerings to maintain customer interest and loyalty during economic downturns (W2, T3)

The TOWS matrix extends the SWOT analysis by helping organizations develop strategic options based on internal strengths and weaknesses alongside external opportunities and threats. For Suka Suka Brand, leveraging high-quality products and exceptional service in marketing campaigns can attract and retain customers, differentiating itself in a competitive market (S1, S2, O2). Implementing customer loyalty programs with rewards and exclusive offers can enhance customer retention, ensuring accessibility and appeal without compromising quality (S1, S2, S3, O1). Integrating technology and data analytics to understand customer preferences can further enhance the customer experience, improve operational efficiency, and solidify the brand's competitive edge (S1, S2, O3) [59][60].

To mitigate weaknesses and threats, Suka Suka Brand should enhance customer loyalty programs to build a stable customer base despite potential supply chain disruptions (W1, O1, T3). Focusing marketing efforts on the brand's quality and service can improve brand perception and allocate resources efficiently, mitigating the limited impact of the dining atmosphere on customer satisfaction (W2, T1, O2). Simplifying the menu using data analytics can improve inventory management and operational efficiency (W2, W3, O1, O2, O3). Regular audits and quality monitoring ensure consistent quality across all branches, reinforcing customer trust (W4, T3). By integrating these strategies, Suka Suka can effectively minimize weaknesses, address threats, and strengthen its market position [61][62].

4.7 Marketing Strategy Formulation

Based on a comprehensive analysis of key factors from the 7P marketing mix and the TOWS matrix, targeted marketing strategies for Suka Suka Brand can now be formulated. These strategies have been validated by stakeholders and focus on promotional efforts to enhance customer satisfaction. Given that Suka Suka operates as a franchise under Bersama Group, making operational changes is more challenging; thus, improving promotional strategies and customer engagement is the most effective way to drive sustainable growth, enhance customer satisfaction, and maintain a competitive edge in the dynamic all-you-can-eat Japanese restaurant market.

To leverage its strengths, Suka Suka should emphasize high-quality products and exceptional service in marketing campaigns, attracting discerning customers and enhancing brand reputation (S1, S2, O2). Integrating technology and utilizing data analytics through a mobile app can significantly enhance customer engagement and operational efficiency by offering streamlined reservations, personalized promotions, and immediate feedback collection (S1, S2, O3). Additionally, implementing customer loyalty programs with rewards and exclusive offers can help retain customers despite potential supply chain disruptions, building a stable customer base and mitigating supply risks (W1, O1). Engaging in strategic marketing campaigns and partnerships with influencers, other brands, and banks can further enhance Suka Suka's visibility and attract new customers, ensuring the brand remains appealing and competitive (T1, T2, T3) [59][60].

V. CONCLUSION

5.1 Conclusion

To address the key factors influencing customer satisfaction at Suka Suka Brand, the research identified service quality, food quality, and price value fairness as critical elements. Service quality emerged as the most significant factor, emphasizing the need for well-trained, responsive staff. Food quality was highlighted as essential, necessitating continuous investment in quality improvement and innovation. Price value fairness also played a crucial role, indicating that competitive pricing strategies and promotional discounts can enhance perceived value and attract customers. While ambiance and location improvements don't directly impact satisfaction, they enhance the overall dining experience.

For actionable recommendations, the research suggests emphasizing quality and service in marketing campaigns, leveraging technology through a mobile app for personalized customer engagement, and implementing customer loyalty programs with rewards and exclusive offers. Strategic marketing campaigns and partnerships with influencers, brands, and banks can increase visibility and attract new customers. These initiatives aim to provide exceptional service and high-quality products, fostering long-term loyalty, encouraging repeat visits, and ultimately enhancing revenue and profitability for Suka Suka Brand.

5.2 Recommendation

The implementation plan for Suka Suka Brand focuses on enhancing market presence and customer satisfaction through targeted marketing strategies. Key actions include planning and creating content, showcasing behind-the-scenes activities, collecting customer testimonials, and launching comprehensive marketing campaigns. The plan also emphasizes leveraging technology and data analytics to personalize customer engagement, streamline reservations and promotions, collect feedback, and develop personalized marketing efforts. Additionally, implementing a customer loyalty program and engaging in strategic partnerships with influencers and brands are crucial for boosting visibility and attracting new customers.

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