Original Article

The Analysis of Restaurant Serving Quality with Servqual (Service Quality) Dimension Using IPA Method (Case Study: Kedai Bang Ben)

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Abstract: *Kedai Bang Ben is still struggling to hit their revenue target. The restaurant has already done several marketing campaigns, introduced new menus, and improved facilities to boost its revenue, but it is still unsuccessful. This research aims to investigate the service quality in Kedai Bang Ben using the SERVQUAL model. This research explores customer perceptions, operational dynamics, and the impact of marketing on revenue. SERVQUAL questionnaire is distributed, aiming to interpret customer satisfaction and determine the room for improvement using the IPA method (Importance Performance Analysis). Marketing spending is analyzed using Marketing ROI (Return on Investment) to determine what marketing strategy is the most suitable for increasing revenue. A descriptive quantitative method is used in this research. The population in this research is customers or visitors to Kedai Bang Ben restaurant. The questionnaire will be distributed to 70 customers from the 20th of November until the 2nd of December 2023. Kedai Bang Ben's service quality performance is evaluated using the SERVQUAL model. The findings of this research indicate that although Kedai Bang Ben's service quality already performs well, significant areas still need improvement. Also, several marketing campaigns can be repeated because they provide good ROI.*

Keywords: Importance-Performance Analysis, Marketing ROI, Service Quality Analysis, SERVQUAL Model.

I. INTRODUCTION

Dining out has become an integral part of modern life, serving as a convenient solution to the demands of our fast-paced world. People often turn to restaurants when seeking a break from cooking, a quick and delicious meal during a busy day, or the opportunity to savor cuisines they might not prepare at home. Beyond mere sustenance, dining out fosters social connections, allowing friends and family to come together over shared meals, couples to enjoy romantic evenings, and business associates to build professional relationships. In this era of gastronomic diversity and heightened consumer expectations, service quality has emerged as a pivotal determinant of success within the restaurant industry. Restaurants of varying tiers, from upscale establishments to quick-service eateries, have increasingly recognized the significance of delivering exceptional service to satisfy and retain their discerning clientele. Kedai Bang Ben is an Indonesian restaurant in Jalan Tebet Timur Dalam II No 12, Jakarta Selatan. The core business is Food and Beverage and focused on Acehnese delight. Since its opening, the restaurant has struggled to achieve the targeted revenue. The dense number of similar food establishments in the Tebet Timur area creates high competition in the restaurant business. Customers have more choices, from fancy dining establishments to fast food chains. As a result of this competition, customer expectations of restaurant offerings are increasing; customers' perspectives are not only based on the food quality but also on various factors such as the services, the quality of the building, and the restaurant's ambiance.

This research explores the dynamics of service quality in Kedai Bang Ben. It seeks to apply the SERVQUAL (Service Quality) model as a framework for assessment and improvement. The quality of service in a restaurant directly influences its revenue. Poor service can lead to dissatisfied customers who are less likely to return and recommend the establishment. In contrast, excellent service can create loyal patrons who spend more on their meals and boost the restaurant's reputation and revenue. Understanding the factors that influence service quality and, subsequently, the overall customer experience within Kedai Bang Ben is imperative. This study aims to bridge the gap between the expected customer experience and the reality of customer experience by using the SERVQUAL model to suit the specific needs of strategic implementation in Kedai Bang Ben.

To get to the bottom of the issues surrounding service quality in Kedai Bang Ben, the required steps are to break down the various factors that influence the dining experience and customer satisfaction in Kedai Bang Ben.

The mind map diagram below illustrates the identified problem in Kedai Bang Ben.
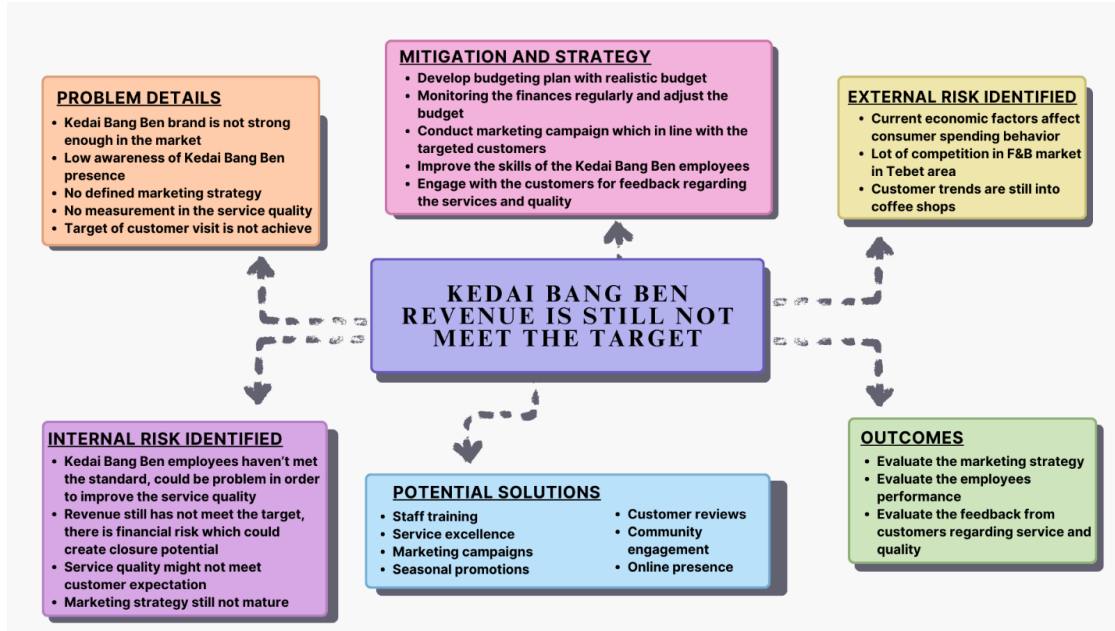
Figure 1: Kedai Bang Ben Problem Mind Map (Author, 2023)

Mind mapping is used as a roadmap for navigating complex information and identifying the underlying causes of why the Kedai Bang Ben revenue is still stagnant. The information above is connected to the Kedai Bang Ben owner's role in determining the responsibility for each department area within Kedai Bang Ben. Below are the stakeholders involved and the issues from all the stakeholders:
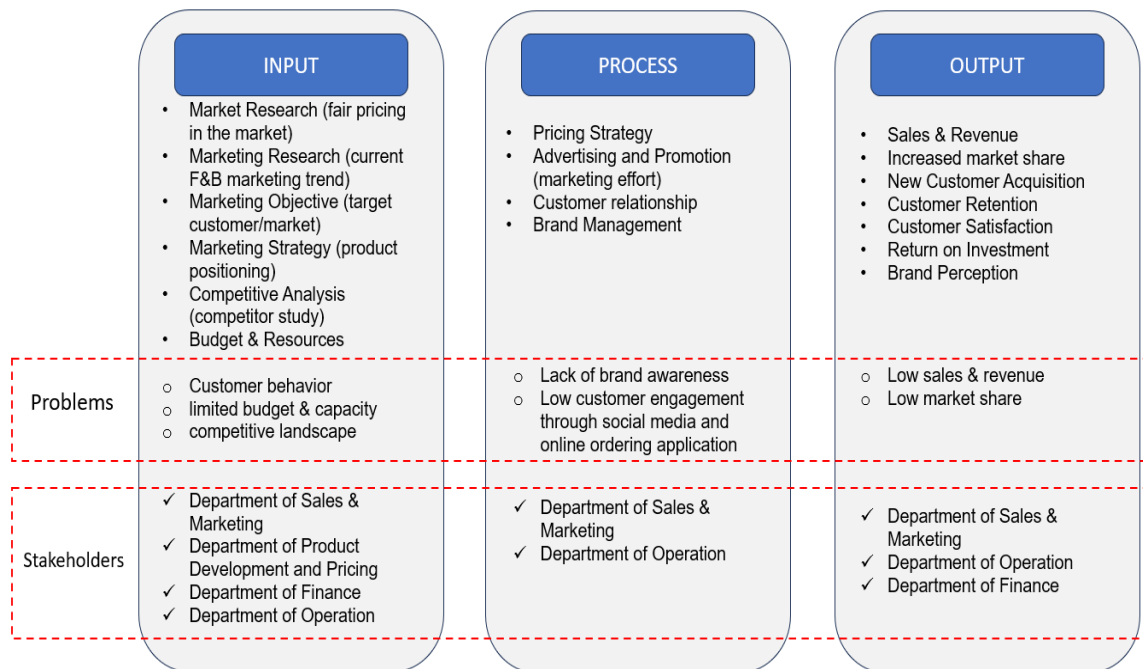

Figure 2: The Stakeholders and Their Problems (Author, 2023)

Utilizing a fishbone diagram, also known as an Ishikawa or cause-and-effect diagram, is an invaluable tool for uncovering the root causes of poor service quality in Kedai Bang Ben. This visual representation method allowed this study to systematically examine the various factors and potential sources of service quality issues. Contributing elements can be identified and analyzed by structuring the investigation into categories such as people, processes, physical evidence, and other vital components.
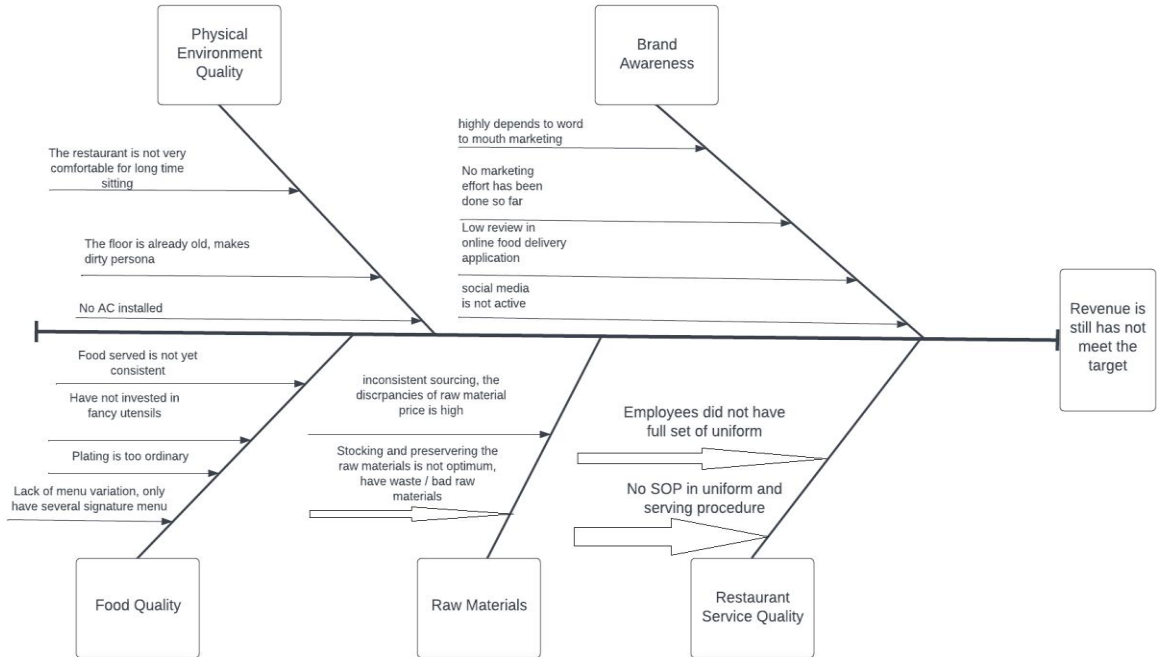
Figure 3: Fishbone Diagram of Kedai Bang Ben situation (Author, 2023)

The objective of this study is to:
1. Understanding how customers perceive the service quality of Kedai Bang Ben.
2. Finding the service quality factors that Kedai Bang Ben needs to improve.
3. Determining the suitable marketing campaigns for Kedai Bang Ben.

II. LITERATURE REVIEW

In the world of food and dining, where great food meets excellent service, restaurants stand out for their unique blend of affordability and quality. Service quality plays a pivotal role in these establishments, and the SERVQUAL model has become a valuable tool for understanding and improving it.

The fundamental aspects of a Food and Beverage business lie in its operations, objectives, and overall identities. It encompasses several vital components crucial for the success of the F&B establishment. People have several reasons for dining out at restaurants: convenience, physiological, social esteem, health, and business. Still, people eat out mainly for convenience and physiological reasons [1].

Linking prices to what customers spend at the table may be the key to increasing restaurant income. The underlying issue is how to do it. Using pricing strategies and information systems, revenue management assigns the appropriate capacity to the right consumer at the right time and location [2]. Hence, measuring the restaurant capacity against the demand is essential to develop an appropriate cost and pricing structure. Another critical aspect in the restaurant business will be marketing literature, as this is related to customer satisfaction, which can lead to positive word of mouth, revisit intention, and revisit behavior. Food quality, service quality, physical environment quality, and customer satisfaction are positively related to the revisit intention of the restaurant. Consumers are quick to switch when one of the aforementioned criteria results in a negative experience. Feelings of happiness and contentment following a meal or service experience at the restaurant are included in the customer satisfaction category. Customer satisfaction develops from gaining what they expect from the service and food. It is a subjective assessment that combines service quality and physical environment quality [3].

A. The Restaurant Concept Model

In the restaurant business, marketing is the secret sauce that turns delicious meals into thriving establishments. It's the key to getting noticed, attracting customers, and keeping them returning. With effective marketing, restaurants can stand out in a crowded culinary landscape, showcasing what makes them unique. Whether through social media, digital platforms, or traditional advertising, marketing is the engine that drives awareness and customer loyalty.

Word of mouth is described as "person-to-person, between a communicator and receiver, which is perceived as a non-

commercial message." Word of mouth substantially impacts consumers' purchasing decisions; therefore, a vital marketing strategy aims to initiate positive Word of Mouth. The diagram below represents the model concept of Kedai Bang Ben, which aims at.
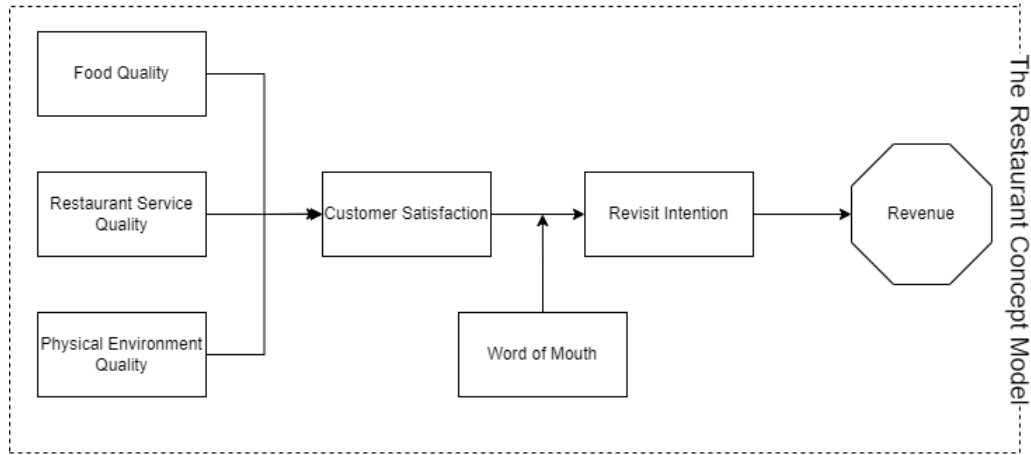

Figure 4: Restaurant Concept Model based on Rajput & Gahfoor

B. Marketing ROI for Kedai Bang Ben

Before investing in marketing, marketing managers should consider the marketing Return on Investment (ROI) to evaluate and rank investments during the planning phase and assess how well actual performance compares to projections during the analysis phase. ROI is expressed as a percentage, which is computed by dividing the investment's return [4].

$$ROI = \frac{(Revenue - Cost\ of\ Goods\ Sold) - Investment}{Investment}$$

A positive ROI indicates that we get more profits to cover the initial investment. Below is the diagram showing the process overview of Marketing ROI:

Figure 5: Marketing ROI Process [4]

C. Brand Awareness of Kedai Bang Ben

Kedai Bang Ben built brand awareness through word of mouth by inviting relations. Another effort is making Kedai Bang Ben's presence available online through online food delivery apps and Google.com. Kedai Bang Ben's social media was also not very active because it had no resources to manage it. The low brand awareness is reflected in the low number of visitors to Kedai Bang Ben. As we are already in the digital age, social media platforms are the easiest and most cost-effective way to reach customers. This age is the first time in history that five generations (Silent Generations, Baby Boomers, Generation X, Millennials, and Gen Z) lived together in society. Technology is more than needed to reach all those generations [5]. Influencer marketing has become a powerful channel for brand promotion and market expansion in the hospitality industry. In the restaurant industry, influencer marketing efforts are increasing since they provide a potentially rapid and inexpensive means of drawing clients. Restaurant operators collaborate with food bloggers and reviewers in an effort to increase the "wow factor." With regard to restaurants or food, these micro-influencers present the possibility of producing insightful online content via blog entries, images, videos, comments, and live broadcasts on their social media channels [6].

D. Service Quality relationship with revenue

The conceptual framework for this research is to find the gap in service quality between what the customer expected and perceived. Low restaurant service quality significantly impacts customer satisfaction, second only to the food quality. Customers' opinions and assessments are influenced by their awareness of a product's scarcity, second only to their opinions and assessments of a product's attractiveness, desirability, cost, quality, and taste [7]. The current service quality from Kedai Bang Ben needs to be improved to attract more customers.
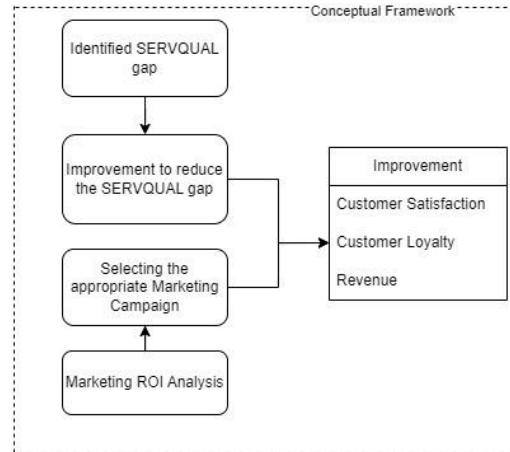

Figure 6: Research Conceptual Framework

E. Service Quality Measurement Instrument

a) Measuring the customer perception and customer expectations:

To find out the gap in service quality, the SERVQUAL questionnaire is used to measure customer perception and customer expectations towards service quality. The survey questionnaire is carefully crafted, incorporating validated SERVQUAL items tailored to the needs of Kedai Bang Ben. To engage participants, transparent communication about the research's purpose and confidentiality is maintained. Quantitative analysis techniques, including statistical methods, are applied to the collected data, offering insights into service quality dimensions and overall customer satisfaction within Kedai Bang Ben.
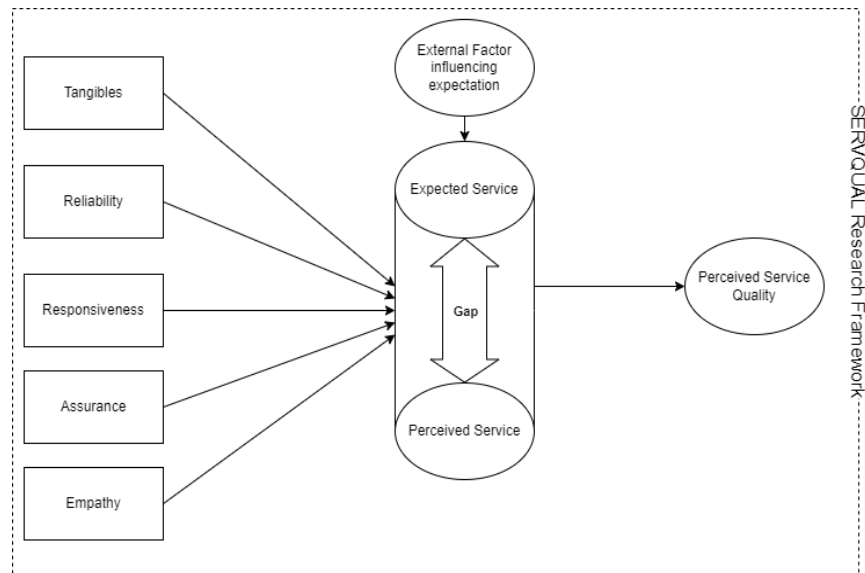

Figure 7: SERVQUAL Research Model for Kedai Bang Ben

b) Importance-Performance Analysis (IPA) Method

Importance–Performance Analysis (IPA) is a popular technique for raising customer satisfaction levels [8]. The purpose of this analysis is to help identify the characteristics for which the product or service performs poorly or well, depending on

how important they are. When the horizontal axis (X) and the vertical axis (Y) of the importance metric and performance measure are combined, a cartesian plane with four (4) quadrants that reflect the underperforming and overperforming variables is produced [8]. IPA Analysis stands as a straightforward and valuable method for pinpointing the attributes of a product or service that require enhancement in Kedai Bang Ben.

c) Marketing ROI Analysis

Revenue and Marketing are directly related to the sustainability of the business. Effective marketing strategies drive customer awareness, attract new customers, and create loyal customers. Well-executed marketing campaigns could enhance Kedai Bang Ben's visibility and influence customers to come. There is a set of controllable elements that Kedai Bang Ben could use to influence their target customers, and this is called Marketing Mix, which consists of 4Ps: Product, Price, Place, and Promotion [5]. A well-executed marketing campaign could result in a cost ratio of 5:1, meaning that $5 is generated for every $1 spent. Thus, an effective marketing campaign should generate 500% Marketing ROI. Return on Investment (ROI) is calculated with the Marketing ROI equation to determine the correlation between revenue and marketing cost, and the result is utilized to assess the marketing campaign's efficacy that Kedai Bang Ben and its availability to attract new customers.

III. RESULTS AND DISCUSSION

A. Participants

The subject of this research is the Kedai Bang Ben customer or visitor from the 20th of November until the 2nd of December 2023, with a total population of 70 people. The sample used in this research consists of 41 people, obtained by implementing the Slovin formula.

The survey questionnaire is used as the primary tool for gathering quantitative data due to its structured and systematic approach, allowing for the collection of numerical insights in a standardized manner. This method facilitates the efficient capture of a large volume of data from a diverse range of respondents who already visited Kedai Bang Ben using the Likert Scale in the survey. The questionnaire is designed with specific, measurable questions aligned with the dimensions of the SERVQUAL model, enabling a quantitative analysis of customer perceptions regarding service quality in Kedai Bang Ben. By employing closed-ended questions, respondents can provide precise and comparable responses, simplifying the data analysis process. This method enables the identification of patterns, trends, and statistical relationships between the survey analysis and the supporting data gathered from Kedai Bang Ben performance, contributing to a robust and evidence-based understanding of service quality in the study context. The Likert Scale used in questionnaires was devised to measure the customer's attitudes, perceptions, or opinions when visiting Kedai Bang Ben. Diversities among the respondents are locked within the strongly disagree and agree area, which can provide the researchers with balanced data [9]. The respondents are customers who already have been trying to dine in Kedai Bang Ben. They were asked to respond to a five-point Likert scale with the range: 5 Totally Not Agree), 4 (Not Agree), 3 (Uncertain/Doubtful), 2 (Agree), and 1 (Totally Agree) with a total of 32 questions.

Below are the ideal criteria for the survey participant:
1. New customer: this type of customer never tries to dine in Kedai Bang Ben. They offer honest responses regarding the quality of the restaurant service.
2. Repeat customer: this type of customer has already tried to dine in Kedai Bang Ben at least once. They offer new insights that can be used for restaurant improvement.
3. The customer should have already tried Acehnese cuisine at least once in other restaurants.

The following table shows the questions to measure the SERVQUAL dimension in Kedai Bang Ben.

Table 1: SERVQUAL Questionnaire

Dimension	Questions	Code
Tangible	Does Kedai Bang Ben have adequate parking space?	T1
	Does the shape/looks of Kedai Bang Ben's building match your expectations when you visit?	T2
	Is Kedai Bang Ben clean?	T3
	Are the appearance of Keda Bang Ben employees clean and neat?	T4
	Are the public facilities (toilets, washbins, prayer rooms) available?	T5
	Are the cleanliness of Kedai Bang Ben public facilities well maintained?	T6
	Is the menu offered at Kedai Bang Ben meet your expectations?	T7
	Do you feel comfortable when you dine in at Kedai Bang Ben?	T8
	Does the appearance of the food and drink menu serve to tempt your taste?	T9
	Do you think the table arrangement at Kedai Bang Ben is attractive?	T10
	In your opinion, is the number of employees at Kedai Bang Ben adequate?	T11
Reliability	Is the service time (staff taking your order) at Kedai Bang Ben fast enough?	REL1
	Does the taste of the menu match your expectations?	REL2

	Is the serving process or serving time provided by Kedai Bang Ben in line with your expectations?	REL3
	Is the quality of the food served always consistent and maintained on your second visit?	REL4
	Is the quality of the drink served always consistent and maintained on your second visit?	REL5
	Can Kedai Bang Ben employees serve you well?	REL6
	Can Kedai Bang Ben calculate your bill properly?	REL7
Responsiveness	Is the management of Kedai Bang Ben responsive enough to handle your complaint?	RES1
	Are Kedai Bang Ben employees fast and responsive when offering and taking your order?	RES2
	Can Kedai Bang Ben employees serve you well when there are many visitors?	RES3
	Are Kedai Bang Ben employees willing to serve special requests for your order? (e.g., no vegetables/pickles/onions / not spicy)	RES4
	Are Kedai Bang Ben employees able to explain your questions regarding the menu?	RES5
Assurance	Does the Kedai Bang Ben parking area make you comfortable when you park your vehicle?	A1
	Does Kedai Bang Ben provide convenience and comfort for dine-in?	A2
	Does Kedai Bang Ben provide good quality products?	A3
	Does Kedai Bang Ben provide replacements or take responsibility if there are discrepancies in your order?	A4
Empathy	Are Kedai Bang Ben employees willing to help you? either requested or not	E1
	Are Kedai Bang Ben employees friendly and polite when serving you?	E2
	Is the management of Kedai Bang Ben able to provide solutions if there are complaints from customers?	E3
	Do you feel you can communicate well with Kedai Bang Ben employees during the process of recording orders until they are received?	E4
	Do Bang Ben Kedai employees ask about your preferences for raw ingredients for food/drinks that you don't like on the menu? (example: Kedai Bang Ben employee asks if you don't want to use vegetables or not spicy in your order)	E5

The full characteristics of the participants are presented in the table below.

Table 2: Demographic Characteristics of Respondents (N = 41)

Variables	Frequency	Percentage (%)
Gender		
Male	25	44.64%
Female	16	28.57%
Age Range		
10-17 y.o.	0	0.00%
17-25 y.o.	7	12.50%
25-35 y.o.	28	50.00%
35+ y.o.	6	10.71%
Occupation		
Private Sector Employee	27	48.21%
Government Employee	1	1.79%
Student	6	10.71%
self-employed	7	12.50%
Marital Status		
Married	23	41.07%
Not Married	18	32.14%
Motives for Visiting		
Just for eat	3	5.36%
For waiting place	1	1.79%
For meetup points with friends	27	48.21%
want to try new food	4	7.14%
for recreational purpose	6	10.71%

B. Data Validity and Reliability

To examine the reliability and validity of the questionnaire, the Validity Test and Reliability Test are used against the questionnaire, using the Pearson correlation coefficient formula and Cronbach's alpha formula, respectively. The questions within the questionnaire are considered valid if the R_{value} is positive and the R_{value} is greater than the R_{table} [10]. The questionnaire is deemed reliable if Cronbach's Alpha value exceeds the constant (0.6) [11].

Below the table are the results of the Validity Test and Reliability Test for the questionnaire:

Table 3: Questionnaire Validity Test Result

Question	R Table	R-Value	Remarks
T1	0.308	0.661	Valid
T2	0.308	0.393	Valid
T3	0.308	0.789	Valid
T4	0.308	0.734	Valid
T5	0.308	0.774	Valid
T6	0.308	0.649	Valid
T7	0.308	0.655	Valid
T8	0.308	0.654	Valid
T9	0.308	0.710	Valid
T10	0.308	0.769	Valid
T11	0.308	0.601	Valid
REL1	0.308	0.788	Valid
REL2	0.308	0.732	Valid
REL3	0.308	0.877	Valid
REL4	0.308	0.777	Valid
REL5	0.308	0.702	Valid
REL6	0.308	0.885	Valid
REL7	0.308	0.812	Valid
RES1	0.308	0.802	Valid
RES2	0.308	0.827	Valid
RES3	0.308	0.854	Valid
RES4	0.308	0.749	Valid
RES5	0.308	0.817	Valid
A1	0.308	0.670	Valid
A2	0.308	0.733	Valid
A3	0.308	0.833	Valid
A4	0.308	0.674	Valid
E1	0.308	0.791	Valid
E2	0.308	0.802	Valid
E3	0.308	0.779	Valid
E4	0.308	0.731	Valid
E5	0.308	0.723	Valid

Table 4: Questionnaire Reliability Test

Variable	*Cronbach Alpha*	Remarks
Tangible	0.92	Reliable
Reliability	0.91	Reliable
Responsiveness	0.90	Reliable
Assurance	0.86	Reliable
Empathy	0.91	Reliable

C. SERVQUAL Analysis

For assessing the service quality of Kedai Bang Ben, the widely applied method used is the SERVQUAL or gap analysis model. This method measures the gap in service quality between what customers perceive and what customers expect [10]. Below is the result of the gap in Kedai Bang Ben service quality:

Table 5: Kedai Bang Ben SERVQUAL Gap

Servqual Dimension	Perceived		Expected		Gap
	Total	Average	Total	Average	
Tangibles	1833	44.71	1467	35.78	8.93
Reliability	1196	29.17	963	23.49	5.68
Responsiveness	866	21.12	673	16.41	4.71
Assurance	689	16.80	616	15.02	1.78
Empathy	860	20.98	744	18.15	2.83

The result from the SERVQUAL questionnaire answering the first research question indicates that most respondents perceived the service quality in Kedai Bang Ben as better than expected. However, to boost Kedai Bang Ben's revenue, the

service quality still needs to be improved. The ideal score in each SERVQUAL dimension is 205. This score is obtained from the maximum value in the Likert Scale used (5) times the number of respondents (41). Each SERVQUAL dimension, namely, Tangibles, Reliability, Responsiveness, Assurance, and Empathy, needs to be broken down to see which dimensions Kedai Bang Ben needs to improve to meet the ideal score.

The measurement in this research questionnaire uses the Likert Scale with a 1 to 5 scale. 1 is "Sangat Tidak Setuju" (Totally Disagree), 2 is "Tidak Setuju" (Disagree), 3 is "Ragu-ragu" (Not Sure), 4 is "Setuju" (Agree), and 5 is "Sangat Setuju" (Very Agree). The Continuum Line of customer perception and expectations can illustrate the correlation between ideal and obtained scores. Hence, this line illustrates the range of customers' perceptions and expectations on a scale of 1 to 5 [11]. The smallest percentage from the research questionnaire is 20%, and the highest percentage is 100%, with a range of 80%. The scale used is 1 to 5. Therefore, the range of each measurement range is 16%.

The Continuum Line is used to determine the position of each Kedai Bang Ben SERVQUAL dimension as a Likert Scale. Does the service quality perceived and expected by the customer fall in the Totally Disagree or Agree range?

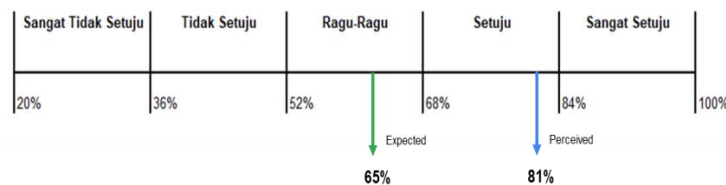The result of the Tangible Dimension scale is illustrated in this below figure:

Figure 8: Continuum Line for Tangible Dimension

The actual score on what customers perceived in the tangible dimension is 81%. In the Continuum Line, this falls on the Setuju (Agree) range. The actual score for customer expectation is 65%. It falls on the Ragu-ragu (Not Sure) in the Continuum Line. This means that Kedai Bang Ben already performs well in the tangible dimension because the perception is greater than the expectation. However, Kedai Bang Ben ought to improve in their tangible dimension so they can reach the 84% barrier for the ideal score.

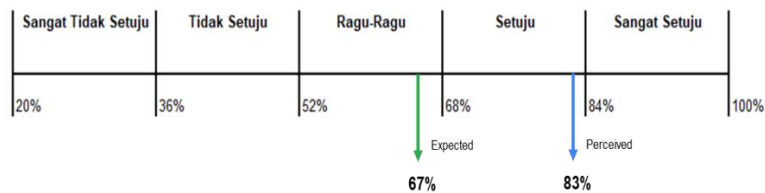The result of the Reliability Dimension scale is illustrated in this below figure:

Figure 9: Continuum Line for Reliability Dimension

For the reliability dimension, the actual score on what customers perceived is 83%, compared to the customer expectations, which is 67%. This means that the Kedai Bang Ben reliability dimension is performing well, exceeding customer expectations, and falls under the "Setuju" (agree) category.

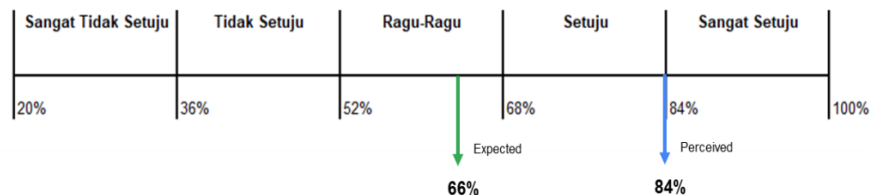The result of the Responsiveness Dimension scale is illustrated in this below figure:

Figure 10: Continuum Line for Responsiveness Dimension

For the responsiveness dimension, the actual score in the customer perception is 84%, more significant than the customer expectation, which is 66%. Customer perception is within the Setuju (Agree) category, whereas customer expectation is within the "Ragu-ragu" (Not sure) category.

The result of the Assurance Dimension scale is illustrated in this below figure:
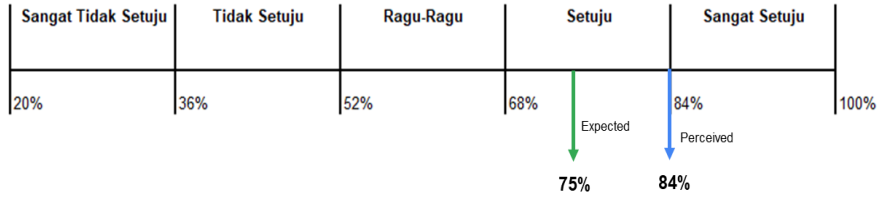
Figure 11: Continuum Line for Assurance Dimension

On the assurance dimension, the actual score for customer perception is 84%, more significant than the customer expectation of 75%. Both customer perception and expectation are in the "Setuju" (agree) category.

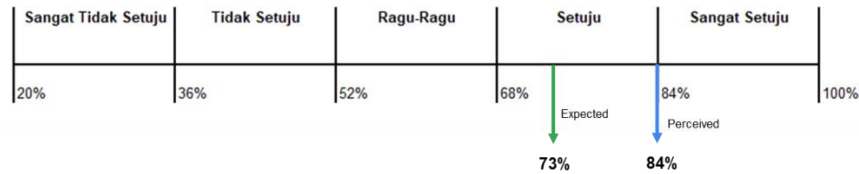The result of the Empathy Dimension scale is illustrated in this below figure:

Figure 12: Continuum Line for Empathy Dimension

On the empathy dimension, the actual score for customer perception is 84%, more significant than the customer expectation of 73%. Both customer perception and expectation are in the "Setuju" (agree) category.

It is concluded from the SERVQUAL analysis that customer perception of Kedai Bang Ben's service quality already exceeds expectations. The actual score from all 5 SERVQUAL dimensions indicates that the respondents agree with the service provided by Kedai Bang Ben. What they perceived is greater than expected as all the dimensions are within the "Setuju" (Agree) category. This conclusion is also reflected in customers' probability of recommending Kedai Bang Ben to their relationship. The result of Word-Of-Mouth probability is that 78% of respondents are undoubtedly willing to recommend Kedai Bang Ben to their friends or relatives, 17% might be recommending Kedai Bang Ben, and 5% have a low chance of recommending Kedai Bang Ben to their friends or relatives.

D. Importance-Performance Analysis (IPA)

For assessing the improvement area on Kedai Bang Ben and answering the second research question, Importance-Performance Analysis (IPA) is chosen as the method. IPA is a widely used technique for finding attributes of a product or service that are most in need of improvement [8]. The research questionnaire draws the IPA quadrant section of customer expectation and perception from Kedai Bang Ben's 5 SERVQUAL dimensions. Mean Performance and Importance are used as the X and Y reference axes to divide the quadrant section.

Below is the cartesian plane from the customer perception and customer expectation (IPA Analysis):
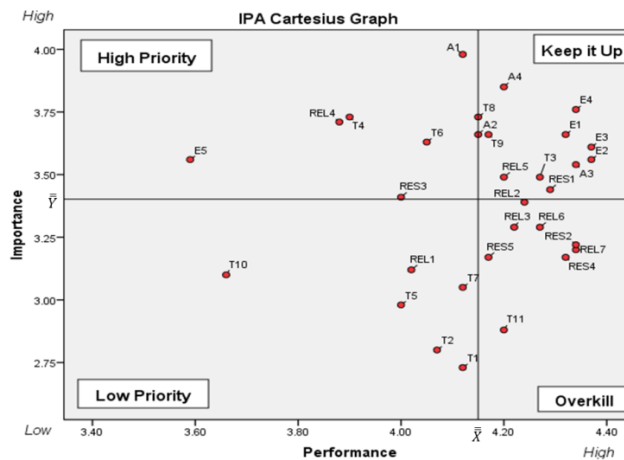

Figure 13: IPA Cartesian Graph

The cartesian graph above illustrates four quadrants of where Kedai Bang Ben SERVQUAL dimensions are. The

quadrant is divided into the "High Priority" section where Kedai Bang Ben needs to prioritize improving the SERVQUAL dimension; "Keep it Up" section, where Kedai Bang Ben needs to maintain the SERVQUAL dimension; "Low Priority" section where Kedai Bang Ben has the priority for improving their SERVQUAL dimension, but not urgently, and lastly is "Overkill" where Kedai Bang Ben SERVQUAL dimensions already perform superbly. Below is the breakdown of each SERVQUAL dimensions in the quadrants:

a) Quadrant A – High Priority

This quadrant shows that SERVQUAL attributes Kedai Bang Ben needs to prioritize for improvement. Attributes in quadrant A are considered very important by the respondent for improvement. The characteristics in quadrant A are:

Table 6: Quadrant A Service Quality Factor

Code	Attribute
A1	Assurance when parking the vehicle in the Kedai Bang Ben parking area
T6	Cleanliness of Kedai Bang Ben public facility (toilets, musholla, washbin)
RES3	Service of Kedai Bang Ben employees during peak hour
T4	Cleanliness and Tidiness of Kedai Bang Ben Employee
REL4	Consistency of Food Quality
E5	Order preference asked by Kedai Bang Ben employee
T8	Kedai Bang Ben dine in comfortability.
A2	Ability to ensure that dining in Kedai Bang Ben is comfortable

b) Quadrant B – Keep it Up

This quadrant shows that SERVQUAL attributes Kedai Bang Ben needs to maintain. Attributes in quadrant B are considered to need to be maintained by the respondent. The attributes in quadrant B are:

Table 7: Quadrant B Service Quality Factor

Code	Attribute
E3	The ability for complaint handling by Kedai Bang Ben Management
E2	Service Friendliness and Politeness of Kedai Bang Ben Employee
E4	The understanding ability from Kedai Bang Ben Employee
E1	"Ready to Help" gesture from Kedai Bang Ben Employee
A3	Ability to provide the best product
RES1	Responsiveness of complaint handling by Kedai Bang Ben Management
T3	Maintaining Kedai Bang Ben's cleanliness
A4	Responsibility from Kedai Bang Ben if an order does not match
REL5	Consistency of Beverages Quality
T9	Kedai Bang Ben's menu's ability to whet the appetite

c) Quadrant C- Low Priority

This quadrant shows that SERVQUAL attributes Kedai Bang Ben needs to improve but with a low scale of urgency. Attributes in quadrant C are considered by the respondent to need to be improved sometime in the future. The attributes in quadrant C are:

Table 8: Quadrant B Service Quality Factor

Code	Attribute
T7	Expectations of Kedai Bang Ben menu
T1	Kedai Bang Ben parking space
T2	Kedai Bang Ben building
REL1	Speed of taking order
T5	Kedai Bang Ben has a number of public facilities (toilets, musholla, washbin)
T10	Kedai Bang Ben table arrangement

d) Quadrant D – Overkill

This quadrant shows the SERVQUAL attributes in Kedai Bang Ben, which already performed very well. The attributes here only need to be maintained, and breakthrough innovation is necessary to improve even further. Attributes in quadrant D are considered already superbly performed by the respondent. The attributes in quadrant D are:

Table 9: Quadrant B Service Quality Factor

Code	Attribute

REL7	The ability of Kedai Bang Ben when doing bill calculation
RES2	Speed and Accuracy of Kedai Bang Ben employees when taking order
RES4	The willingness of Kedai Bang Ben employees to make special requests on the order
REL6	The ability of Kedai Bang Ben employees to provide service
REL3	Serving Time in Kedai Bang Ben
T11	Number of employees in Kedai Bang Ben
RES5	The ability of Kedai Bang Ben employees to answer questions regarding the menu

The Importance-Performance Analysis result determines which SERVQUAL dimension Kedai Bang Ben needs to prioritize. The result obtained from this method concludes that the major priority to be improved by Kedai Bang Ben is in SERVQUAL dimensions A1, T6, RES3, T4, REL4, E5, T8, and A2.

E. Marketing ROI Analysis

The goal of Marketing ROI Analysis is to find the direct correlation between spending on marketing and the revenue gained. Effective marketing will boost the revenue; thus, the ROI will be positive.

There is a connection between a good marketing campaign and revenue generation. The impact of well-design, which often translates into higher customer interest and as it often translates into higher customer interest and higher sales. Therefore, this method is answering the last research questions. To investigate whether the marketing campaign that has been carried out has a positive impact, Marketing ROI analysis is calculated using the Marketing ROI formula.

Table 10: Kedai Bang Ben Total Marketing ROI

Campaign Duration	Marketing Cost	Revenue Generated	COGS	ROI
4 May - 17 Sep 23	Rp 6.939.625,00	Rp 29.503.045,00	Rp11.801.218,00	155%

The table above illustrates the total Marketing ROI of the Kedai Bang Ben marketing campaign carried out from May to September 2023. Total ROI is only 155%, below the success criteria of 500%. Not all marketing campaigns are successful; the overall Marketing ROI is aggregated further to analyze which marketing campaigns are generating good ROI.

Table 11: Kedai Bang Ben Aggregated Marketing ROI

Campaign Name	Duration	Marketing Cost	Revenue Generated	COGS	ROI
Grab Image and Search for the Ad	4 - 7 May 23	Rp 108.000,00	Rp 315.000,00	Rp 126.000,00	75,00%
Gofood Search and Category Ad	4 - 7 May 23	Rp 143.856,00	Rp 295.000,00	Rp 118.000,00	23,04%
Gofood Category Ad	10 -15 May 23	Rp 45.288,00	Rp 86.000,00	Rp 34.400,00	13,94%
Gofood Menu Discount	22 -31 May 23	Rp 36.600,00	Rp 476.320,00	Rp 190.528,00	681%
Paket Diamond Gofood	22 May - 5 June 23	Rp 655.881,00	Rp 349.725,00	Rp 139.890,00	-68%
Video + KOL	1 Aug - 10 Sep 23	Rp5.300.000,00	Rp23.396.000,00	Rp9.358.400,00	165%
Instagram Ad	11 -17 Sep 23	Rp 650.000,00	Rp 4.585.000,00	Rp1.834.000,00	323%

The aggregated campaign table provides a breakdown of ROI from each marketing campaign. Although no marketing campaigns achieved the success criteria of 500% ROI, several marketing campaigns such as GoFood Menu Discount, Instagram Ad, Video, and Key Opinion Leader (food blogger) show positive marketing ROI. The rest of the marketing campaign resulted in insignificant and failed marketing ROI (marketing ROI is minus).

IV. CONCLUSION

Based on data processing and analysis, the restaurant already performed very well in the study of Kedai Bang Ben restaurant serving quality with SERVQUAL dimension using the IPA method. The customer survey shows that the service they perceived exceeds their expectations. Although already well performed, Kedai Bang Ben still has not achieved the ideal score based on the SERVQUAL questionnaire. The result of the SERVQUAL gap analysis can answer the first research question.

To help Kedai Bang Ben achieve the ideal score, several points from the SERVQUAL dimension must be improved to please the customer. The IPA method determines which SERVQUAL dimension needs to be prioritized for improvement and to maintain the service quality.

Firstly, the Continuum Line of SERVQUAL dimension (tangible, reliability, responsiveness, assurance, and empathy) is drawn to understand the customer perception and expectations regarding Kedai Bang Ben service quality. This analysis shows that in all SERVQUAL dimensions, Kedai Bang Ben's service quality is already performing very well, exceeding customer expectations. Based on the questionnaire, respondents are within the "Setuju" (agree) category for all Kedai Bang Ben service quality dimensions.

Secondly, the IPA analysis is used to determine the service quality that needs to be improved. The dimensions used in the research questionnaire are divided into four (4) quadrants: First Priority, Keep it Up, Low Priority, and Overkill. The first quadrant is "First Priority," meaning the service quality that needs to be improved first and most important. Service quality that falls within this quadrant are:

- Assurance when customers park their vehicles in the Kedai Bang Ben parking area.
- Cleanliness of Kedai Bang Ben public facilities.
- Service of Kedai Bang Ben employees during peak hours.
- Cleanliness and tidiness of Kedai Bang Ben employees.
- Consistency of food quality.
- Customer order preferences were asked by a Kedai Bang Ben employee.
- Kedai Bang Ben dine-in comfortability.
- Ability to ensure that dining in Kedai Bang Ben is comfortable.

The second quadrant is "Keep it Up," meaning the service quality is already good and only needs to be maintained. Service quality that falls within this quadrant are:

- Ability for complaint handling by Kedai Bang Ben management.
- Service friendliness and politeness from Kedai Bang Ben employees.
- Understanding the ability from Kedai Bang Ben employees.
- "Ready to Help" gesture from Kedai Bang Ben employees.
- Ability to provide the best product.
- Responsiveness of complaint handling by Kedai Bang Ben management.
- Maintaining Kedai Bang Ben's cleanliness.
- Responsibility from Kedai Bang Ben if the order does not match the menu.
- Consistency of beverage quality.
- Kedai Bang Ben menu ability to whet the appetite.

The third quadrant is "Low Priority," meaning the service quality can still be improved, but not high priority. Service quality that falls within this quadrant are:

- Kedai Bang Ben menu variance.
- Kedai Bang Ben parking space.
- Kedai Bang Ben building.
- Speed of Kedai Bang Ben employees when taking orders.
- Kedai Bang Ben has a number of public facilities.
- Kedai Bang Ben table arrangement.

The fourth quadrant is "Overkill," meaning the service quality is already at its best. Service quality that falls within this quadrant are:

- The ability of Kedai Bang Ben employees when doing bill calculations.
- Speed and accuracy of Kedai Bang Ben employees when taking orders.
- Willingness of Kedai Bang Ben employees for special requests on the order.
- The ability of Kedai Bang Ben employees to give service.
- Serving time in Kedai Bang Ben.
- Number of employees in Kedai Bang Ben.
- The ability of Kedai Bang Ben employees to answer questions regarding the menu.

Hence, the highest priority for improvement is service quality in quadrant A, and this finding answers the second research question.

Lastly, to answer the last research question, the Marketing ROI analysis is used to determine which marketing campaign by Kedai Bang Ben gives the highest marketing ROI. The analysis shows that Gofood Menu Discount, Instagram Ad, and Key Opinion Leader (Food Blogger) marketing campaigns provide the best ROI by 681%, 323%, and 165%, respectively.

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