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Customer Satisfaction Strategy Through Service Quality and Price Based on the Business Model Canvas: A Study of Warung Barokopi in Menganti District

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Abstract. *This study aims to analyze customer satisfaction strategies related to service and price at Warung Barokopi in Menganti District using the Business Model Canvas (BMC) approach. The study is motivated by the increasing competition among local culinary businesses, particularly coffee shops, where competitiveness is no longer determined only by product quality but also by service performance, price fairness, place comfort, and the ability of the business to create value for customers. This research employs a descriptive quantitative approach supported by BMC-based strategic analysis. The sample consisted of 100 customers of Warung Barokopi selected through purposive sampling. The criteria required respondents to have made at least one purchase within the last three months, to be at least 17 years old, and to be able to evaluate service and price based on their actual experience. Primary data were collected using a closed-ended questionnaire with a five-point Likert scale, while supporting data were obtained through direct observation and brief interviews with the business owner or manager. Data analysis was conducted through validity testing, reliability testing, descriptive analysis, and hypothesis testing by examining the relationship between service quality, price, and customer satisfaction. The results show that service quality has a positive and significant effect on customer satisfaction, with a path coefficient of 0.462, a t-value of 5.931, and a p-value of 0.000. Price also has a positive and significant effect on customer satisfaction, with a path coefficient of 0.381, a t-value of 4.722, and a p-value of 0.000. The R-square value of 0.617 indicates that service quality and price explain 61.7% of customer satisfaction. These findings confirm that customer satisfaction at Warung Barokopi is more strongly influenced by service quality, although it still requires support from fair, competitive, and value-based pricing. Based on the BMC analysis, the recommended strategies include strengthening value propositions, standardizing service procedures, developing price packages, optimizing social media channels, implementing customer loyalty programs, improving employee training, and managing customer relationships more sustainably. This study provides practical contributions for local culinary MSMEs in developing customer satisfaction strategies through a more structured and value-oriented business model.*

Keywords: *Business Model Canvas; Culinary MSMEs; Customer Satisfaction; Price; Service Quality.*

1. INTRODUCTION

The development of culinary businesses in Indonesia reflects an increasingly competitive business environment, particularly due to the rapid growth of food and beverage enterprises, changing consumer lifestyles, and the expanding role of digital media in shaping customer preferences. Micro and small culinary businesses no longer compete merely through product taste, but also through service quality, price suitability, physical convenience, information accessibility, and the ability to build emotional relationships with customers. In this context, local coffee shops and modern coffee stalls have become increasingly popular because they combine consumption, social interaction, informal working space, and lifestyle experience. Statistics Indonesia reported that the number of food and beverage service businesses in

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Indonesia reached 5.28 million in 2024, while Kadin Indonesia recorded accommodation, food, and beverage services as one of the important sectors within the national MSME structure (Badan Pusat Statistik, 2025; Kadin Indonesia, 2025). This situation indicates that Warung Barokopi in Menganti District operates within a promising business ecosystem, but at the same time faces intense competitive pressure.

Customer satisfaction is a crucial issue for the sustainability of culinary businesses because satisfied customers are more likely to repurchase, recommend the business to others, and develop loyalty toward a brand or place. In marketing theory, satisfaction is understood as the result of customers' post-consumption evaluation after comparing their prior expectations with the actual performance they experience (Oliver, 1980; Oliver, 2015). When customer experience meets or exceeds expectations, satisfaction is formed; conversely, when perceived performance falls below expectations, customers may become dissatisfied and shift to competitors. Customer satisfaction models also emphasize that satisfaction is not merely a temporary emotional response, but an important indicator that influences loyalty, price tolerance, word-of-mouth behavior, and the sustainability of customer–firm relationships (Fornell et al., 1996; Anderson & Sullivan, 1993; Homburg et al., 2017).

In the coffee shop business, service is one of the key determinants of customer satisfaction. Service is not limited to employee friendliness, but also includes speed of service, order accuracy, cleanliness, responsiveness to complaints, clarity of communication, and the ability to create a comfortable experience. The SERVQUAL concept places service quality into five main dimensions: tangibles, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988). However, later developments in service quality studies suggest that service quality should not only be viewed as a gap between expectations and perceptions, but also as the actual performance perceived by customers during direct interactions with the service provider (Cronin & Taylor, 1992; Grönroos, 2015). For Warung Barokopi, service quality can become a strategic differentiator because coffee shop customers usually do not only purchase drinks, but also seek atmosphere, attention, comfort, and enjoyable social experiences.

In addition to service, price also plays an important role in shaping customer satisfaction. Price is not merely the nominal amount paid by customers, but also a signal of value, quality, fairness, and affordability. Customer value theory explains that consumers evaluate price based on the benefits received, the sacrifices made, and comparisons with other alternatives in the market (Zeithaml, 1988; Kotler et al., 2022). In the context of a coffee stall, customers assess whether the price of coffee, snacks, or menu packages is proportional to product taste, portion size, place convenience, service quality, and the overall experience. Perceived price fairness becomes increasingly important because customers can easily compare prices across coffee shops through personal experience, peer recommendations, and digital information. A fair price can strengthen satisfaction, while a price perceived as too high without being supported by service quality and experiential value may weaken customer trust (Xia et al., 2004; Herrmann et al., 2007; Bolton et al., 2003).

Studies on customer satisfaction in the food and beverage sector show that service quality, product quality, store atmosphere, and price perception are closely related to customer satisfaction and loyalty. Research in restaurants and coffee shops indicates that customer experience is formed through the combination of food or beverage quality, service, physical environment, and perceived price (Andaleeb & Conway, 2006; Han & Ryu, 2009; Ryu & Han, 2010). In the Indonesian coffee shop context, Dhisasmito and Kumar (2020) found that service quality, store atmosphere, and price fairness influence customer loyalty through customer satisfaction. This finding is relevant to Warung Barokopi because customers of local coffee shops tend to evaluate their experience holistically, ranging from taste quality, service friendliness, price, seating comfort, cleanliness, to the social interactions that occur during their visit.

Nevertheless, many studies on customer satisfaction still focus mainly on measuring the influence of service and price on satisfaction, without directly linking the findings to business model strategy. In fact, customer satisfaction evaluation becomes more useful when it is translated into a clear and operational business strategy. In this regard, the Business Model Canvas or BMC can be used as a strategic framework to map and improve the business model of Warung Barokopi. BMC consists of nine core elements: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure (Osterwalder & Pigneur, 2010). Through BMC, findings related to service and price are not merely treated as marketing issues, but also as the basis for improving value propositions, customer relationships, marketing channels, key activities, resources, and cost structure.

The BMC approach is important because a strong business model does not only explain how a business generates revenue, but also how it creates, delivers, and captures value for customers (Teece, 2010; Zott et al., 2011). In a rapidly changing business environment, especially in the local culinary sector, a business model must be able to adapt to changing customer tastes, competitive pressure, raw material cost fluctuations, social media development, and consumer demand for more personalized experiences. Business model innovation studies emphasize that business success is determined not only by the products sold, but also by the ability to manage customer relationships, build effective communication channels, create distinctive value, and align cost structure with market strategy (Chesbrough, 2010; Johnson et al., 2008; Geissdoerfer et al., 2018). Therefore, the use of BMC in this study is relevant to transform customer satisfaction analysis into more concrete strategic recommendations.

The urgency of this study is further strengthened by the changing behavior of digital consumers. Today's consumers can easily access information, compare prices, read reviews, and share their experiences through social media. DataReportal recorded that Indonesia had 212 million internet users and 143 million social media user identities at the beginning of 2025, indicating both opportunities and challenges for local culinary businesses in managing customer relationships (Kemp, 2025). In this context, Warung Barokopi cannot rely solely on location and regular customers, but also needs to develop communication, promotion, and customer relationship strategies that align with digital consumer behavior. The concept of customer experience emphasizes that customer experience is formed through multiple touchpoints, both offline and online; therefore, customer satisfaction strategy must be viewed as a holistic process rather than a single transaction at the business location (Lemon & Verhoef, 2016; Payne et al., 2008; Prahalad & Ramaswamy, 2004).

Based on the above discussion, the study entitled "Customer Satisfaction Strategy toward Service and Price at Warung Barokopi in Menganti District Based on the Business Model Canvas" has both academic and practical relevance. Academically, this study integrates customer satisfaction theory, service quality, price perception, and business model strategy into a single analytical framework. Practically, this study can help Warung Barokopi identify aspects of service and price that need improvement while formulating a more structured BMC-based business strategy. Thus, this research does not merely aim to measure or describe customer satisfaction, but also to develop a strategy for increasing customer value through service improvement, price adjustment, and business model refinement that fits the characteristics of local customers in Menganti District.

2. LITERATURE REVIEW

Customer satisfaction is a central concept in service marketing because it reflects the extent to which a business is able to meet customer needs, expectations, and consumption experiences. Based on the expectancy-disconfirmation theory, satisfaction occurs when customers compare their prior expectations with the actual performance they experience after consuming a product or service (Oliver, 1980; Oliver, 2015). When perceived performance exceeds expectations, customers become satisfied; when performance falls below expectations, dissatisfaction occurs. In the context of Warung Barokopi in Menganti District, customer satisfaction is not determined only by the taste of coffee or food, but also by service speed, employee friendliness, price fairness, place comfort, cleanliness, and the social experience created during the customer's visit.

Theoretically, customer satisfaction is closely related to loyalty, repeat purchase, and word-of-mouth recommendation. Fornell et al. (1996) explain that customer satisfaction is an important foundation for creating loyalty and strengthening long-term relationships between customers and firms. Anderson and Sullivan (1993) also emphasize that satisfaction has economic consequences because satisfied customers tend to be more tolerant of price changes and less likely to switch to competitors. In the coffee shop business, satisfaction becomes highly strategic because customers can easily compare one coffee shop with another based on price, taste, atmosphere, and service. Therefore, satisfaction should be understood as a holistic evaluation of the value received by customers, rather than merely an assessment of a single product attribute.

Service quality is one of the main factors shaping customer satisfaction in service businesses, including culinary businesses and coffee shops. Parasuraman et al. (1988) developed the SERVQUAL model consisting of five main dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Tangibles refer to physical facilities, place appearance, equipment, and employee appearance. Reliability refers to the ability to deliver services accurately and consistently. Responsiveness indicates employees' willingness to help customers quickly. Assurance relates to employee knowledge, courtesy, and ability to build trust. Meanwhile, empathy describes personal attention to customer needs.

However, Cronin and Taylor (1992) argue that service quality should not only be measured through the gap between expectations and perceptions, but also through the actual service performance perceived by customers. This approach is important for Warung Barokopi because customers often evaluate service directly through real experience, such as how quickly orders are served, how friendly employees are, how clean the tables are, and how responsive the business is to complaints. Grönroos (2015) further explains that service quality consists of two aspects: technical quality and functional quality. Technical quality refers to what customers receive, while functional quality refers to how the service is delivered. Thus, service at Warung Barokopi should be analyzed not only from the final output, but also from the interaction process between customers and service providers.

Price plays an important role in shaping customer satisfaction because customers always evaluate whether the cost they pay is proportional to the benefits they receive. Zeithaml (1988) explains that customer value is an overall assessment of product utility based on perceptions of what is received and what is sacrificed. In this context, price is not merely a nominal amount, but also a symbol of value, quality, affordability, and fairness. Kotler et al. (2022) emphasize that pricing strategies should consider customer perception, market purchasing power, business costs, competitor positioning, and the value offered to customers.

Price fairness is also an important concept in understanding customer satisfaction. Xia et al. (2004) state that customers evaluate whether a price is fair or unfair based on comparisons with previous prices, competitors’ prices, product quality, and perceived benefits. Bolton et al. (2003) add that perceived price unfairness may reduce satisfaction and damage customer trust. For Warung Barokopi, a price perceived as too high without being supported by taste quality, place comfort, and good service may reduce customer satisfaction. Conversely, a fair price that matches customer experience can strengthen perceived value and increase the likelihood of repeat purchase.

Customer satisfaction in the coffee shop business should also be understood through the concept of customer experience. Lemon and Verhoef (2016) explain that customer experience is formed through multiple touchpoints between customers and firms, including pre-purchase, purchase, and post-purchase stages. In the context of Warung Barokopi, customer experience begins with information obtained from friends or social media, first impressions upon arrival, interaction with employees, product quality, place atmosphere, and customers’ willingness to return or recommend the business to others.

Positive customer experience can strengthen loyalty. Oliver (1999) explains that loyalty is not only reflected in repeat purchase, but also in customers’ commitment to keep choosing a brand or business despite the availability of alternatives. Dick and Basu (1994) argue that loyalty is formed through the combination of positive attitude and repeat purchase behavior. In the coffee shop business, loyalty can be seen from customers who frequently return, bring friends, provide positive reviews, or make the coffee shop a regular gathering place. Therefore, customer satisfaction strategies should be directed toward creating consistent, enjoyable, and valuable experiences.

The Business Model Canvas or BMC is a strategic framework used to describe how a business creates, delivers, and captures value. Osterwalder and Pigneur (2010) explain that BMC consists of nine elements: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. Strategyzer describes the Business Model Canvas as a strategic management and entrepreneurial tool that helps businesses describe, design, challenge, invent, and pivot their business models.

In this study, BMC functions as a tool to translate findings on service, price, and customer satisfaction into more operational business strategies. For example, when customers perceive that service is slow, the key activities element should be improved through service standardization. When customers perceive that prices are not proportional to the benefits received, the value propositions and revenue streams elements should be reviewed through menu packages, product variation, or loyalty promotions. When customers require more intensive communication, the channels and customer relationships elements should be strengthened through social media, loyalty programs, customer reviews, and community-based promotions.

Conceptually, this study integrates customer satisfaction theory, service quality, price perception, customer value, customer experience, and the Business Model Canvas. Service quality and price are positioned as the main factors influencing customer satisfaction. Customer satisfaction then becomes the basis for formulating value enhancement strategies through BMC. Research on the Indonesian coffee shop industry shows that service quality, store atmosphere, price fairness, and customer satisfaction are important factors in shaping customer loyalty (Dhisasmito & Kumar, 2020). This finding is relevant because it positions coffee shops not only as places of consumption, but also as spaces of social experience.

Based on this framework, Warung Barokopi can be analyzed not merely as a place that sells coffee, but as a local business model that needs to create value consistently. Good service can strengthen customer relationships, fair prices can improve perceived value, and enjoyable experiences can create loyalty. BMC is then used to map how such value is managed through customer segments, value propositions, marketing channels, customer relationships, revenue streams, key resources, key activities, partnerships, and cost structure. Therefore, this theoretical review provides a foundation for developing customer satisfaction strategies that are not only descriptive, but also practical for improving the business model of Warung Barokopi in Menganti District.

3. RESEARCH METHOD(S)

This study employs a descriptive quantitative approach supported by Business Model Canvas (BMC) strategic analysis. The quantitative approach is used to measure customer perceptions of service quality, price, and customer satisfaction at Warung Barokopi in Menganti District. Meanwhile, BMC is used as a strategic analytical tool to translate customer-based findings into operational business development strategies. This design is appropriate for applied research because it does not only explain relationships among variables but also produces practical recommendations for strengthening the business model of a culinary MSME (Creswell & Creswell, 2018; Sekaran & Bougie, 2019; Osterwalder & Pigneur, 2010).

This research uses a cross-sectional survey design, meaning that data are collected at a single point in time from customers of Warung Barokopi. The survey method is suitable because the study aims to obtain empirical information about customers' evaluations of service, price, and satisfaction after purchasing products or visiting the coffee shop. Survey research is widely used in consumer behavior studies because it systematically captures customer perceptions, attitudes, and evaluations through structured questionnaires (Hair et al., 2022; Malhotra, 2020).

The population of this study consists of all customers of Warung Barokopi in Menganti District who have purchased products or experienced its services. Since the exact number of customers is unknown, the sample size is determined using the unknown population approach. Based on Cochran's formula, with a 95% confidence level, maximum proportion of 0.5, and a 10% margin of error, the minimum sample size is 96 respondents, which is rounded up to 100 respondents to make the data more representative and easier to analyze (Cochran, 1977; Sugiyono, 2022). Therefore, the sample of this study is directly determined as 100 customers of Warung Barokopi in Menganti District.

The sampling technique used is non-probability sampling with a purposive sampling approach. The respondent criteria are as follows: customers must be at least 17 years old, must have purchased products at Warung Barokopi at least once within the last three months, must be able to evaluate service and price, and must be willing to complete the questionnaire. Purposive sampling is chosen because the study requires respondents who have direct experience with the research object, making their responses more relevant to the research objectives (Etikan et al., 2016; Sekaran & Bougie, 2019).

Primary data are collected using a closed-ended questionnaire with a five-point Likert scale, where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. The questionnaire is developed based on indicators of service quality, price perception, and customer satisfaction. In addition, supporting data are obtained through direct observation of Warung Barokopi and brief interviews with the owner or manager to strengthen the mapping of the nine BMC elements. Through this combination, the study is able to generate numerical data on customer satisfaction as well as a business strategy design based on field findings.

The independent variables in this study are service quality (X1) and price (X2), while the dependent variable is customer satisfaction (Y). The Business Model Canvas is not treated as a statistical variable; rather, it functions as a strategic analytical framework for formulating customer satisfaction improvement strategies based on the measurement results of service quality and price. This framework is consistent with the view that a business model explains how a firm creates, delivers, and captures value for customers (Teece, 2010; Zott et al., 2011).

Table 1. Operationalization of Research Variables

Variable	**Operational Definition**	**Dimension**	**Indicator**	**Scale**	**Source**
Service Quality (X1)	Customers' perception of Warung Barokopi's ability to provide fast, accurate, friendly, clean, and expectation-based service.	Tangibles	Cleanliness of the place, facility neatness, seating comfort, menu appearance.	Likert 1–5	Parasuraman et al. (1988); Cronin & Taylor (1992); Grönroos (2015)
Service Quality (X1)	Same as above.	Reliability	Order accuracy, consistency of taste and service, service conformity with promises.	Likert 1–5	Parasuraman et al. (1988); Lovelock & Wirtz (2022)
Service Quality (X1)	Same as above.	Responsiveness	Speed of service, readiness to respond to requests, ability to handle complaints.	Likert 1–5	Parasuraman et al. (1988); Cronin & Taylor (1992)
Service Quality (X1)	Same as above.	Assurance	Employee courtesy, ability to provide information, customers'	Likert 1–5	Parasuraman et al. (1988); Grönroos (2015)

			sense of trust and safety.		
Service Quality (X1)	Same as above.	Empathy	Attention to customers, friendliness, ability to understand customer needs.	Likert 1–5	Parasuraman et al. (1988); Lovelock & Wirtz (2022)
Price (X2)	Customers' perception of the fairness, affordability, and suitability of Warung Barokopi's prices compared to the benefits received.	Price Affordability	Product prices are affordable and do not burden customers.	Likert 1–5	Zeithaml (1988); Kotler et al. (2022)
Price (X2)	Same as above.	Price–Quality Fit	Prices are proportional to taste, portion, service, and place comfort.	Likert 1–5	Zeithaml (1988); Herrmann et al. (2007)
Price (X2)	Same as above.	Price Competitiveness	Prices are competitive compared to similar coffee shops around Menganti.	Likert 1–5	Kotler et al. (2022); Bolton et al. (2003)
Price (X2)	Same as above.	Price Fairness	Customers perceive prices as fair, transparent, and aligned with the benefits obtained.	Likert 1–5	Xia et al. (2004); Bolton et al. (2003)
Customer Satisfaction (Y)	Customers' evaluation after comparing their expectations with actual experience regarding service, price, products, and atmosphere at Warung Barokopi.	Expectation Confirmation	Customer experience meets or exceeds expectations before visiting.	Likert 1–5	Oliver (1980); Oliver (2015)
Customer Satisfaction (Y)	Same as above.	Satisfaction with Service	Customers are satisfied with friendliness, speed, and responsiveness of service.	Likert 1–5	Fornell et al. (1996); Anderson & Sullivan (1993)
Customer Satisfaction (Y)	Same as above.	Satisfaction with Price	Customers feel that the price paid is	Likert 1–5	Zeithaml (1988); Oliver (2015)

			proportional to the value received.		
Customer Satisfaction (Y)	Same as above.	Overall Satisfaction	Customers are generally satisfied with their experience at Warung Barokopi.	Likert 1–5	Fornell et al. (1996); Homburg et al. (2017)
Customer Satisfaction (Y)	Same as above.	Revisit Intention	Customers tend to return and repurchase products.	Likert 1–5	Oliver (1999); Lemon & Verhoef (2016)
Customer Satisfaction (Y)	Same as above.	Recommendation	Customers are willing to recommend Warung Barokopi to others.	Likert 1–5	Anderson & Sullivan (1993); Fornell et al. (1996)
Business Model Canvas	A strategic framework for mapping Warung Barokopi's business model based on service, price, and customer satisfaction analysis.	Nine BMC Elements	Customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, cost structure.	Descriptive Analysis	Osterwalder & Pigneur (2010); Teece (2010); Zott et al. (2011)

Data analysis is conducted in several stages. First, questionnaire data are tested using validity and reliability tests. The validity test ensures that each questionnaire item measures the intended variable, while the reliability test evaluates the consistency of respondents' answers. The instrument is considered reliable when Cronbach's alpha is greater than 0.70 (Nunnally & Bernstein, 1994; Hair et al., 2022). Second, descriptive analysis is performed to identify the mean score of each indicator of service quality, price, and customer satisfaction. Third, multiple linear regression analysis is used to examine the effect of service quality and price on customer satisfaction using the following equation:

$$\mathbf{Y = \alpha + \beta 1X1 + \beta 2X2 + e}$$

Where:

Y = Customer satisfaction

X1 = Service quality

X2 = Price

α = Constant

β1–β2 = Regression coefficient

e = Error term

Fourth, the quantitative results are used as the basis for developing BMC-based strategies. Indicators with low scores are mapped as strategic problems, while indicators with high scores are positioned as business strengths. For example, if customers perceive that prices are acceptable but service is slow, the BMC strategy should focus on improving key activities, key resources, and customer relationships. Conversely, if service is perceived positively but prices are not competitive, the strategy should focus on refining value propositions, revenue streams, and cost structure. Through this process, the study does not merely explain relationships among variables but also produces practical customer satisfaction improvement strategies for Warung Barokopi in Menganti District.

Findings and Discussion

This study involved 100 customers of Warung Barokopi in Menganti District who had purchased products at least once within the last three months. Data were collected using a closed-ended questionnaire with a five-point Likert scale to measure customer perceptions of service quality, price, and customer satisfaction. After the data were collected, the measurement model and structural model were examined to determine whether service quality and price influence customer satisfaction.

The instrument testing results indicated that all indicators had loading values above 0.70, meaning that they met the criteria for convergent validity. Cronbach’s alpha and composite reliability values were also above 0.70, while the Average Variance Extracted values were above 0.50. Therefore, the constructs of service quality, price, and customer satisfaction fulfilled the criteria for reliability and convergent validity as recommended in measurement model evaluation (Hair et al., 2022). These results indicate that each questionnaire item adequately represents the research variables.

Descriptively, customers gave relatively positive evaluations of Warung Barokopi’s service and price. Service quality was generally categorized as good, particularly in terms of employee friendliness, place comfort, and responsiveness in receiving orders. However, some respondents still perceived that service speed needs improvement, especially during peak visiting hours. Regarding price, customers perceived Warung Barokopi’s products as relatively affordable and reasonably aligned with the quality received. Nevertheless, some customers expected menu packages, loyalty promotions, or more economical product variations to increase perceived value.

The R-square value for customer satisfaction was 0.617. This means that service quality and price explain 61.7% of the variance in customer satisfaction, while the remaining 38.3% is explained by other factors outside the research model, such as product quality, store atmosphere, location, promotion, taste preferences, and customers' social experience. This value indicates that the research model has a fairly strong explanatory power because more than half of the variation in customer satisfaction can be explained by service and price. In the culinary business context, this result is relevant because customer satisfaction is strongly influenced by service experience and perceived price value (Oliver, 2015; Zeithaml, 1988; Kotler et al., 2022).

Table 2. Hypothesis Testing Results

Hypothesis	Relationship	Path Coefficient	t-value	p-value	Decision
H1	Service Quality → Customer Satisfaction	0.462	5.931	0.000	Supported
H2	Price → Customer Satisfaction	0.381	4.722	0.000	Supported

Based on Table 2, service quality has a positive and significant effect on customer satisfaction, with a path coefficient of 0.462, t-value of 5.931, and p-value of 0.000. Since the t-value is greater than 1.96 and the p-value is below 0.05, H1 is supported. This means that the better the service provided by Warung Barokopi, the higher the level of customer satisfaction. This finding indicates that service aspects such as friendliness, speed, order accuracy, cleanliness, comfort, and attention to customers are important factors in creating positive customer experiences.

Price also has a positive and significant effect on customer satisfaction, with a path coefficient of 0.381, t-value of 4.722, and p-value of 0.000. Thus, H2 is supported. This result shows that the better customers perceive price affordability, price–quality fit, price competitiveness, and price fairness, the higher their satisfaction. In the context of Warung Barokopi, customers do not only evaluate whether the price is cheap or expensive, but also whether the price paid is proportional to product taste, portion size, place atmosphere, and service quality.

The findings show that service quality has the strongest effect on customer satisfaction compared to price. This result supports service quality theory, which explains that customers evaluate service based on tangibles, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988). In the coffee shop business, service is part of the consumption experience because customers do not only come to buy coffee, but also seek comfort, friendliness, and an atmosphere that supports social interaction. Therefore, fast, friendly, and consistent service can strengthen customers' positive impressions of Warung Barokopi.

The significant effect of service quality on customer satisfaction also supports the view of Cronin and Taylor (1992), who argue that perceived service performance directly shapes customer evaluation of a service. Customers of Warung Barokopi tend to feel satisfied when they receive service that meets their expectations, such as accurate orders, responsive employees, clean facilities, and clear communication. Conversely, slow service or poor responsiveness may reduce satisfaction even when the product tastes good. This indicates that service quality should be regarded as an important part of the business value proposition, not merely a routine operational activity.

The positive and significant effect of price on customer satisfaction indicates that perceived value is an important factor in customer evaluation. Zeithaml (1988) explains that customers evaluate value by comparing the benefits received with the sacrifices made. In the context of Warung Barokopi, a fair price strengthens satisfaction when customers feel that the benefits received are proportional to taste, portion, place comfort, and service. This result is also consistent with the concept of price fairness, which emphasizes that customers are more likely to feel satisfied when prices are perceived as fair, transparent, and consistent with the quality received (Xia et al., 2004; Bolton et al., 2003).

Although price has a significant effect, its coefficient is lower than that of service quality. This indicates that customers of Warung Barokopi are not merely price-oriented. They also consider the overall experience, including employee friendliness, place comfort, product quality, and store atmosphere. In other words, competitive pricing must be supported by good service in order to create stronger satisfaction. If prices are affordable but service is slow or unfriendly, customers may still feel dissatisfied. Conversely, good service can make customers more accepting of the price as long as the value received is considered proportional.

These findings have important implications for developing a Business Model Canvas (BMC)-based strategy. In the value propositions element, Warung Barokopi needs to emphasize its core value: coffee and complementary menus at fair prices, friendly service, a comfortable place, and a warm local atmosphere. In the customer segments element, customers can be mapped into several groups, such as students, young workers, local communities, and family customers. This segmentation is important so that pricing and service strategies can be adjusted to the needs of each customer group.

In the customer relationships element, Warung Barokopi needs to build more sustainable relationships through loyalty programs, personal greetings, regular customer promotions, and active responses to customer feedback. In the channels element, social media can be used to communicate menus, prices, promotions, customer testimonials, and the atmosphere of the coffee shop. This is important because culinary consumer behavior is increasingly influenced by digital information, reviews, and social recommendations (Lemon & Verhoef, 2016). By strengthening communication channels, Warung Barokopi can maintain relationships with existing customers while reaching potential new customers.

In the key activities element, the findings indicate the need for service standardization. Warung Barokopi can develop simple standard operating procedures, such as maximum serving time, order-taking procedures, table cleanliness standards, complaint-handling procedures, and employee communication guidelines. In the key resources element, human resources are essential because friendly and responsive service depends heavily on employee capability. Therefore, simple training on service ethics, customer communication, and work speed should be conducted regularly.

In the revenue streams and cost structure elements, pricing strategies should be designed carefully. Warung Barokopi can maintain affordable prices while adding menu packages, product bundling, time-based promotions, or loyalty cards so that customers perceive greater value. This strategy can maintain customer satisfaction without excessively reducing prices. Thus, the results of this study indicate that improving customer satisfaction at Warung Barokopi should be carried out through a combination of service quality improvement, stronger perception of fair pricing, and a more structured business model strategy through BMC.

4. CONCLUSION AND RECOMMENDATION

This study shows that service quality and price play important roles in shaping customer satisfaction at Warung Barokopi in Menganti District. The hypothesis testing results indicate that service quality has a positive and significant effect on customer satisfaction, with a higher coefficient than price. This finding confirms that customers do not evaluate Warung Barokopi only based on the products they consume, but also on employee friendliness, service speed, order accuracy, cleanliness, place comfort, and responsiveness to customer needs. Price also has a positive and significant effect, meaning that customers feel more satisfied when prices are perceived as affordable, fair, competitive, and proportional to the product quality and overall experience received.

Based on the Business Model Canvas approach, customer satisfaction improvement strategies should focus on strengthening value propositions, customer relationships, communication channels, key activities, human resources, and adaptive pricing strategies. Warung Barokopi can improve its competitiveness through service standardization, employee training, menu package development, regular customer promotions, social media utilization, and the creation of a comfortable and friendly coffee shop atmosphere. Therefore, customer satisfaction cannot be improved only by adjusting prices or improving service separately; it must be integrated into a business model that consistently creates, delivers, and maintains customer value.

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