

Conference Paper

Changes in Tenant Layout in an Effort to Increase Turnover at the Convention Hall Culinary Center (CH-Kuliner) Surabaya

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This study examined the impact of layout changes or re-layout on the turnover of the tenants at the Culinary Center Convention Hall (SKCH) Surabaya. The aspects studied concerned spatial purpose and layout functions. Spatial purpose included area expansion, ease of access and lighting, and equalization considerations for tenants. Layout functions included the variable of SKCH's location. The four variables support layout changes, thus increasing the turnover of the tenants in SKCH. A descriptive qualitative method was used. The study included all 25 tenants who were in SKCH before and after the re-layout. Each aspect indirectly brought a positive influence on the increase in turnover of the majority of tenants at SKCH, with the purpose aspect of spatial layout increasing the turnover of 64% of tenants and the aspect of layout function increasing the turnover of 92% of tenants.

Keywords: layout change, culinary center, spatial purpose, layout functions, tenant, stand, consumer, re-layout

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1. Introduction

Sentra Kuliner Convention Hall is a public facility built by the Surabaya city government to facilitate stall traders and street vendors along Klampis Jaya and Gebang Putih streets, Sukolilo District, Surabaya. The main purpose of CH culinary center is to revive the economy for PKL and the surrounding community.

Convention Hall Culinary Center, also known as SKCH or CH-Kuliner, is generally described as an integrated place that provides a variety of facilities and centers selling various food services located next to Gedung Bersama Convention Hall. SKCH was established with the aim of providing places, containers, and business opportunities,

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which can drive the wheels of the economy micro- and is expected to foster the spirit of entrepreneurship for the lower middle class. However, when it was first established and opened, SKCH seemed not to pay much attention to the layout aspect, hence it appeared that the laying of stands for tenants was uneven and the circulation of visitors was blocked. Layout is one of the strategic aspects that will affect the performance of a place in general [1–4]. The layout of the tenants' stand layout in this study refers to the laying of stands for tenants in CH-Kuliner. Figure 1 shows the layout plan on SKCH before the layout changes were made. Separate circulation in the consumer seating area (blue block) makes the SKCH (CH-culinary) area intact and blocked by the tenant stand located in the middle of SKCH. The absence of such a separate circulation becomes a drawback of the existing layout referencing from several aspects.

The first aspect in question is the spatial purpose aspect. The concentration of placement and separate visitor wiggle room (bulkhead) by layout plan pattern into 3 (three) sections, namely front, center, and back, provides some flaws in accommodating the spatial purpose in this layout. The first drawback is the small and limited area, making the visibility of the area becomes narrow. The second drawback is in the concentration of visitors who prefer to be in the front area, with the consideration of ease of access, brighter lighting, and a larger area with the front street area of the center, so that visitors are not evenly divided throughout the CH-Kuliner area [4, 5]. The third drawback of the spatial purpose aspect, lies in the tenants who are on the back stand who tend to be not having many customers [6]. This situation resulted in the number of tenants having to close due to the continued decrease in turnover. These three shortcomings are not ideal in spatial purposes, which are expected to accommodate the interests of all tenants located in CH-Kuliner evenly and thoroughly [7].

Furthermore, the second aspect is the aspect of layout function, narrow spaces can not accommodate decent facilities that provide added value benefits to consumers [7–10], such as: (1) Markers / billboards that show that the place is a dining place that has the concept of food, (2) Entertainment stage and sound system that is adequate to be used as a facility of various activities, and (3) LED projector to supports consumers in providing entertainment facilities.

According to Harris & Ezeh (2008), the atmosphere of the space and lighting can increase the interest of the customers [9]. Their study results also showed that more than 12% of customers visited the restaurant many times if they saw the physical environment of the restaurant as aesthetically attractive. In addition, the role of the design and atmosphere of the restaurant can also generate excitement and improve mood for the consumers.

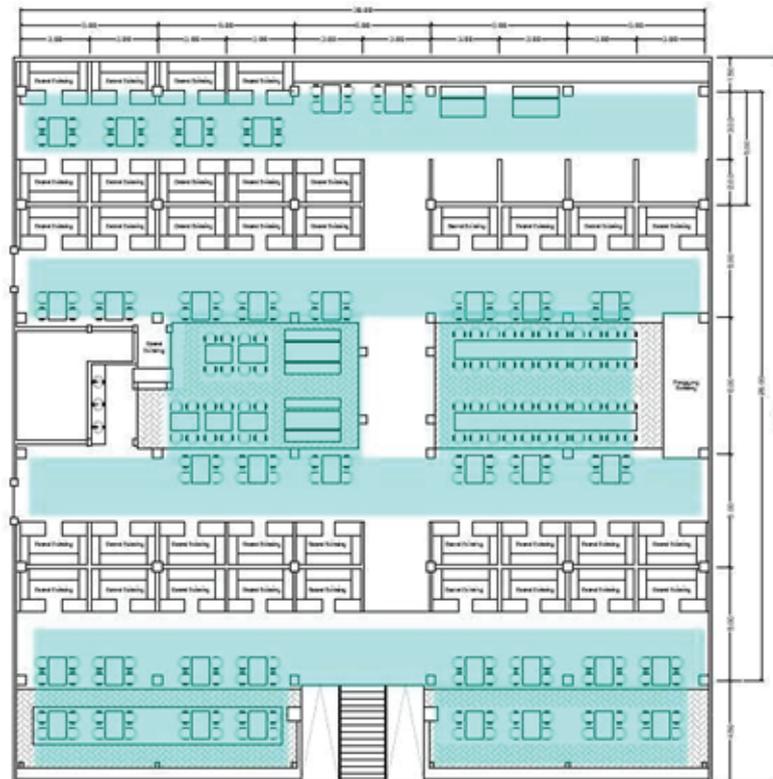


Figure 1: CH-Culinary layout plan before layout changes.

Kotler (2007) in his research said that one of the marketing strategies that can be done is to create a safe and comfortable physical environment in order to give an interesting impression to consumers that will generate their interest in buying [11]. Consumers' interest in buying is part of the component of consumer behavior in consuming, the tendency to act before the buying decision is actually done (Thamrin, 2003) [12]. Mardiyani & Murwatiningsih (2015) conducted research that concluded that facilities are directly affecting consumer satisfaction, which means the more facilities provided the higher the satisfaction of consumers [13].

The main problem in the layout is the blocked layout, which can affect the potential of the facility and negatively impact event programs. According to Ryu & Jang (2007), restaurants that aim to provide pleasure to consumers should ensure that the layout patterns and regulatory functions in the service provided are as desired [14]. Thus, the layout issue will continue if there is no immediate change in the layout of the space (re-layout) and will contribute in the decreasing in turnover of the tenants.

Based on these considerations, the authors made a proposal for a new layout (re-layout) to the City Development Planning Agency (BAPPEKO) Surabaya with the help of the Research Institute & Community Education (LPPM) Ciputra University (UC). The new layout is expected to make a better CH-culinary that is able to compete with privately

run foodcourts and has strong competitive side. With the change in layout, the authors expect an increase in the turnover of tenants in line with the equalization of stand tenants conducted by authors. The new layout is also expected to attract visitors to be able to make CH-Culinary a gathering place where it can attract those visitors to buy foods and drinks in the tenants of CH-Kuliner, so as to increase the turnover of CH-Culinary tenants. This research was conducted to see how the layout changes affect the turnover of tenants at CH-Kuliner. The authors questioned the impact of layout changes on tenants turnover by referring to two aspects: the spatial objectives and aspects of layout functions.

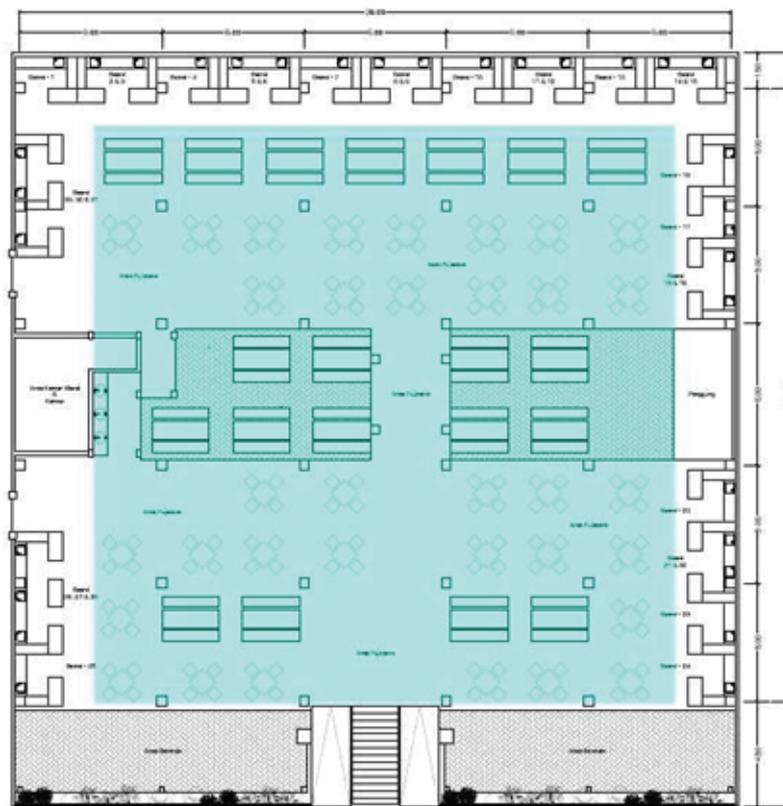


Figure 2: New layout plan after re-layout.

2. Method

This study uses qualitative method. Qualitative method are a method used to explore and understand the meaning of a number of individuals or groups of people considered to be from social or humanitarian issues (Creswell, 2009). This research is descriptive, the approach in question aims to know, understand and provide a real picture of an event process to be examined. Authors use a single case study method in the study and semi-structured interview methods as data collection methods. The informant that

will be taken data consists of 25 active tenants who undergo a phase of changing the old layout design to the new layout, from 37 active tenants and 40 available stands. The study used data source triangulation to test the validity of the data. Data analysis is done by dividing in several steps, including data collection, data reduction, data coding process and conclusion drawing.

3. Result and Discussion

3.1. Result

The results showed that all tenants agreed to the layout change for various reasons, such as on aesthetic reasons, a new layout that is better than the previous layout. They also agreed on the grounds that the new layout makes it easier for consumers to browse the stands in the location, more evenly, better reflect culinary locations, and can help in increasing sales. The increase in turnover after layout changes was felt by 16 tenants, while 4 tenants did not feel any change in turnover and 5 tenants experienced a decrease in turnover. The majority of tenants in SKCH locations stated that this new layout is convenient, so it can be used as a place for various activities, which will certainly have a positive effect on the increase in turnover of such tenants in SKCH locations. There are only 2 tenants who answer that this new layout is convenient, but it has no effect on the turnover earned by the tenant.

There is no tenant stating that the layout after the change is uncomfortable. All tenants stated the layout after this change was convenient, where as many as 23 tenants expressed a positive influence on the increase in turnover and 2 tenants stated there was no increase in turnover even though the layout location is convenient for various activities.

3.2. Discussion

After the layout change, the authors evaluated both aspects of the view, with data obtained through the interview process with the tenants. The first aspect is the purpose of the layout, where in this aspect, the author sees three flaws in the initial layout: narrow space, less access and lighting, and uneven location of the tenants. While the second aspect: the aspect of the layout function, is in which the location is expected to be able to accommodate various activities in the Culinary Center Convention Hall.

Improvements in both aspects are expected to indirectly deliver significant results on increased turnover, as seen in Figure 3.

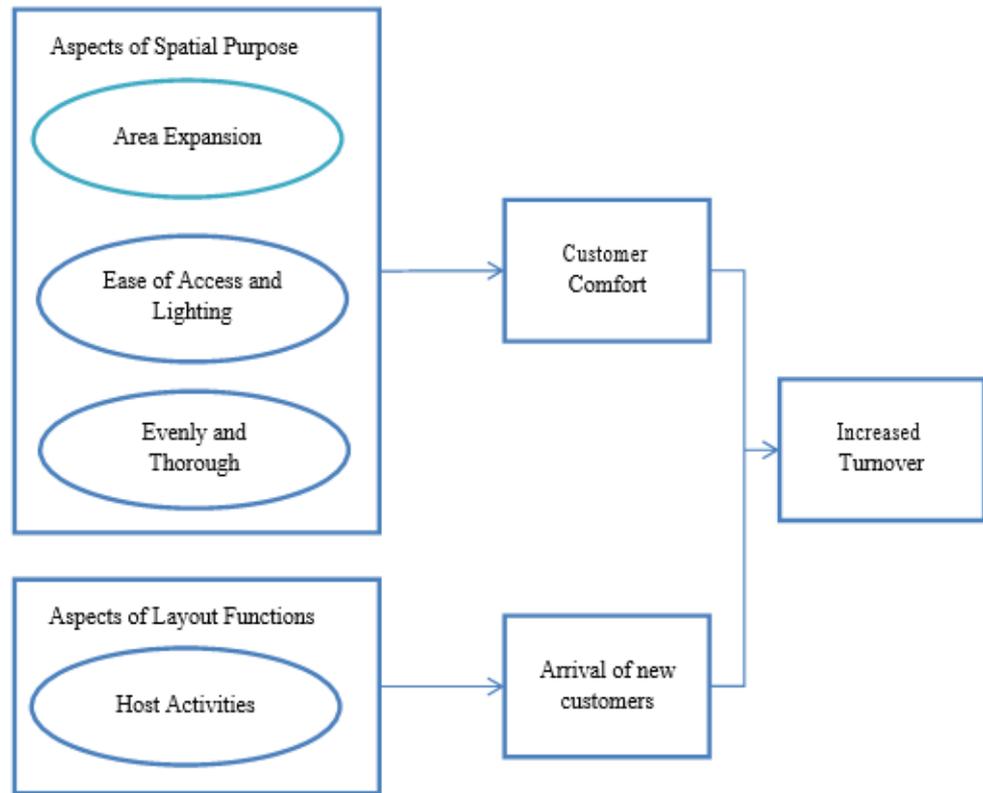


Figure 3: Impact of aspects on layout changes.

The first drawback that is considered important to fix in the initial layout is in the width of the area which considered small and limited, that the area is then expanded in the new layout. The wider area is expected to change the visibility of the area to become and then increase the convenience of customers to choose the desired tenant and eat or drink in the SKCH area, making it more convenient for visitors and traders. The initial checkered area is fixed so that the visibility is now wider (Figure 2). Many tenants recognize that SKCH location is a lot more comfortable with the expansion of areas and visibility range that is no longer hindered by other tenants and facilitates customers in choosing food.

The initial layout makes it difficult for customers who want to eat in SKCH location area, that has been improved with the new layout. This improvement resulted in the very convenient for customers to see all stand tenants located in SKCH locations. Layout changes that make lighting better, also felt by the tenants, so that the location of the stand and menu sold is easy to see by the customers. After the layout changes were made, many customers said that SKCH today is more convenient than previous layouts.

Access to tenants made easier as well as improvements in terms of lighting felt by the tenants proved that layout changes made to address the second deficiency of the initial layout where the concentration of visitors split for stand locations located in more accessible and brighter areas has been successfully made, thus having a positive impact for tenants and customers in SKCH locations.

The equalization of the entire stand is expected to be noted in the layout changes made by the researchers. By making this layout change, it is expected to increase the turnover of tenants who initially have positions in the middle and behind. With this equalization, the tenants are expected to have the same opportunity to be seen and known to the food menu by the customers. The result of the layout changes has been felt by these tenants, where currently customers can see all tenants, no tenants in front and behind, because of the equalization done. The initial layout is felt unfair to the tenants, where only the tenants in the front area often get customers because of its more profitable location. Layout changes where now all the entire tenants can be seen, can increase the sales of tenants in the back and middle area of previous layout. With layout changes that include improvements to the initial layout, it is also expected to be improve customer comfort at SKCH locations, that will result in the increase in turnover that can be felt by tenants located at the SKCH location. A total of 16 tenants located at SKCH locations acknowledged an increase in turnover. Meanwhile, tenants who have not undergone changes there are 4 tenants and there are 5 tenants whose turnover has decreased due to the transfer of tenant locations that were originally in front of the area and then became flat all together. From the results of the study, it was obtained the conclusion that the layout changes that have been confirmed by the researchers have a positive effect on customer comfort felt by the tenants, so that it also has an effect and has a positive impact on the turnover that has been felt by 64% of tenants in SKCH location.

100% of tenants stated that this new layout change coupled with the addition of inventory is very convenient and adequate for various activities to be done. A total of 23 tenants said this layout is convenient for activities to do, that will bring in many new customers, which has a positive impact on the increase in turnover of each tenant in SKCH locations (92%). While 2 tenants answered this layout is convenient to do activities, but does not have a positive impact on the increase in turnover of both tenants.

4. Conclusion and Recommendation

4.1. Conclusion

The conclusion obtained after the layout change by the aspects of spatial objectives, obtained that the purpose of the layout change in an effort to increase the turnover of tenants in the Culinary Center Convention Hall Surabaya was fulfilled, with 64% of tenants experiencing an increase in the sales results obtained. The layout changes are felt to increase the comfort of customers when purchasing food at The Culinary Center Convention Hall Surabaya, thus affecting the increasing turnover of tenants in the location of The Culinary Center Convention Hall Surabaya. While after making layout changes by aspects of the layout function, it was concluded that 92% of tenants experienced an increase in the sales results it obtained, by bringing many new customers at once to the location of The Culinary Center Convention Hall Surabaya. From the merger of the two aspects, it was obtained that the majority of tenants have experienced an increase in turnover from the results of layout changes made by researchers, so that layout changes made in the area of The Culinary Center Convention Hall (SKCH) Surabaya managed to increase the turnover of tenants in the location.

4.2. Recommendation

1. To the manager of the Culinary Center Convention Hall:

The manager of the Culinary Center Convention Hall is advised to hold activities that are done both routinely and not routinely, by forming a community or working with a particular community, that aims to bring in many new people so as to increase the turnover of tenants in SKCH locations. The manager of the Culinary Center Convention Hall is advised to conduct marketing activities as well as scheduled promotions, in collaboration with influencers, celebgrams, media, etc., which is well seen to be able to make the name of the Culinary Center Convention Hall more known by the public. The manager of The Culinary Center Convention Hall is advised to hold training and mentoring for tenants to be able to improve the quality of service provided, by working with competent parties in their field.

2. To the next researcher:

Researchers are further advised to deepen and develop research conducted by researchers on this study, such as customer comfort levels, marketing techniques to increase sales, and so on. Researchers are then advised to look for other variables such as service quality and product quality, which can expand the results of research for increased turnover of tenants standing every culinary center.

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