



Visual and Verbal Communication Management: Enhancing Customer Satisfaction for Sustainable SME Development

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Abstract. Marketing communication strategies in rejuvenating the sustainability of Small and Medium Enterprises (SMEs) in the Unikom canteen becomes the focus of this research. Using a qualitative perspective, this study explains further about the planning and organizing of visual and verbal messages as a tool for raising customer satisfaction. In-depth interviews with canteen manager as a key informant, in addition to tenant partners and customers as supporting informants fulfilling to complete the data of this research. This research issues that the sustainability of SMEs in the Unikom canteen does not only depends on the quality and taste of the products, but also on the achievement to create an emotionally connected of customers. Efficient visual symbols and personalized verbal communication provide an ongoing reliability beyond of economic transactions. The conclusion is management of meaning through appropriate communication is the center of building customer loyalty in the educational business ecosystem.

Keywords: Marketing Communication, Symbolic Interaction, Sustainable SMEs, Customer Satisfaction, Unikom Canteen.

1 Introduction

Nowadays is the era where business environment getting stiffer. Communication strategy becomes an instrument to communicate, notably is effective tools for managing relationship in order to reach business sustainability. The SMEs field is one of the critical pillars contributing economic stability. Even though, the sustainability of this sector is commonly threatened by and bump with the existence of rigid competition and unsteady strategies. As the responses, the encouragement of SMEs has to focus on communication strategy to develop the value of business besides improve product quality. Strategy is planning and management to achieve a goal that can only be achieved through operational tactics [1]. A communication strategy should include everything needed to know how to communicate with the target audience. In other words, a communication strategy is not only about what is conveyed, but also to whom, through what channels, and when is the right time for the message to be received effectively.

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Hermansyah (2024) revealed that effective marketing communication strategies, both directly and indirectly, serve to persuade and remind consumers of the value of a brand [2]. From the perspective of contemporary marketing communication, business success is no longer determined only by product quality and price competition, but through the extent to which business actors are able to effectively build and manage brand messages and identities. This is becoming increasingly relevant in the midst of the rapid flow of information that makes consumers faced with so many choices at the same time. It serves as a strategy for aligning produces values with consumer perceptions through the development of lasting loyalty, which form the basis of sustainable enterprise operations.

As far as all those economic factors prevailing in the modern-day scenario, SMEs have to consider making good products with lower cost, but the must serve the “experience” and “meaning” of the products itself. It refers to the altered consumer behaviour pattern in which people purchase products that not only buy things out of necessity but also symbolism [3].

When considering small-scale culinary entrepreneurs operating in the colleges setting, the difficulty level increases since they have to battle with rivals like insta-worthy coffee shops and food delivery services via online platforms. The student consumer segment that is the main target also has its own characteristics, namely tends to be critical, easily switches choices, and is greatly influenced by trends and recommendations from the social environment. This condition requires culinary SMEs to be more adaptive in understanding consumption patterns and market preferences that continue to change. In this context, the sustainability of SMEs is highly dependent on the extent to which the ability to manage marketing communications serves as a bridge to build emotional loyalty and not just relying on momentary transactional relationships. Well-managed marketing communication is able to create closeness between business actors and consumers, so that brands are not just known, but really felt relevant and meaningful in their daily lives.

Universitas Komputer Indonesia (Unikom), which is closely associated with the identity of technology and modernity, has a canteen that is the center of social interaction for the academic community. The Unikom canteen not only functions as an area to meet biological needs, but also as a symbolic space where various meanings and interactions meet. As a technology-based higher education institution, Unikom has a dynamic academic ecosystem with students as the main actors who bring high expectations for service quality, including in its canteen environment. Nevertheless, there is the possibility that communication is unequal. Canteen manager is more concerned with the managerial issues such as tenant levy process and seat occupancy problems than psych semiotic aspects in visual and verbal communication. Consequently, this issue leads in creating the disparity between the customer's expectations and the actual experiences, which can affect customer satisfactions and loyalty toward the tenants within the canteen.

Communication can be defined as a symbolic exchange where people attribute meaning to the objects, occurrences, or experiences they come across [4]. Within this phenomenon, it should be described that customer satisfaction in this arena is not only depends on the products' quality, but also triggered by the communication dimension

between sellers and buyers. It purely implies that each point that align with canteen settings, from the performance how the seller greets buyers, discursively forming the customer experiences perception. The visual aspect includes the physical appearance of the tenant, menu design, cleanliness of the place, aesthetics of food presentation, and the visual identity of the brand displayed. This involves how product knowledge is communicated, the interactions of seller and buyer, the use of advertising language, and the narrative created during the routine transaction. Both aspects mutually dependent and work alongside creating an impression in which customers will feel appreciated, comfortable, and tend to revisit.

The visual aspects of an organized canteen principally can be recognized in functionality of the area, cleanliness of the surroundings, sufficient lighting, and the color used in the interiors designs which is completely the comfort of customers. Contrarily, in the communication planning and management term, those aspects is beyond the physical aspects and tending to nonverbal communication, which is sending particular messages to customers. The atmosphere in the Unikom canteen have to arrange in the vision of professionalism and institutional characteristic. Moreover, what needs to be achieved is not improvements based of its characteristics, it is rather than systematic and consistent management in order to deliver message through the visual aspect in accordance with university culture. Communication planning may include with maintaining hygiene standards at the high level in the long term, creating an organizational layout of space for effective interactions between people, and staying up-to-date with the visual design of the place. Besides, verbal communication includes friendly service, informative pricing, and cashless payment systems.

When the visual and verbal components are conceived of as a coherent communication strategy, canteen is not only a location for commercial activities, but also an experiential environment. It is not as simple as customers visit to dine, but the experiences of customer to get a cozy, homy, and fit in the atmosphere that suits in their personality.

To understand the dynamics of interaction between canteen managers, tenant partners and their customers in depth, this study refers to the theory of Symbolic Interaction initiated by George Herbert Mead. Mead (1934) in his work *Mind, Self, and Society* stated that humans do not react directly to stimuli from their environment, but rather respond through the interpretation of symbols used in social interactions [5]. There are three core concepts in Mead's theory of Symbolic Interaction, namely mind, self, and society that collaborate synergistically to shape social reality with meaningful symbols [6].

In the context of the Unikom Canteen, Mead's theory of Symbolic Interaction becomes very relevant because every element of communication, both visual and verbal, is essentially a symbol that contains a certain meaning for its customers. The tenant's nameplate, menu display, seller's smile, and the greeting given when customers come, become symbols interpreted by customers to shape their judgment and experience. The process of interpretation on these symbols ultimately determines the level of customer satisfaction and their decision to return to shopping.

Several previous studies have provided a mixed picture of the effectiveness of communication strategies in various industry sectors. In studies on the banking [7] and hos-

pitality [4] sectors, it was found that marketing communication strategies are more focused on strengthening brand image formally, where customer satisfaction was found not always able to moderate relationships to customer loyalty significantly. This is in contrast to the findings in the modern retail sector [2] and public services [8], which show that the use of digital channels and the application of a two-way symmetrical communication model are crucial in building public trust. Especially in the tourism sector, communication strategies emphasize the intelligence aspect in culture [9]. However, these studies tend to separate between visual and verbal elements in their analysis, so there is a gap in explaining how the integration of the two elements contributes to the sustainability of culinary SMEs that have the characteristics of more intense and personalized face-to-face interactions. This study seeks to fill this gap by testing whether through the symbolic interaction approach in the Unikom Canteen, customer satisfaction can be an effective bridge in transforming visual and verbal messages into loyalty that supports the sustainability of SME businesses.

Based on the background that has been presented, the research problem can be formulated as follows:

- (i). How is the planning of visual and verbal communication in the Unikom Canteen designed to align the identity of SMEs with the image of institutional modernity?
- (ii). How is the management of symbolic interactions through *the Mind, Self, and Society mechanism* carried out to overcome the dissonance between customer expectations and the reality of service in the canteen?
- (iii). How does the synergy between planning and communication management contribute to the *sustainability* of SMEs in the Unikom Canteen in the face of competition in the culinary industry in the digital era?

Based on theoretical phenomena and gaps, this study focuses on the analysis of how visual and verbal communication strategies in the Unikom Canteen are constructed to support the sustainability of SMEs. Using the perspective of the theory of Symbolic Interaction, George Herbert Mead, this study aims to analyze the design of visual and verbal communication planning in aligning the identity of SMEs with the image of institutional modernity. That is explaining the management of symbolic interactions through the mechanism of Mind, Self, and Society to overcome the dissonance between customer expectations and service reality, as well as identify the contribution of the synergy of these two aspects to the sustainability of SMEs in the Unikom Canteen in facing competition in the culinary industry in the digital era.

More than buying and selling transactions, there are also other factors tangled in ensuring the relationship between the firm and the customers for creating satisfaction and loyalty. The findings of this research are anticipated to develop a communication strategy that would be not only transactional in nature, but would also be able to foster emotional relationship to ensure survival of SMEs in competitive market environment.

2 Literature Review

2.1 Integrated Marketing Communication Strategy: Visual and Verbal Dimensions

Marketing communication according to Kotler & Keller (2016:580) is a way through which organizations endeavor to provide information, persuade and improve the buying capacity of their consumers whether directly or indirectly on the product or brand that they sell and how they identify their brand [10]. The marketing communication concept does not only entail an organizational promotional effort but rather entails a process through which there is a continuous relationship between an organization and its consumers. It can be used as a means through which companies can create stories about themselves among the consumers. Ultimately, it can have a significant impact on consumer equity.

In line with this, Effendy (2011) explained that communication strategy is a combination of communication planning and communication management in achieving its goals [1]. This strategy serves as a way to organize the implementation of the communication process, from planning and implementation to evaluation to achieve specific goals [7]. Thus, communication strategies are not only concerned with what is to be conveyed, but also how the message is designed, channeled, and evaluated in order to produce measurable and relevant impact for the target audience.

Based on Kotler & Keller (2016), there are 8 elements of the marketing communication mix consisting of: 1) advertising, 2) sales promotion, 3) events & experiences, 4) public relations & publicity, 5) online & social marketing, 6) mobile marketing, 7) direct & database marketing, and 8) personal selling [10]. Of all these elements, Kotler & Keller specifically addresses the visual and verbal dimensions in the context of message design, particularly in the elements of advertising and brand identity, as an integral part of the creative strategy of marketing communication. For SMEs in the campus environment, visual communication reflected through the service-scape serves as a "still language" that communicates quality without words [10]. Visual elements such as the cleanliness of the place, the layout, and the brand identity indirectly form the first impression that determines whether a consumer is interested in making a purchase. Verbal communication in the form of service encounters and interpersonal interactions is the key to building a deeper relationship between sellers and buyers. In the service business, the process of interacting is as important as the product itself, so verbal interaction and staff friendliness are a symbol of the attention that modern consumers highly expect.

This understanding of the visual and verbal dimensions is further strengthened by the perspective of symbolic interaction put forward by Rossanty & Irawan (2019) [4]. In his research, it was explained that the application of the perspective of symbolic interaction in visual communication strategies is based on the understanding that communication is basically a process of exchanging meaning through symbols. Individuals do not automatically understand an object, event, or experience, but rather interpret it based on the symbols they see and understand. In this context, visual elements do not only serve as images or decorations, but also in the form of symbols that help build

understanding between the company and the customer. In line with that, symbolic interactions also influence verbal communications where the perspective of symbolic interaction in language used is a main symbol for forming common meanings. Language does not only convey meaning but is also a vehicle carrying certain values, attitudes, and images that are then perceived by the consumer. The way a company chooses and phrases will affect how the quality of service and the value of the organization are perceived by its consumers. Thus, consciously and consistently designed verbal communication plays an important role in building strong and trusting interpersonal relationships, as well as being the foundation for the creation of sustainable customer loyalty.

2.2 Symbolic Interaction

Symbolic Interaction Theory states that individuals construct meaning through the process of communication because meaning is not intrinsic to a thing or idea [6]. Basically, social interaction is a frame of reference for understanding how human beings, in context with each other, create symbolic worlds and how these worlds, in turn, shape human behaviour [11]. In this theory, individuals act towards others on the basis of what meaning others have so it can be stated that meaning is created in interactions between individuals and modified through the process of interpretation. It is also closely related to the concept of self, which describes that individual with an active self-refer to social interaction with others. So according to West & Turner (2017:76) [6] it can be assumed that: 1) individuals develop self-concept through interaction with others, 2) self-concept provides an important motive for behaviour.

Mead constructs three main elements in Symbolic Interaction that are the pillars of human interaction [5]:

- (i). *Mind* is an individual's internal process of interpreting visual and verbal symbols before responding. Individuals must develop their minds through interaction with others. Mead shows that there is a reciprocal relationship: The mind reflects and creates the social world.
- (ii). *The self* is defined as the ability to reflect on ourselves from the perspective of others (*looking-glass self*). When Mead theorized about the self, it was observed that through language, individuals have the ability to become subjects and objects for themselves.
- (iii). *Society* refers to a broader social structure, which is a social network that creates individuals. *Society* is divided into two parts that affect *the mind* and *the self*, namely *particular others*, which means certain individuals who are important to us, and *generalized others*, which is the point of view of the social group as a whole.

2.3 Sustainability of Small and Medium Units (SMEs) through Loyalty

According to Iqbal and Putra (2022) as cited in Elizabeth et al., (2025), the success of SMEs is determined by their ability to adapt to market dynamics, be product quality, and improve operational efficiency [12]. These factors are critical for SMEs to remain competitive, able to respond to changing consumer demands, and effectively manage resource constraints. With the right strategy, SMEs can create sustainable value,

strengthen competitiveness, and support inclusive and environmentally friendly economic development.

Sustainability in the context of SMEs is not only financial, but also relational. Moore & Manring (2009) argue that SMEs can achieve sustainability if they have a unique differentiation strategy [13]. In this case, the "symbolic meaning" offered through marketing communications is an advantage that is difficult for large competitors to replicate. A positive customer experience, shaped through visual and verbal elements, is a key driver of loyalty. This loyalty is what ensures the survival of SMEs in the midst of the disruption of the digital culinary industry [14].

Business communication strategies (audience analysis, technology use, and feedback) help SMEs become more resilient and competitive in the long run [15]. Getting direct feedback from customers is one of the key elements in a business communication strategy that has a real impact on the sustainability of SMEs. The effective way to get this feedback:

- (i). The use of social media as an interactive channel is considered unique because it not only conveys messages but also can provide opportunities for direct feedback and quick responses from customers [16].
- (ii). Implementation of structured feedback systems and mechanisms. This mechanism ensures that communication is two-way, so that messages from businesses can be confirmed for accuracy by the recipient [15].
- (iii). Strengthening Community Functions through interactive features on social media so that SMEs can build relationships and engagement with customer communities [16].
- (iv). SMEs need to conduct audience analysis to understand the values of customer needs. By aligning business messages with what customers consider important, audiences will be more likely to provide honest and impactful responses to product innovation [12].
- (v). To get quality feedback, the message or question posed to customers must be clear, concise, and free of technical jargon to get information accuracy [15].

3 Methodology

This research applies an interpretive paradigm with a qualitative approach to explore in depth the process of giving meaning in social interaction in the Unikom Canteen. The method used is a descriptive case study that allows researchers to conduct a thorough investigation of contemporary phenomena in a real-life context. The selection of informants is carried out through purposive sampling techniques, where canteen managers are key informants to explore strategic planning and management, while tenant partners and customers are supporting informants to capture the reality of services and the process of interpreting meaning.

The determination of informants was carried out using purposive sampling techniques. Canteen managers act as key informants to provide an in-depth overview of strategic planning, while tenant partners and customers act as supporting informants to

reflect on the realities of services and interpretation processes that occur in the field (see Table 1).

Table 1. Research informant profiles.

Informants	Quantity	Focus	Informant Code
Canteen Manager	1	Examine the strategic vision and mechanisms for maintaining quality standards (including vision, message design, and brand consistency).	P1
Partners Tenant	2	Examine the alignment between managerial policies and real implementation in the field (related to synchronization, operations, and product symbolism).	P2, P3
Customers	2	Explores subjective experiences and the process of meaning-formation (perception, meaning— <i>Mind</i> , <i>Self</i> , <i>Society</i> —and satisfaction level).	P4, P5

The data collection process was carried out through a triangulation method, which included non-participant observation to observe visual and verbal elements directly; in-depth interviews to understand the subjective aspects of the informants, and documentation studies to strengthen field findings. The data analysis follows an interactive model from Miles, Huberman, and Saldaña, which includes the data condensation stage, the presentation of data in the form of a descriptive narrative, and the drawing of conclusions. To ensure the validity of the findings, the researcher applied triangulation of sources and techniques to verify the consistency of the data obtained. Through this systematic procedure, the research is expected to be able to produce an accurate picture of how the planning and management of symbolic communication contributes to the sustainability of SMEs.

4 Results and Discussion

4.1 Aligning SME Identity with the Image of Institutional Modernity

The planning of visual communication in the Unikom Canteen is deliberately designed to raise the assessment expectations that have been happening to SME partners, namely the atmosphere of an ordinary campus canteen that is considered simple, into a space that has a modern, exclusive, and up-to-date atmosphere. In George Herbert Mead's perspective, this physical environment serves as a significant symbol that creates a shared meaning about the professionalism and technological advancement of the institution [5]. This has proven to be effective in changing customers' views of the location

of the canteen which is technically in an underground parking area; as revealed by an employee (P4), that the location is no longer a problem, as he said: "As soon as we enter the canteen, the atmosphere is already a canteen. I can't see the basement anymore, there's a car park or something." In line with that, a female student (P5), assessed that the physical appearance of the canteen was very "up-to-date. The view is like we are walking in a mall, like the BIP food court, when I was in high school". The creation of this modern image is not just aesthetic, but an integrated vision from Unikom to provide quality but still economical supporting facilities, or as the canteen manager (P1) expressed, as an effort to get customers "affordable food at a logical price. with extra comfort".

Operationally, interaction management is carried out through identity alignment between managers and SME partners (tenants) through the Mind and Self mechanism. The manager routinely conducts weekly briefings to equalize perceptions and provide strategic direction, where the tenant owner (P2) said "every week, we have to do a meeting. I would love to have a list of things to do if we don't have a menu. continue to be directed if it is good like this". This two-way communication process allows tenants to take the right role (role-taking) in serving customers. Interestingly, the identity that is built is not rigid, but rather a warm personal approach. As stated by the customer (P5) that the staff made a familiar greeting but still polite. The canteen manager (P1) added that this personal communication is already very familiar, for example when the staff greets the lecturer in a familiar style such as, "Miss, your clothes so match, look gorgeous". This approach serves as a balance between the visual and integrated visuals of the canteen so that it does not feel intimidating to customers.

However, the dynamics of this symbolic interaction also face the challenge of dissonance between visual appearance and price expectations, where the tenant owner (P3) admits "from the buyer's point of view who has never entered it seems expensive... because the atmosphere here is good". To overcome this, the manager (P5) used the power of the Society – namely the creation of community through social facilities – to prove the value of the usefulness of the canteen. The provision of free facilities such as live music, karaoke, and Nintendo Switch is an instrument to build an inclusive social ecosystem. The customer (P4) felt this benefit where he could "discuss the availability of many tables... gathered together... while listening to live music too". The sustainability of this ecosystem is also supported structurally through a 16-25% turnover sharing system and the integration of cashless payment technology (QRIS), which according to customer (P5) makes it very easy because she does not often carry cash. The synergy between modern facilities, responsive services, and digital promotion strategies using influencers ultimately maintains the sustainability of SMEs in Unikom canteens in the face of competition in the current culinary industry.

4.2 Symbolic Interaction Management to Overcome Dissonance of Expectations

The management of symbolic interactions is done to bridge the misalignment between customer expectations – who often consider the appearance of a luxury canteen to be synonymous with expensive prices – and the reality of the actual price affordability. In

the Mind dimension, the customer carries out the process of internalizing and interpreting the symbol of luxury; The manager responds to it by consistently communicating the message that this facility is a support for customer welfare. In the Self dimension, there is a role-taking process where staff and tenants position themselves as figures who care about customers, reflected in their polite, friendly, and personal service (greeting regular customers with a familiar call). In the event of complaints or service discrepancies, the responsive aspect of Self is shown through direct handling in the form of product replacement in order to maintain the self-image of the Unikom Canteen in the eyes of consumers. Lastly, the society aspect is captured by a social atmosphere featuring live music, karaoke, and Nintendo Switch games for free. Such services enable customers to realize that the dining facility is not only limited to food but also serves as a place where people can interact, thus making the delivery process easier.

Regarding to Unikom canteen, there are several obstacles in which tenant partners may encounter while trying to maintain a robust relationship with customer. First, the difference between visual images used in the menu banner and the current availability of products. As a result, some customers are likely to feel perplexed by the inconsistency between advertised goods and their current presence in the cafe. In addition, the speed of service is a big challenge, especially during peak hours or when the canteen is crowded, which causes waiting times to be very long so that customers tend to switch to other tenants who are considered faster. This challenge is coupled with the diversity of education levels of staff working in tenants, making it difficult for managers to implement uniform standards of verbal communication for all employees.

Customers also feel a decrease in communication comfort if regular staff who usually serve are replaced by other people who have a different or less familiar speaking style. Externally, tenants have to struggle against negative perceptions of price. The physical appearance of the canteen that is very modern and luxurious resembles a mall often makes customers who have never visited assume that the price of food there is expensive, when in reality it is very affordable. Operationally, changes in the pattern of student lecture schedules (such as the existence of online classes) create uncertainty in the flow of visitors, so that tenants sometimes have difficulty managing effective service times. Time coordination challenges also arise when students come to order food just when the tenants are getting ready to close. Finally, even though the manager facilitates social interaction, tenants are required to maintain limits in communication so that they remain polite and do not act "pretentious" which can actually make customers feel uncomfortable.

At the operational level, tenants are encouraged to be creative in attracting customer interest through discount programs or new menus. One example is the tactic of "buy free chicken rice pudding every Friday" proposed by the tenant and approved by the manager as an additional attraction for customers so that they do not hesitate to try eating at the seemingly exclusive canteen. In addition, when customers come, tenants and staff are directed to provide informative explanations about their menus and prices. This aims to directly confirm to customers that despite the classy atmosphere, the economic value offered is still pocket-friendly.

4.3 Communication Synergy and Sustainability of SMEs in the Digital Era

The synergy between attractive visual planning and adaptive management management is the main foundation of SME sustainability in facing the competition of the culinary industry today. Engaging visual planning is a form of non-verbal messaging to build a positive external image and internal culture, which is a defining element of an organization's success. Managers' transparent revenue sharing policies (16%-25%) serve as a clear and concise business communication strategy, which is crucial for building credibility and trust between managers and tenants. The fair delivery of financial information reduces the risk of message distortion and internal conflicts, keeping operational costs proportionate and supporting long-term business sustainability.

The contract evaluation process every three months based on turnover and quality is a real application of a systematic feedback mechanism. Based on the Shannon–Weaver Communication Model, this feedback changes the position of the tenant to the sender of messages about innovation back to the manager, ensuring that messages related to quality standards are received correctly. This evaluation also acts as a structured performance evaluation, which according to Ekayani et al (2024) is the most significant aspect of internal communication in improving organizational commitment and resource efficiency [3]. The drive of menu innovation so that customers do not get bored is in line with the knowledge-based view, where collective knowledge of market tastes is integrated into service products to create benefit that is difficult for competitors to replicate.

In the digital world, the employment of Instagram and influencers is an indication of how effective the use of social media adoption in strategic marketing communication. In this case, the information and action function of Lovejoy & Saxton model are applied in order to share information about the culinary innovation and make the general audience become aware and encourage them to act, in this case visiting the canteen and purchasing products. The strategy of market expansion that is used for reaching out to the outside audience also shows the effectiveness of audience analysis where managers adjust their messages accordingly. Using communication technology to go beyond the physical boundary of the university, these SMEs have successfully develop a sustainable competitive advantage due to their excellence digital marketing skills.

The dynamics observed at the Unikom canteen show how complicated the process of perception versus reality is. This may be seen based on the existence of a visual dissonance as at first, most new students may feel reluctant to visit because the appearance of the area may look too luxurious and costly; however, after entering, they realized it was surprisingly cheap.

To get past the psychological barriers that initially existed, manager (P1) made sure to boost social interactions through the provision of community amenities like live entertainment and a Nintendo Switch game console. This proved to be effective in making the location a place for social engagement. However, operational challenges still arise in terms of technical communication, especially related to the lack of synchronization of information between physical menu banners and real-time stock availability—which is the main complaint of customers. This implies that although regularly briefings have

been executed, a more responsive and integrated digital system is needed to bridge the communication gap (see Table 2).

Table 2. Comparison between constructed image (expectations) and reality (experience) in the Unikom canteen.

Comparative Aspects	Expectations (Image/Symbol)	Reality (User & Tenant Experience)
Atmosphere & Location	It is considered stuffy because it is in the <i>basement</i> .	The modern atmosphere is like a <i>food court</i> mall, comfortable, cool with air conditioning, and does not feel like in a parking lot.
Food Prices	It is thought to be expensive because of its luxurious and good appearance.	The price remains affordable and pocket-friendly.
Quality of Service	Professional and fast service standards.	Generally polite and friendly, but sometimes the service is very slow at certain tenants.
Menu Information	The menu displayed on the banner is fully available.	Inconsistencies are frequent; The menu on the banner is many, but when it is ordered, it turns out that it is unavailable or sold.
Function of Space	A convenient lunch spot.	It becomes a social space for group discussions, karaoke, and playing Nintendo Switch without feeling rushed.
Payment System	Conventional/cash transactions.	It has been integrated with the central cashier system and supports cashless payments (QRIS) which makes it very easy for students.
Staff Consistency	Stable and familiar service at all times.	Communication feels bad if the usual staff is replaced by another staff.

5 Conclusion and Recommendation

This paper provides a clear example of how a traditional college canteen could be converted to a contemporary mall through the application of sophisticated marketing communication practices, align with the principles of symbolic interactionism. The initiative if facilitated by the ability of the facility to maintain a professional image, which enhances the reputation of the institution, alongside a flexible discourse that maintains the positivity of its environment. This strategy has altered perceptions about the nature of the canteen, as the association between luxury and expensive pricing is no longer relevant but rather seen as a center for well-being and premium services. Despite issues such as inventory management and personnel administration, the facility sustained operations due to internal marketing strategies, effective leadership practices, performance evaluations, and active participation on social media sites.

In order for this organization to achieve optimum levels of customer services as well as sustainability, it is recommended that the management adopt the use of proper channels of communication via training in order to balance professionalism with the friendly

nature that defines this organization. It is also essential that the transparency element be taken care of by ensuring the proper price signals provided to dispel any notion of expensive prices and build trust among new customers. Furthermore, management and tenants must collaborate in welcoming digital transformation through the initiation of data-driven loyalty programs, providing incentives for user-generated content, and developing a pre-order system to accommodate dynamic student mobility. Through the balancing act between the adoption of technology and true interaction among humans, the Unikom canteen will be able to build a socio-economic ecosystem that meets the requirements of the modern digital age.

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