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Business Development Strategy to Improve Profit Margins in Gas Stations Facing Industry Disruptions

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ABSTRACT

The Indonesian gas station industry faces structural challenges from rising operational costs, regulatory pressures, intensified competition, and mobility electrification. Gas stations in Jakarta experience shrinking profit margins as operational expenses increase while fuel margins remain strictly regulated. This study aims to analyze the key operational cost drivers contributing to shrinking profit margins and to explore strategic approaches that gas station owners can adopt to improve profitability. This research adopts a mixed-methods approach, combining qualitative interviews with gas station managers and supervisors, quantitative customer surveys, and strategic analysis frameworks including PESTEL, Porter's Five Forces, Resource-Based View (RBV), VRIO analysis, and SWOT-TOWS formulation. The findings indicate that declining profit margins are mainly driven by rising utility costs, particularly electricity consumption for lighting, compressors, and fuel dispensers, increasing labor expenses such as wages and overtime, and higher maintenance costs due to aging infrastructure and the absence of preventive maintenance systems. Operational inefficiencies—including inconsistent service quality, equipment downtime, and long customer queues—also reduce revenue potential. Additionally, the limited development of non-fuel revenue streams increases dependence on regulated fuel margins. This study proposes a strategic improvement framework integrating operational excellence and business model innovation. Recommended strategies include improving facility conditions and service standards, implementing preventive maintenance and staff training programs, optimizing queue management, expanding non-fuel retail services, and adopting digital technologies. The framework also highlights the importance of preparing EV charging infrastructure to align with Indonesia's national energy transition policies

KEYWORDS *operational efficiency, profit margins, gas station strategy, business development, customer experience, non-fuel retail, energy transition*

INTRODUCTION

The gas station business in Indonesia, especially in densely populated cities like Jakarta, is facing pressures from internal inefficiencies, regulatory shifts, and changing consumer behavior. Once known as a profitable and stable business, gas stations now face an increasingly unstable environment driven by technological advancements and socioeconomic factors (AGAEV, 2023; Kaftan et al., 2023).

One of the most obvious problems is that the profit margins achieved by gas station owners are declining. As operating costs, employee salaries, and other expenses continue to rise, sales cannot keep up. In many cases, the profit margins set by the government leave little room for gas station owners to generate profits. According to (Farkas & Yontcheva, 2019; Gloria, 2018; Nowakowski, 2016), fixed margins and inflexible fuel prices make gas station operators highly vulnerable to cost increases, unlike their business partners in unregulated markets.

At the same time, the development of electric vehicles (EVs) is expected to further reduce profits from the fossil fuel sales business. In addition, Presidential Regulation No. 55 of 2019 concerning battery electric vehicles has accelerated the adoption of electric vehicles among consumers. This trend not only shifts the competitive landscape but also threatens to significantly reduce the demand for fossil fuels in the next decade (Sihombing et al., 2023). If gas stations rely solely on fuel sales, they risk becoming obsolete in the face of greener and more digital transportation (Feng & Khan, 2024; Jayasuriya et al., 2025; Metz & London, 2021).

In addition to cost pressures, the gas station business is also being challenged by the transition in the mobility and energy landscape. The development of electric vehicles (EVs), supported by national policy, is expected to gradually reduce dependence on fossil fuels. Presidential Regulation No. 55 of 2019 concerning battery electric vehicles has accelerated the adoption of EVs in Indonesia and encouraged the development of related infrastructure. Previous studies have highlighted that the rise of EV adoption may significantly affect conventional fuel demand and force existing gas station operators to reconsider their long-term business models (Sihombing et al., 2023; Hasudungan et al., 2024; Pirmana et al., 2023). This suggests that gas stations can no longer rely solely on fuel sales and must start preparing for broader mobility-based services, including EV charging and digital service integration.

At the same time, managerial and operational issues further complicate the situation. Several studies have shown that service quality, operational efficiency, and customer experience are critical determinants of gas station competitiveness. Kusuma and Pratiwi (2021) found that service quality has a significant influence on customer retention and repeat visits in the Indonesian fuel retail sector. Similarly, Zayyan and Wahyuningtyas (2024) emphasized that customer experience and customer satisfaction strongly affect repurchase intention at Pertamina self-service stations. Handayani (2018) also demonstrated that enhancing customer experience in Indonesian gas stations can improve perceived value and strengthen competitive positioning. These findings indicate that gas stations must pay attention not only to fuel transactions but also to service consistency, physical facilities, and customer-oriented operations.

Research on gas station transformation has also shown that operational efficiency and diversification are increasingly important in sustaining profitability. Sutanto (2020) found that improving operational efficiency in Jakarta gas stations could reduce waste and strengthen financial performance. Likewise, Wijaya (2021) argued that non-fuel revenue streams, such as convenience stores, food and beverage services, and complementary automotive services, are becoming essential sources of additional income for modern gas stations. Widiastuti (2023) further explained that gas stations in Indonesia are gradually shifting from pure fuel retail outlets toward mobility and lifestyle service hubs. In the broader international context, Talukdar (2025) highlighted the role of AI, machine learning, and IoT in shaping the "gas station of the future," while the International Energy Agency (2023) underscored the importance of EV infrastructure readiness in response to global transportation electrification.

Despite these important contributions, previous studies have generally examined gas station challenges from separate perspectives, such as customer satisfaction, operational

efficiency, EV adoption, or non-fuel diversification. There remains limited research that integrates these dimensions into a comprehensive strategic framework that explains how shrinking profit margins are shaped simultaneously by internal operational cost drivers, external industry pressures, and changing customer expectations. In particular, empirical studies focusing on urban gas stations in Jakarta remain limited, even though Jakarta represents one of the most cost-intensive and competitive operating environments in Indonesia. This creates a gap in understanding how gas station owners can respond strategically to declining profitability while preparing for long-term industry transformation.

This research focuses on SPBU 3414209, a gas station business unit located in Jakarta, operating under the umbrella of PT Duta Selatan Cemerlang. The company primarily engages in fuel retail but also offers basic services such as air pumps and a small convenience store. With increasing operational costs and limited differentiation from competitors, the company is exploring options to modernize its service model, improve efficiency, and incorporate EV-friendly infrastructure.

The gas station serves both private and commercial vehicle users in a high-traffic area near residential and business districts. While the location provides significant footfall, the station has yet to optimize the potential revenue from non-fuel transactions. Management is therefore interested in identifying appropriate strategies to increase customer satisfaction and business sustainability.

The main business issue identified is the declining profitability of fuel-only operations and the lack of a clear roadmap for business transformation. Despite being located in a strategic area, the gas station is experiencing stagnant growth and rising operational expenses. The current business model does not fully capitalize on the surrounding demand for lifestyle convenience or alternative mobility services such as EV charging.

Several stakeholders are affected by this issue, including the station’s management, operational staff, corporate owners, and end customers. Management is under pressure to maintain competitiveness, while customers increasingly expect a more seamless, digitally enabled, and service-rich experience.

To understand the issue more deeply, internal and external analyses were conducted. These analyses revealed that although the gas station has a strong brand and a prime location, it is vulnerable to substitution threats (EVs and ride-sharing) and internal inefficiencies. This gap between market opportunity and current operations defines the core business issue addressed in this project.

This study is guided by two main research questions that examine the key operational cost drivers responsible for shrinking profit margins in gas stations in Jakarta and explore practical ways for gas station owners to improve those margins. Accordingly, the research objectives are to identify the major cost components affecting profitability and to design strategic solutions that can enhance profit performance. The scope of this research centers on the development of business and operational strategies for gas stations operating in densely populated urban areas in Indonesia, with a specific focus on Jakarta, by analyzing internal inefficiencies, regulatory constraints, shifts in consumer behavior, and industry disruptions such as the growth of electric vehicles. The study proposes forward-looking approaches, including service optimization, digital transformation, non-fuel business diversification, and the integration of electric vehicle charging services. However, a key limitation of this

research lies in its geographical focus on Jakarta, which may restrict the general applicability of the findings to other regions, and in the conceptual nature of the proposed strategies, which require further empirical testing and real-world implementation.

Based on this background, this study aims to analyze the key operational cost drivers that contribute to shrinking profit margins in gas stations and to formulate strategic approaches that gas station owners can implement to improve profitability. Specifically, the study seeks to understand how internal inefficiencies, regulatory constraints, customer expectations, and emerging industry disruptions interact to influence gas station business performance. By combining internal and external strategic analysis with customer insights, this study is expected to contribute both theoretically and practically by providing an integrated framework for gas station transformation in Indonesia. The findings are expected to assist gas station owners and managers in designing more adaptive business strategies, improving operational excellence, and preparing for long-term shifts in the energy and mobility sector.

METHOD

This study employed a mixed-methods research design that integrated both qualitative and quantitative approaches to comprehensively address the research objectives. The qualitative component utilized semi-structured interviews with internal stakeholders, including top management, operational supervisors, and field service staff at PT Duta Selatan Cemerlang gas stations. These interviews explored operational cost drivers, strategic challenges, and opportunities for business development. The quantitative component employed structured questionnaires distributed to customers to assess their preferences, satisfaction levels, and behavioral patterns regarding gas station services. This mixed-methods approach ensured both depth and breadth of data collection, enabling the researcher to triangulate findings from multiple perspectives and develop data-driven strategic recommendations aligned with market trends and consumer behavior.

The research population consisted of two distinct groups. The first group comprised internal stakeholders of PT Duta Selatan Cemerlang, specifically operational supervisors, managers, and field service staff who possessed direct involvement in daily operations and decision-making processes. These key informants were purposively selected based on their operational knowledge and experience in managing gas station challenges and opportunities. The second group included customers of Pertamina gas stations in Jakarta and Indonesia who had experience visiting and utilizing gas station services. The customer survey was conducted online using random sampling to capture diverse customer characteristics and perspectives. This dual-population approach enabled comprehensive analysis from both internal operational viewpoints and external customer preferences, ensuring that strategic recommendations addressed both operational efficiency and customer satisfaction dimensions.

Data collection was conducted through multiple techniques to ensure comprehensive coverage of the research objectives. Primary data was gathered through semi-structured interviews with internal stakeholders, following a systematic interview protocol that began with informant identification, interview guide development, and scheduling. The interview guide was designed based on the RBV, VRIO, PESTEL, and Porter’s Five Forces

frameworks, covering topics such as physical resources, human capabilities, internal systems, competitive advantages, regulatory impacts, economic factors, customer behavior changes, and competitive dynamics. All interviews were audio-recorded with participant consent and transcribed for analysis. Additionally, structured questionnaires were distributed to customers through online platforms to collect quantitative data on service preferences and satisfaction levels across seven service dimensions. Secondary data was collected through an extensive review of academic journals, industry reports, government publications, and relevant literature to provide contextual analysis and a theoretical foundation for the study.

The study employed multiple analytical frameworks to process and interpret the collected data systematically. Qualitative data from interviews underwent thematic analysis and coding to categorize findings into internal analysis, external analysis, cost drivers, and service improvement opportunities. Internal analysis utilized the Resource-Based View (RBV) framework to assess tangible and intangible resources, complemented by VRIO Analysis to evaluate whether resources were Valuable, Rare, Inimitable, and Organizationally supported for sustainable competitive advantage. External analysis applied the PESTEL framework to examine Political, Economic, Social, Technological, Environmental, and Legal factors affecting the industry, alongside Porter's Five Forces to analyze competitive rivalry, supplier power, buyer power, threat of substitutes, and threat of new entrants. Quantitative data from customer questionnaires was analyzed using descriptive statistical analysis to summarize customer satisfaction, preferences, and expectations. The findings from internal, external, and customer analyses were synthesized through SWOT Analysis to identify strengths, weaknesses, opportunities, and threats, which were then integrated into a TOWS Matrix for strategic formulation. This comprehensive analytical approach ensured that the recommended strategies were evidence-based and strategically aligned with both internal capabilities and external market conditions.

RESULT AND DISCUSSION

Analysis

1. SWOT Analysis

Table 1. SWOT of PT DSC Gas Station
Source: Processed primary data (2025)

SWOT	
Strengths	S1-Fast and accurate service
	S2-Very strong Pertamina brand
	S3-Strategic location and land
	S4-Primary equipment is properly functioning.
	S5-Reputation for superior motorcycle service
Weaknesses	W1-Extremely low level of facility comfort and cleanliness
	W2-Absence of SOPs, training and service controls
	W3-Patterns of unscheduled maintenance
	W4-Lack of modern facilities

	W5-Weak customer loyalty
Opportunities	O1-There is high demand for digitalization
	O2-Business development opportunities (non-fuel)
	O3-Trend in government policy toward renewable energy and EV
	O4-Facility improvements : low cost but high impact
Threats	T1-High competition with modern gas stations
	T2-Total reliance on Pertamina
	T3-Risk of substitute (EV charging, mobile fuel services)
	T4-The expectations of the customers are increasing

This SWOT analysis integrates all findings from internal, external, and customer analysis. The results comprehensively describe the factors influencing the performance of PT DSC gas stations and serve as the basis for formulating the strategy in the following section.

1) Strengths

a) Fast and accurate service: Speed of service and precision of dosage of fuel are the strengths of the gas station. Statistics indicate that A1 and A2 are always on the top list of customer satisfaction and priority. This means that the core operations are running at an excellent level and are the primary cause of customers returning.

b) Very strong Pertamina brand: The brand equity of Pertamina gives the company a lot of trust. Customers, though having poor facilities, still keep coming because of safety, quality of fuel, and the fact that Pertamina is a national state-owned energy company.

c) Strategic location and land: The gas station contains a big space that accommodates motorcycles and cars lanes thus enhancing the flow of services. It is also in a busy road that enhances the sales volume.

d) Primary equipment is properly functioning: The fuel dispenser is also functional and precise and it rarely malfunctions. This provides reliable core service and minimises the chances of complaints involving dosage or queues based on equipment issues.

e) Reputation for superior motorcycle service: The gas station is very fast and efficient, especially among customers who use it, especially in the motorcycle market. This becomes a competitive edge over other local competition that might not be as quick.

2) Weaknesses

a) Extremely low level of facility comfort and cleanliness: The largest complaints are dirty restrooms, broken prayer rooms, poor lighting, and poorly maintained floor areas. The supporting facilities will greatly influence customer perceptions and they seem to score lowly on most of the survey questions.

b) Absence of SOPs, training and service controls: Also, service does not match across shifts because there are no standardized work standards. Knowledge among the staff is tacit and unrecorded thus quality of work is determined by people and not the system.

c) **Patterns of unscheduled maintenance:** Supporting equipment has a way of breaking down and are repaired when it is severe. This is costly due to reactive rather than preventive repairs.
d) **Lack of modern facilities:** Customers would prefer more modern gas stations, digital payments, self-service systems, or innovative facilities but the state of gas stations remains in the lag behind competitors. Variable A5 was high on the development priority.
e) **Weak customer loyalty:** The majority of the customers visit gas stations with their location, rather than loyalty. The customers find it easy to switch in case the station is crowded, dirty, or has incomplete facilities.

3) Opportunities

a) **There is high demand for digitalization:** It has been demonstrated that the priority of customers is digital payments, loyalty programs, and modern systems. This creates vast prospects of modernization and better experience.
b) **Business development opportunities (non-fuel):** The consumers desire minimarkets, small cafes, rest areas, nitrogen, and others. This will enable it to explore new sources of revenue and limit reliance on fuel margins.
c) **Trend in government policy toward renewable energy and EV:** SPKLU is a long term opportunity. The large space of gas stations makes it possible to develop charging stations as one of the competitive advantages in the future.
d) **Facility improvements : low cost but high impact:** The factors most often complained about are cleanliness and comfort, although the costs of their repair are not very high. It is a fast win strategy to use in order to immediately enhance customer satisfaction.

4) Threats

a) **High competition with modern gas stations:** Shell, Vivo and BP provide better and more modern facilities. Failure to improve PT DSC means that customers will switch the competitors that have a better experience.
b) **Total reliance on Pertamina:** Gas stations have no control over fuel margins that are established by Pertamina. There is the rise in operational costs and yet the margins do not go up and resulting in the decline in the profit margins.
c) **Risk of substitute (EV charging, mobile fuel services):** The emergence of electric cars and charging service to portables is a threat to lower the amount of fuel in the long run.
d) **The expectations of the customers are increasing:** Urban residents demand new gas stations, including mini-stores, clean places, and digital services. Failure to meet these expectations will result in easy switching by customers whose switching costs are low.

2. TOWS Matrix

This part is a follow up to identifying internal forces (Strengths and Weaknesses) and external forces (Opportunities and Threats) presented in the SWOT Analysis; hence the use of TOWS Matrix analysis. This research work, with the help of the TOWS approach, is aimed at reconciling all prior results and developing more specific and practical strategic options of PT DSC gas stations.

Table IV. 1 TOWS Matrix of PT DSC Gas Station

TOWS Matrix	Opportunities	Threats
Strength	**SO1 (S1+S2+O1):** Digitalizing the use of digital based services through the pertamina brand and the speed of the services	**ST1 (S1+T1):** Enhance the core services (A1 and A2) as a distinction to the modern gas stations
	SO2 (S1+S3+O2): Non-fuel services diversification by taking advantage of strategic locations and rapid service flow	**ST2 (S2+T3+T4):** Pertamina brand is activated to remain loyal to customers even in threats of substitution
	SO3 (S2+S3+O3): Building EV charging stations by using the land and reputation of Pertamina	**ST3 (S3+T2):** Optimize land in order not to fully depend on the margins of Pertamina
	SO4 (S1+O4): Customer experience enhancement initiative on the basis of clean and comfort	**ST4 (S1+S5+T1+T4):** Capitalize a reputation of offering rapid service to minimize switching to competitors
Weaknesses	**WO1 (W1+O4):** Cleanliness and comfort should be one of the priorities	**WT1 (W2+T1)**: Standardize SOPs of operations to cope with stiff competition
	WO2 (W2+O1): SOPs implementation and training using a digital service package	**WT2 (W1+T1+T4):** Minimal facility upgrades to Resist the Threat of Competitors
	WO3 (W3+O1): Scheduling Preventive Maintenance with a Digital System	**WT3 (W3+T2):** Manage electricity and maintenance expenses in order to deal with the threats of Pertamina fixed margins.
	WO4 (W4+W5+O1+O2): The introduction of modern facilities to increase low customer loyalty	**WT4 (W2+T1+T4):** Lessen dependency on senior employees by capturing the knowledge

Source: Processed primary data (2025)

This type of analysis will enable the researcher to match the strengths of the company to the available opportunities, at the same time speculating the threats by enhancing internal weaknesses. By this way, the TOWS Matrix is a strategic basis of developing recommendations to the more efficient, relevant, and sustainable gas station business development in the conditions of the dynamics of the fuel industry and the evolution of consumer behavior.

1) SO Strategies (Strength-Opportunity).

Plans that take a position of leveraging internal resources to take advantage of external opportunities.

a) SO1 - Digitalizing the use of digital based services through the pertamina brand and the speed of the services: Riding on the existing brand visibility and position of Pertamina as a provider of core services to introduce computerized services like cashless payment, loyalty programs, QR check-in, or queue information applications. The customers are prepared (A5 is in high demand), and modernization will be readily embraced and will bring more customer involvement.

b) **SO2 - Non-fuel services diversification by taking advantage of strategic locations and rapid service flows:** With wide land and large flow of customers, gas stations can add small minimarkets, nitrogen booths, coffee corners, and rest areas. The opportunity is well-timed, as the customers are willing to receive other services, and the Pertamina brand can help in the business partnership.

c) **SO3 - Building EV charging stations by using the land and reputation of Pertamina:** One of the long-term differentiations that can be adopted by PT DSC is the installation of fuel-filling stations (SPKLU). Implementation can be easily accepted by the public who have strong brand trust and strategic locations.

d) **SO4 - Customer experience enhancement initiative on the basis of clean and comfort:** The speed of service and better cleanliness of the facility (A3 is in high demand). This can make customers quickly get satisfied since the cost of improvements is minimal but the impact is huge.

2) **ST Strategies (Strength-Threats)**

Strategies that use strengths to address external threats.

a) **ST1 - Enhance the core services (A1 and A2) as a distinction to the modern gas stations:** With Shell and Vivo threatening, which has outperformed in terms of facilities, PT DSC is competing with speed and dosing accuracy of the service, which is considerable considering the data (A1 and A2 are ranked as the top ones).

b) **ST2 - Pertamina brand is activated to remain loyal to customers even in threats of substitution:** Use the power of the Pertamina brand (with the greatest trust) to establish customer loyalty by Pertamina fuel quality training, MyPertamina app promotion, and safety and service quality programs.

c) **ST3 - Optimize land in order not to fully depend on the margins of Pertamina:** The risk of fixed margins could be compensated through maximization of the non fuel profit using the land like MSME tenants or space rentals.

d) **ST4 - Capitalize a reputation of offering rapid service to minimize switching to competitors:** The low switching costs mean that offering the fastest service and short queues will be important in the retention of customers who can easily switch.

3) **WO Strategies (Weakness-Opportunity)**

Strategies use the opportunities to improve internal weaknesses.

a) **WO1 - Cleanliness and comfort should be one of the priorities:** Improving the biggest weaknesses (damaged facilities, dirty restrooms) by leveraging the opportunity to enhance the customer experience. This is a fast gain that has the highest effect on customer satisfaction.

b) **WO2 - SOPs implementation and training using a digital service package:** The opportunity of digitalization can be used to develop digital SOPs, training based on applications, and being able to monitor the performance of shifts to ensure that the quality of services remains the same.

c) **WO3 - Scheduling Preventive Maintenance with a Digital System:** The possibility to implement digital tools enables gas stations to overcome the weakness of reactive maintenance. Scheduled maintenance system minimizes the cost of repair and improves the life of equipment.

d) **WO4 - The introduction of modern facilities to increase low customer loyalty:** Due to the demand of modern gas stations (high A5 and A6 scores), this chance may be taken to overcome low loyalty and location dependence.

4) WT Strategies (Weakness-Threat)

Offensive approaches to overcome the weaknesses and threats.

a) **WT1 - Standardize SOPs of operations to cope with stiff competition:** The failure to have SOPs makes the services inconsistent- something risky in a market of modern competitors. By having SOPs, there is less likelihood of customers moving out to other gas stations.

b) **WT2 - Minimal facility upgrades to Resist the Threat of Competitors:** Lack of adequate supporting amenities is one of the weaknesses that Shell/Vivo takes advantage of. The customer migration can be stopped by minimal improvements (toilets, prayer rooms, lighting and so on).

c) **WT3 - Manage electricity and maintenance expenses in order to deal with the threats of Pertamina fixed margins:** Due to the impossibility of fuel margins growth, the vulnerability of the increase in the cost of operations should be countered by energy conservation and proactive maintenance.

d) **WT4 - Lessen dependency on senior employees by capturing the knowledge:** The risk of the turnover of the staff may result in a drastic drop in service. SOPs and training eliminate the vulnerability of tacit knowledge.

Business Solution

The alternative decisions derived in TOWS Matrix are the strategies that can enhance the performance of the gas stations at PT DSC. Not every strategy, however, can be put in place at the same time. The priorities should be set according to the urgency, effect, the resources and cost-efficiency and the real situation of the gas stations recognized during the study, i.e., bad facilities to support the work, irregularity in activities between the shifts, high customer turnover rate, and competition with modern gas stations located in the nearest area.

In this regard, the TOWS plans can be categorized into three primary priorities namely Immediate Reparation, Mid-Term Operational Strengthening and the Long-Term Strategic Transformation.

1. Immediate Reparation

This type of strategy is supposed to produce a short-term impression on customer experience that is not that costly and takes a short period of time to execute. In PT DSC gas stations, the basic amenities like rest rooms, prayer rooms, lighting, cleanliness of the area and signage is in poor condition. Thus, the priority should be given to the restoration of the basic facilities, regular cleaning, and making the gas station area look safe, bright, and clean. This involves the establishment of SOPs on cleanliness, service and daily maintenance schedule to make sure that there is similarity in services across shifts.

This is an important move since customers attach comfort, cleanliness, and first impression on any gas station to be the key conditions in selecting any gas station. Immediate reparation makes the customer gain more confidence, reduce complaints and regain reputation within a short time.

a. Immediate Restoration of Basic Facilities (WO1)

Concentrates on toilet repairs, prayer rooms, lighting, clean facilities and customer areas. This is a priority since inadequate facility conditions have a direct negative impact on customer perception, regardless of the fact that the brand of Pertamina is high. The interviews showed broken toilets, dirty prayer rooms and poor lighting during the night. Comfortable facilities are a hygiene factor that cannot be compromised with more and more intense competition at gas stations. A study by Bitner (1992) establishes that servicescape is one of the determinants of customer satisfaction and loyalty.

b. Determine Standard Operating Procedures (SOP) and Service System (WT1)

Concentrates on the formulation of SOPs concerning cleanliness, service and maintenance programs and day-to-day supervisors. The unstable quality of service is caused by inconsistent staff performance between shifts and the absence of formal SOPs. They will enhance the discipline and cleanliness at the workplace as well as the customer experience by having clear SOPs. According to Huselid (1995), SOP based work systems enhance productivity and service stability.

c. Preventive Maintenance System (WO3)

Gas stations need to organize routine maintenance, have regular checks and fix the supporting facilities. Lack of attention to supporting equipment (lights, toilets, water taps, signage) is often the cause of operational disasters. PT DSC gas station only fixes it when it becomes severely damaged (reactive maintenance), which threatens to interrupt the operations and raise long-term expenses. Mobley (2002) established that preventive maintenance decreases the total cost of damage by as much as 40%.

d. Mid-Term Operational Strengthening

This fortification has the aim of making the system of operation stable, measurable and effective. Having undertaken the basic improvements, the second step will be to reinforce the working base of the gas station by introducing such measures as preventative maintenance, staff training, and queue/throughput management. This stage is primarily concerned with getting rid of inefficiencies, reducing the amount of equipment downtime, and enhancing the reliability of the services.

This phase enhances the core competencies, enhances the quality of services and gets the gas station at the best productivity. After the operation base is stable, the gas station could shift to a more visionary approach.

e. Training Program All Staff (WO2)

The company needs to implement service training, SOP training and enhance the capacity of car and motorcycle operators. Interviews indicated that only older employees have deep tacit skills and the new employees are dependent on mentors. In order to lessen dependence on other people and enhance consistency on services, they will require formal training and frequent workshops. According to a study by Parasuraman, Zeithaml, and Berry (1988) competence and reliability of the staff largely determine the quality of the service provided.

f. Queue Management and Throughput Optimization (ST4)

Movement of pumps, queues separation, and speed up of transactions. The largest complaint made by customers according to surveys and interviews is queues. Due to the speed of serving the motor cycles and the slowness of cars, the rearrangement of the queue lines will enhance throughput. This directly affects sales volume and profits.

g. Customer Experience Modernization (WT2)

Modern services that can be offered to the customers of gas stations include comfortable waiting rooms, cell phone charging stations, clean and beautiful spaces, and other convenient services. The study by Baker et al. (2002) validates the fact that servicescape modernization enhances customer value, as well as improves the probability of re-location of gas stations. This will be significant to the customers of cars that value convenience.

h. Long-Term Strategic Transformation

In the context of the energy and mobility transformation, companies should think over the diversification of revenue and anticipate the development. The long-term phase would change gas stations as a kind of fuel stations into hubs of mobility services. This involves the development of other non-fuel related services, like the minimarkets, coffee shops, ATMs, nitrogen stations or even light vehicles services. Moreover, gas stations should start to prepare for the electric vehicle trend by planning to install fuel stations (SPKLU) and install EV-ready signage and form an agreement with Pertamina or PLN.

This is a long term plan to minimize reliance on the stagnant fuel margins of Pertamina, add value to the customers, and keep the relevance of the gas stations in the future. The gas station business models need to adjust with the advent of electric vehicle technology, and this stage is putting PT DSC gas stations in a position where they are willing to change.

i. Digital Payment & Digital Information Enhancement (SO2)

PT DSC has to do better on digital services. MyPertamina optimization, QR code payments and digital pricing information. The customers desire quick, no-cash and open transactions. Digitalization contributes to the efficiency of the services and to lessening the queues. Survey findings show that over 70 percent of the customers believe that digital services are included in a modern gas station.

j. Complementary Services Diversification (SO1)

The Company can diversify their business on small minimarkets, ATM/QR ATM corners, vehicle and coffee/beverage mini counters. Having a significant land area, PT DSC gas stations can open new services to expand non-fuel margins, in accordance with the tendencies worldwide (IEA, 2023). This also reacts to the customer surveys which require modern and well equipped gas stations.

k. Future EV Integration Preparation (SO3)

Emphasize on the provision of space to fuel stations (SPKLU), cooperation with Pertamina or PLN. The adoption of EV is still low but at a high rate. It is a medium- to long-term priority in making sure that the gas stations are not left behind in the energy transition. Li et al. (2017) study indicates that EV adoption depends on infrastructure preparedness.

Implementation Plan

The present Implementation Plan is supposed to be an operational step, which converts the outcomes of a strategic analysis, left by RBV, VRIO, PESTEL, Porters Five Forces, Customer Analysis, to the TOWS Matrix, into a sequence of tangible actions to be carried out by PT DSC. The implementation plan is aimed to make sure that the resulting strategy does not get stuck on the conceptual level, but can be systematized, measured, and modified to the actual conditions of gas stations on the ground.

This Implementation Plan gives a clear direction on the priority of improvements, whoever is to do what, the resources they need, and the success indicators that will be attained through a gradual process that includes Immediate Quick Wins, Mid-Term Operational Strengthening and Long-Term Strategic Transformation. The identified strategies are likely to be successful because of the structured and data-based planning, which will also enhance the quality of services provided, operational efficiency, business competitiveness, and the preparedness of PT DSC to respond to the future changes in the energy and mobility field.

Table 3. Implementation of PT DSC Gas Station

No	Strategic Priority	Action Steps	Time line	Responsibility	Resources Needed	Key Performance Indicators (KPI)
1	Facility Restoration & Cleanliness Improvement (Immediate)	Renovation of toilets, prayer rooms, lighting, and floors	Week 1–8	Station Manager, Cleaning Staff, Contractor	Cleaning tools, lighting fixtures, renovation budget	80% of customers rate the facility as clean
		Routine cleaning per shift				
		Weekly cleanliness audits				Decreased facility complaints
		Addition of cleanliness and complaint signage				
2	SOP & Service Standardization (Immediate)	Preparation of motorcycle and car service SOPs	Week 1–6	Station Manager	SOP templates, operational manual	SOP compliance ≥ 90%
		Cleanliness and shift SOPs				
		Queue SOPs				More consistent service between shifts
		Digital checklist monitoring				
3	Preventive Maintenance Program (Immediate)	Monthly maintenance schedule	Week 4–12	Technician, Manager	Maintenance tools, logbook system	Reduced downtime
		Inspection of dispensers, toilets, and lights				Damage costs decreased by 20%
		Technical logbook per shift				
4	Staff Training Program (Mid-Term)	Greeting & Service Training	Month 3–12	Station Manager, Pertamina Regional Trainer	Training budget, modules, training room	Service speed increased by 15%
		Workload Training (Cars & Motorcycles)				
		Cleanliness & Safety Training				Performance consistency between shifts
		Quarterly Performance Evaluation				
5	Queue & Throughput	Queuing Lane Redesign	Month 4–	Station Manager	Floor marking,	Waiting times decreased by 20–

	Optimization (Mid-Term)	Addition of Rush Hour Officers	10		cones, manpower	30%
		Fast Lane for Motorcycles				Queue complaints decreased
		Digital Queue Trial				
6	Servicescape Modernization (Mid-Term)	Repainting Gas Station Areas	Month 6–12	Manager, Contractor	Furnitures, LED signage, decoration	Customer satisfaction index increased by 25%
		Addition of Plants & LED Signage				
		Creation of Minimalist Seating Areas				
7	Digitalization (Payment & Information) (Long-Term)	Full Implementation of MyPertamina	Month 12–24	Manager, Pertamina IT	Internet upgrade, QR scanner, LED board	60% cashless transactions
		QRIS/eWallet				15% faster transactions
		Digital Price & Promo Signage				
8	Service Diversification (Non-Fuel Revenue) (Long-Term)	Mini-Market/Bright Store	Month 12–30	Owner PT DSC	Store buildout, retail supplies	Non-fuel revenue 10–20% of total
		Tire Repair, Nitrogen, Coffee Corner				Customer traffic increased by 25%
		MSME Space Rental				
9	EV Charger Preparation (Long-Term)	Provision of Land for Gas Stations (SPKLU)	Month 18–36	Owner, Pertamina NRE, PLN	Electrical infrastructure, charger slot	1 SPKLU unit ready
		Pertamina NRE/PLN Collaboration				
		EV-Ready Signage				Gas station categorized as a modern mobility hub
		SPKLU Route Plan				

Source: Processed primary data (2025)

CONCLUSION

This study concluded that the declining profit margins of gas stations in Jakarta were primarily driven by rising operational costs—including utilities, labor, maintenance, and facility upkeep—while fuel selling margins remained strictly regulated by Pertamina, limiting revenue flexibility and making stations highly dependent on fuel-only income. Operational inefficiencies, such as long queues and inadequate facilities, further reduced sales volumes and profitability, particularly in high-cost urban environments. To address these challenges, the findings indicated that improving profit margins required a combination of operational excellence and business model expansion. Key strategies included enhancing facilities and service quality, optimizing queue management and service throughput, strengthening preventive maintenance and staff competencies, improving the overall servicescape, and leveraging digital infrastructure to support efficient cashless payment systems. Furthermore, diversifying revenue through Non-Fuel Retail (NFR) services—such as minimarkets, coffee

shops, and other complementary offerings—along with preparing for emerging opportunities like electric vehicle charging stations (SPKLU), could significantly improve long-term profitability and competitiveness in the evolving energy and mobility sector. Future research is recommended to conduct empirical testing of these strategic initiatives across multiple gas station locations and regions in Indonesia to evaluate their financial impact and broader applicability.

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