IMPROVING BUSINESS SERVICE OF WAROENG DAQU "DJAJANANQU" BASED ON CUSTOMER REQUIREMENT USING THE COLLABORATION OF CRM AND HOUSE OF QUALITY METHOD

Thesis Report
Submitted to International Program Faculty of Industrial Technology
In Partial Fulfillment of the Requirements for the Degree of Sarjana Teknik Industri
Universitas Islam Indonesia
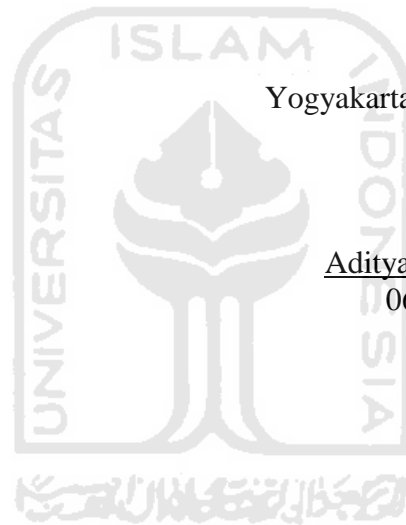

Name   **: Aditya Wimarsetyo**

Student No.   **: 06522019**

INTERNATIONAL PROGRAM
DEPARTMENT OF INDUSTRIAL ENGINEERING
FACULTY OF INDUSTRIAL TECHNOLOGY
UNIVERSITAS ISLAM INDONESIA
YOGYAKARTA
2011

RECOGNITION

In the name of Allah, I will admit that this work was not of copying other people's work. Some excerpt and summary contained in the work of each of them I have explained the source. If the future of this recognition proved incorrect and violates the legal regulations in the paper and intellectual property rights, I am willing to accept a diploma that I have to be drawn back by the Universitas Islam Indonesia.

Yogyakarta, November 2011

Aditya Wimarsetyo
06522019

THESIS APPROVAL OF SUPERVISOR

IMPROVING BUSINESS SERVICE OF WAROENG DAQU "DJAJANANQU" BASED ON CUSTOMER REQUIREMENT USING THE COLLABORATION OF CRM AND HOUSE OF QUALITY METHOD

THESIS

Name   : Aditya Wimarsetyo

Student Number   : 06522019

Yogyakarta, October 20th 2011

Supervisor I

Drs. Anas Hidayat, MBA., Ph.D

Supervisor II

Agus Mansur, ST., M.Eng.Sc

iii

THESIS APPROVAL OF EXAMINERS

IMPROVING BUSINESS SERVICE OF WAROENG DAQU "DJAJANANQU" BASED ON CUSTOMER REQUIREMENT USING THE COLLABORATION OF CRM AND HOUSE OF QUALITY METHOD

Thesis By

Name   : Aditya Wimarsetyo
Student Number : 06522019

Was defended in front of Examination Committee in Partial Fulfillment of the Requirements for the degree of Sarjana Teknik Industri Fakultas Teknologi Industri Universitas Islam Indonesia Yogyakarta, September 22nd, 2011

Examination Committee

Agus Mansur, ST., M.Eng.Sc
Chair and Supervisor I

Drs. Anas Hidayat, MBA., Ph.D
Supervisor II

Ir. Elisa Kusrini, MT
Member

Joko Sulistio, ST., M.Sc
Member

Accepted by,
Program Coordinator of International Program
Industrial Engineering Department
Universitas islam Indonesia

(Muhammad Ridwan Andi Purnomo, ST., M.Sc., Ph.D)

iv

Assalamu'alaikum Wr. Wb

Alhamdulillahirobbil'alamin. All praise belongs to Allah SWT, the Almighty and the Most Gracious the Most Merciful. *Shalawat* would always be affirmed to The Prophet Muhammad SAW, his disciples and adherer followers.

I would like to present the warmest gratitude to all parties involved in this undergraduate thesis accomplishment. First to my thesis supervisors : Mr. Agus Mansur and Mr Anas Hidayat for their superb guidance and insightful research skills. To my defense examiners, Mrs Elisa and Mr Joko, and last but not least to the program coordinator of International Program Industrial Engineering Department who has made my graduation possible, Mr. Ridwan.

Second is to my family and friends. Thanks to Mas Sony and Mba Andin for the food, computer, and printer which has been very helpful in doing this report. For their generous supports and assistance during my research, I would like to acknowledge the greatest partners in my life with special gratitude to Mizda Mulyani. And finally, this research will be proudly presented to my Mom and Dad, and of course my parents in law who make this book possible to be finished.

At last, I open critics and suggestions for a better research in the future. I wish this research will benefit in many ways.

Wassalamu'alaikum Wr.Wb.

ABSTRACT

Today, with so many student populations in Yogyakarta, culinary business turned into a highly profitable at once highly competitive. Highly flexible market gradually becomes a challenge to provide not just a good product but also a good service quality implementation. Customers who initially only need a tasty food, now also need a comfortable place, nice atmosphere, and outstanding service that will bring the way they eat to become unforgettable experience. To have appropriate technical strategies, we need a good feedback from the customer, so that we use segmenting method which is one of famous CRM tool. The feedback will furthermore processed by two steps HOQ method which comes from QFD model to provide the strategy. We used observation model through 30 sample customers. From a good customer feedback from the beginning, and continued by HOQ processes, we will provide five technical solutions that will be meet the customer demand to be implemented in Waroeng Daqu "djajananQu" which is one of the café in Yogyakarta. Those five strategical solutions are: playing 30 Hit List Music come from MTV Ampuh Music Chart, provide magazine or newspaper that advertise Waroeng Daqu, provide free youth magazine for free reading, setting 10% promotion discount applies during unpeak time, teach the employees to be more interactive with customer.

Keyword : service quality, Observation, Segmenting, customer feedback, HOQ, CRM

TABLE OF CONTENT

Reference

Enclosure

LIST OF TABLES

LIST OF FIGURES

LIST OF FORMULAS

CHAPTER I

INTRODUCTION

1.1.Background to the Study

As the business world shifts from product focus to customer focus, managers are discovering that the enhancement of existing customer relations will be of benefit for profitable and sustainable revenue growth. Relationship is the fundamental characteristic of any "living" set of entities. Organizations are no different and therefore we see relationships as the binding force, which lend growth, vibrancy, energy and joy to both, those who supply a product or service, and those who receive it. In today's complex world, every organization works in a network of such relationships. From an organizational perspective, relationships provide perpetual stream of revenues and profits, often increasing over a period of time, resulting in positive referrals, new business opportunities and quite often, a challenge to remain focused and efficient. Therefore, whichever way we look at it, it is beneficial to build strong, positive and mutually beneficial bonds.

Nowadays Yogyakarta growth to become a city of student. The city's business progress is becoming much more dynamic. Student need is automatically becoming the first rapid grow business choice among the others, and so the business called "Tempat Nongkrong" or hanging out spot. Hanging out spot is a restaurant with some additional features offered. Different with ordinary restaurant which offer just a good meal, hanging out spot or usually called cafe offer more than that. They offer an experience of having a good time while eat some meals.

Experience like how they could get information by doing internet browsing while waiting for the meal to be served, or how they could watch the football match in a giant screen with a good atmosphere. Reading newspaper, karaoke, watching performances like band, standing comedy, or anything else could be the alternatife option. In short, we could say that café or hanging out spot is a place where customer could do many thing while they have some meals to eat.

One of the newest spot we found in Jogja is a café called "Waroeng Daqu" which its tagline "DjajananQu". The main menu is steaks and milkshake which already been the favorite menu among college student in Yogyakarta.

Figure 1.1 Waroeng Daqu

It is located on Jalan Alamanda Gejayan, Yogyakarta, which is one of the business district we could found within the city. The location is strategic and reachable, because its near three big universities : Gadjah Mada, Sanata Dharma, and Universitas Negeri Yogyakarta. It has a large yard with a bar placed in front of café. Cozy enough if we compare to the other café.

But, since it became a good opportunity business, we see that Waroeng Daqu is not as success as the others hanging out spot. It has already run for almost a year, but the progress is still under expectation. Average customer visit per day is just around 20 to 30 customers per day.

Besides that, we have found unique matters within the case, because the owner of the café is the same owner with Waroeng Steak which is the biggest steak restaurant we could found in Yogyakarta. With same business basic, almost the same core product, the same marketing strategy but why it is running to bankrupt? For comparison, Waroeng Steak has raoughly around 300 customer visits per day. Of course the difference is quite significant. This is the thing we have to found out by implementing the integration of CRM and HOQ method.

The reason for why we choose those methodology is simple. CRM is the best way to absorb voice of customer. This good voice of customer will be also a good input of HOQ process. Words "garbage in garbage out" will be avoided by implementing CRM process. How about HOQ? This method has known as a good tool to provide strategical solution. So by collaborating both of them we will have a good strategical solution comes from a good voice of customer.

Many assumptions about the reason appear when we were starting the research. Some people say that it because the brand image which not strong enough. Another say it is about the marketing and promotion strategy. And last option is about its poor service quality. Of course we couldn't discuss every single of them, so we decide to focus on its service quality which is the most tangible factor we could ever found. How we found that the service is poor. Of course we compare the service level of this café with its closest competitor, Waroeng Steak. After having the experience we also talk with the management about customer top five complains that will influence the input determination of the research. Another needed variable is about the boundaries that will help us to even more focus on the problem (e.g service quality). The boundaries will be explain letter on.

So how we choose this Waroeng as a case study? Actually, how to know and treat the customer has become a problem for many industries, not exclude small industry like café. It became a daily problem for service industries like this Waroeng. So by doing this research, we actually could apply the formula to help many other small to medium enterprise which mostly the same problem.

Another unique information is that the café was developed by one of the raising ulama in Indonesia – Ustadz Yusuf Mansur. He collaborates with Mr Jody Sugondho (owner of Waroeng Steak) in creating charity project in form of café. So 100% of its net revenue will be donate to PPPA Daarul Qur'an for its Tahfidz Program. So it will be very nice if we could solve the problem and help Waroeng Daqu to increase the profit.

1.2. Problem Formulation

Based on the background study, it can be defined the problem formulation as follows:

a. Who is the major customer of Waroeng Daqu? What they really want?

b. What kind of treatment in service level needed to answer the Voice of Customer?

1.3. Problem Boundary

Bounding the problem need to be defined in order to focus the research so that the research objective can be well-achieved. The problem boundaries can be defined as :

a. The object research is focused on Waroeng Daqu, Yogyakarta

b. We assume that Waroeng Daqu already has a good and marketable product

c. We assume that the location is strategic

d. The research will focus on Waroeng Daqu's service quality

e. The research will be up to second HOQ analysis

1.4. Propose of Research

By answering the problem formulation questions, we could develop:

a. A better evaluation from previous work effort

b. Better services improvement that really meet the customer expectation

c. Running the new service model to acquire and retain more customer

1.5.Significance of Research

This research can give its significant development within Waroeng Daqu, since

a. Company may have better Human Resources related to service design.

b. Company may have better services that really meet the customer demand

1.6.Research Schedule

Here is the research timeline planning that we propose :

Table 1.1 Research Schedule

No	Activity	Year 2011											
		April		Mei		June		July		August		Sept	
		1	2	1	2	1	2	1	2	1	2	1	2
1.	Literature Study and Problem Identification	X	X	X									
2.	Discussion			X	X								
3.	Research Experiment				X	X	X	X	X				
4.	Inspection and Testing								X	X			
5.	Analysis									X	X	X	
6.	Final Report										X	X	X

1.7. Outline of Thesis

The rest of the research outline will be arranged as follows:

CHAPTER II   LITERATURE REVIEW

This chapter gives brief information about previous researches done by other researchers. This chapter also describes theoretical background any related concept supporting the research.

CHAPTER III   RESEARCH METHOD

This chapter provides information about the research object, model development, and the workflow of the research itself. A flowchart will be provided to show the steps which have to be through by the researcher in order to solve the research problem.

CHAPTER IV   DATA COLLECTING AND PROCESSING

This chapter contains the data collected that will be used to solve the problem. This chapter also describes how the problem solving will be done.

CHAPTER V   DISCUSSION

This chapter discusses about the result of data processing done in previous chapter. Analysis toward the result will be done to measure how far the research has solved the problem that has been formulated in problem formulation.

CHAPTER VI   CONCLUSION AND RECOMMENDATION

This chapter provides the final result of the research, answering the

problem formulation. Several possibility of next improvement will

also be recommended as the base of next research.

REFFERENCES

APPENDICES

CHAPTER II

LITERATURE REVIEW

2.1. Literature Background

Furthermore in the research, we will discuss a lot about CRM and HOQ method. Since HOQ is one of Quality Function Deployment Tools (QFD), we will also discuss about QFD in a glance. Besides that, in CRM method we will focus in customer segmentation and acquiring voice of customer (VOC) through observation. So the output could be the HOQ input which the goal is to enhance service quality. Talking about service quality or servqual, we will also provide some literature from Mr. Parasuraman as the servqual expert. The theory of servqual will help us a lot in designing the questionnaire used to absorb the VOC.

2.2. Previous Research

Business organization realizes that a good customer service is critical to every business relationship" (Andreassen and Olsen, 2008, p. 322). Quality Function Development (QFD) is categorized as an old tool in translating customer voice into product or service development in quality engineering. It was developed during the late 1960s in Japan by Yoji Akao and was implemented in Mitsubishi Kobe Shipyard to assure customer satisfaction. QFD was developed over and over to become a helpful tool made to accommodate global transitional trend in business world. It is driven by what the customer want and not just by technological innovation. Although it has attract great

attention, when inappropriately applied occurs, it may increase work without producing any benefits (Akao, 1990).

In other case, when products or services are designed to meet or exceed customer needs, sales go up. The ultimate benefits of QFD are increased market share and high profit. Thanks to one of the most popular QFD tool called House of Quality (HOQ). In using HOQ, organizations will be able to achieve reduction in the number of system design changes, lower start-up cost, shorter design cycle, fewer warranty nor complains claim, improved both internal and external communication and increase sales.

Table 2.1 Some of the important objectives of QFD Through HOQ

Resource	HOQ objectives
Vonderembse and Raghunathan (1997)	To drive long-term improvements in the way new products are developed in order to create value for customers
Zairi (1995)	Identify the customer Determine what the customer wants Provide a way to meet the customer's desires
Jagdev et al. (1997)	Identify current performance measures that are closely linked to CR Identify current performance measures that are redundant Identify con icts associated with different performance measures Identify target values for customer-oriented performance measures Assess the degree of difficulty of achieving the target value(s) for specific performance measures

Still, with all of the advantages, all points are relay on the customer decision. The positive correlation between customer satisfaction and an enterprise's long term financial performance have been well documented (Fornel et. al., 2000). The lack of management in customer satisfaction strategies could be one of many factors leading to an enterprise downfall. Whereas this is the first step in develop HOQ model which is absorbing Voice of Customer (VOC). In this sector we know that a good Customer Relationship Management (CRM) tool is worthily needed.

Rowley (2002) defines customer knowledge as knowledge about customers, which includes knowledge about potential customers, customer segments and individual customers; and knowledge possessed by customers. This not only leads to improved quality but will enhance the rapid response to customer's need (Anderson, 2006). If applied properly, CRM programs can contribute exceptional economic value to the company as well as competitive advantages. It enhances organization's ability to improve customer services, which all objectives are focused to one ultimate goal that is to make customer happy because they are the ones who keep the business running.

From both explanation of QFD (through HOQ) and CRM model, it will be perfect if both model design are combined to become one solving tool. Unfortunately, researcher found that in 2008, Arash Shahin and Payam Nikneshan was already integrated the model in their journal "Integration of CRM and QFD". This is a novel model for enhancing customer participation in design and delivery. From the observation they found that it is important to note that the satisfaction of customers not only is dependent on the quality of the product, i.e. the car itself, but also it depends on the quality of supportive services such as after sale services. For example, once the CRM group has differentiated

customers according to their various desires and classify them in to ten different segments, the QFD planners must employ different phases for each of the segments.

The proposed model, however, has a great potential to be further developed and to provide opportunities for further research. A note should be considered is that in the world of ever changing customer expectations, cooperative and collaborative relationship with customers seem to be the most prudent way to keep track of their changing expectations and appropriately influencing it and in this respect, the integration of advanced quality management approaches, such as HOQ and CRM could provide an empowered toolbox to quality managers and therefore, customer relationship could be managed more accurately, effectively and strategically.

2.3.Theoretical Review

2.3.1 SERVQUAL

SERVQUAL is a multi-item scale developed to assess customer perceptions of service quality in service and retail businesses (Parasuraman et. al., 1988). The scale decomposes the notion of service quality into five constructs as follows: tangibles, reliability, responsiveness, assurance and empathy.

Tangibles are physical facilities, equipment, staff appearance, etc. Reliability is the ability to perform service dependably and accurately. Responsiveness is more about willingness to help and respond to customer need. Assurance is the ability of staff to inspire confidence and trust. And empathy is the extent to which caring individualized service is given.

Nyeck, Morales, Ladhari, and Pons (2002) stated the SERVQUAL measuring tool "remains the most complete attempt to conceptualize and measure service quality". Furthermore they explained that the main benefit to the SERVQUAL measuring tool is the ability of researchers to examine numerous service industries such as healthcare, banking, financial services, and education. SERVQUAL represents service quality as the discrepancy between a customer's expectations for a service offering and the customer's perceptions of the service received, requiring respondents to answer questions about both their expectations and their perceptions (Parasuraman et. al., 1988). The use of perceived as opposed to actual service received makes the SERVQUAL measure an attitude measure that is related to, but not the same as, satisfaction (Parasuraman et. al., 1988).

2.3.2 CRM

CRM is a comprehensive strategy and process of acquiring, retaining and partnering with selective customers to create superior value for the company and the customer. An effective CRM is assumed to lead to bottom-line benefits for the organization (Beasty, 2006)

It is important to note that only about 40 percent of CRM implementations are successful (Anderson, 2001). Although it may be universally believed that CRM applications are crucial, it is, at the same time, clear that not everyone is successful in implementing CRM or even if CRM is related to customer satisfaction or sales/profit. These point sharply the need to empower CRM capabilities and seeking the

opportunities of integrating it with other approaches, such as QFD. By this integration, CRM becomes more efficient and more effective.

2.3.2.1. CRM in Segmenting Purposes

Market segmentation is an adaptive strategy. It consists of the partition of the market with the purpose of selecting one or more market segments which the organization can target through the development of specific marketing mixes that adapt to particular market needs. But market segmentation need not be a purely adaptive strategy: The process of market segmentation can also consist of the selection of those segments for which a firm might be particularly well suited to serve by having competitive advantages relative to competitors in the segment, reducing the cost of adaptation in order to gain a niche. This application of market segmentation serves the purpose of developing competitive scope, which can have a "powerful effect on competitive advantage because it shapes the configuration of the value chain." (Porter, et. al., 1985).

According to Porter, the fact that segments differ widely in structural attractiveness and their requirements for competitive advantage brings about two crucial strategic questions: the determination of (a) where in an industry to compete and (b) in which segments would focus strategies be sustainable by building barriers between segments.

2.3.2.2.CRM and quality approaches

One of the forces driving the adoption of CRM has been the total quality movement. When companies embraced total quality management (TQM) philosophy to improve quality and reduce costs, it became necessary to involve suppliers and customers in implementing the program at all levels of the value chain. This needed close working relationships with customers, suppliers, and other members of the marketing infrastructure.

Quality is considered as the ability to meet the stated and implied requirements of customers rather than elegance. Freeland (2003) points out that "instead of thinking of quality in terms of goodness or desirability we are looking at it as a means of meeting requirements". CRM may enable a business to understand better the stated and, especially, the implied requirements of its customers. With this understanding, a business may have a better opportunity to provide its customers with products or services that are more in tune to their requirements and their view of quality.

CRM may provide for a business the opportunity of informed continuous quality improvement at a higher level. Russel (1998) argues that it is important for a business to understand not only the view of its internal stakeholders, but also that of its external stakeholders such as customers in order to have a clearer sense of direction and prevent changes in the wrong direction. Thus, quality may be continuously improved in the light of better customer knowledge provided by CRM.

CRM may also contribute to business excellence. Kovacs (1988)

points out that being close to customers and listening to them are important for a business when it would like to manage change and pursue excellence. It was also emphasizes the importance of regarding information such as customer knowledge as a business's main strategic advantage, and also looking at the business itself from a different perspective, such as that of its customers, for the pursuit of businesses excellence. In addition, Nunes et. al., (2003) argue that customer satisfaction is a critical success factor for business excellence. Therefore, CRM that may create value for customers, inform further quality improvement and enhance customer satisfaction plays an important role in the pursuit of business excellence and a close examination of the CRM strategies of a business is very important for that reason.

2.3.2.3. CRM business cycle

As shown in Figure 1, for any organization, business starts with the acquisition of customers. However, any successful CRM initiative is highly dependent on a sound understanding of customers.

(I) Understand and differentiate

Organizations cannot have a relationship with customers unless they understand them. What they value, what types of service are important to them, how and when they like to interact, and what they want to buy. True understanding is based on a combination of detailed analysis and interaction. Several activities are important:

✦ Understand demographics, purchase pattern and channel preference.

- Segmentation to identify logical unique groups of customers that tend to look alike and behave in a similar fashion. While the promise of "one-to-one" marketing sounds good, we have not seen many organizations that have mastered the art of treating each customer uniquely. Identification of actionable segments is a practical place to start.
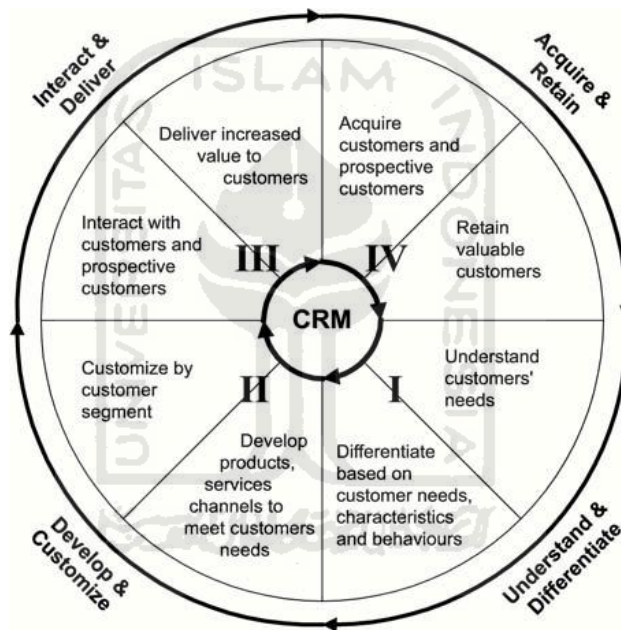
Source: Chaudhuri and Shainesh (2004)

Figure 2.1 CRM business cycle

- Primary research to capture needs and attitudes.
- Customer valuation to understand profitability, as well as lifetime value or long term potential. Value may also be based on the customer's ability or inclination to refer other profitable customers.

(II) Develop and customize: in a customer-focused world, product and channel development has to follow the customer's lead Organizations are increasingly developing products and services, and even new channels based on customer needs and service expectations. However, it seems that the extent of customization should be based on the potential value delivered by the customer segment.

(III) Interact and deliver

Interaction is also a critical component of a successful CRM initiative. It is important to remember that interaction does not just occur through marketing and sales channels and media; customers interact in many different ways with many different areas of the organization, including distribution and shipping, customer service and online.

To foster relationships, organizations need to insure that:

- All areas of the organization have easy access to relevant, actionable customer information.

- All areas are trained how to use customer information to tailor interactions based on both customer needs potential customer value.

With access to information and appropriate training, organizations will be prepared to steadily increase the value they deliver to customers. Delivering value is a cornerstone of the relationship. It is important to note that value is not just based on the price of the product or the discounts

offered. In fact, customer perceptions of value are based on a number of factors including the quality of products and services, convenience, speed, ease of use, responsiveness, and service excellence.

(IV) Acquire and retain

The more managers learn about customers, the easier it is to pinpoint those that are producing the greatest value for the organization. Those are the customers and customer segments a company will want to clone in its prospecting and acquisition efforts.

Successful customer retention basically involves getting it "right" on an ongoing basis. And that is exactly what an organization aims to achieve out of its CRM initiatives. Successful customer retention is based very simply on the organization's ability to constantly deliver on three principles:

(1) Maintain interaction; never stop listening.

(2) Continue to deliver on the customer's definition of value.

(3) Remember that customers change as they move through differing life stages; be alert for the changes and be prepared to modify the service and value proposition as they change.

And so the cycle continues. As a cycle, the stages are interdependent and continuous. As one moves from one stage to the next, the organization hopes to gain insight and understanding that enhance the subsequent efforts. The

organization shall become increasingly sophisticated in the implementation of CRM processes, and over time shall become increasingly profitable by doing so.

2.3.3 HOQ

Before we jump to HOQ, it is better to explain the whole literature model which is QFD. QFD is defined as: "how do we understand the quality that our customers expect and make it happen in a dynamic way" (Mizuno, S. and Akao, Y., 1994). QFD is also referred to as "House of Quality (HOQ)". The reason for this is that matrixes in QFD fit together to form a house-shaped diagram.

HOQ is oriented toward involving a team of people representing the various functional departments that have involvement in product development: marketing, design engineering, quality assurance, manufacturing /manufacturing engineering, test engineering, finance, product support, etc.

In HOQ, a four phases approach is accomplished by using a series of matrixes that guide the product team's activities by providing standard documentation during product and process development. The four phases can be described as:
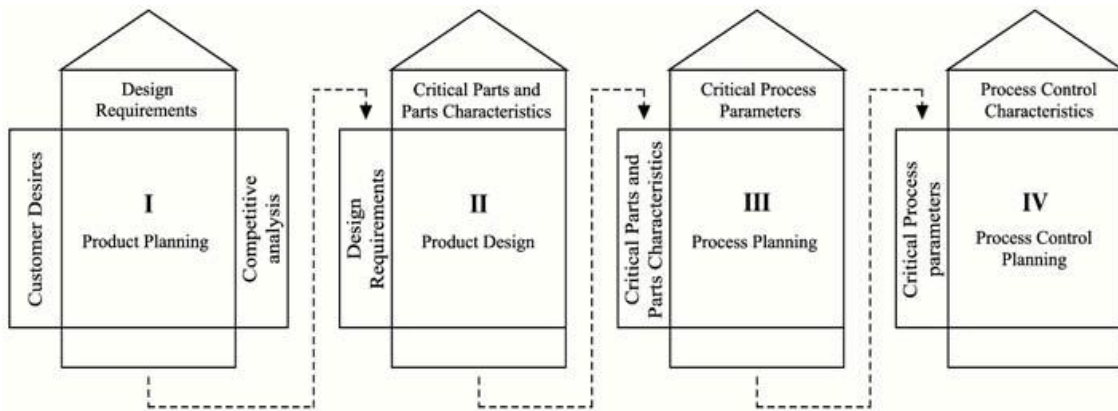
Source: Cohen (1995)

Figure 2.2 Four HOQ Integrated Model

(1) program planning;

(2) product design;

(3) process planning; and

(4) process control planning (Figure 2).

Each phase has a matrix consisting of a vertical column of "Whats" and a horizontal row of "Hows". "Whats" are CR; "Hows" are ways of achieving them. At each stage, the "Hows" are carried to the next phase as "Whats". Figure below shows us the shape of common HOQ model :
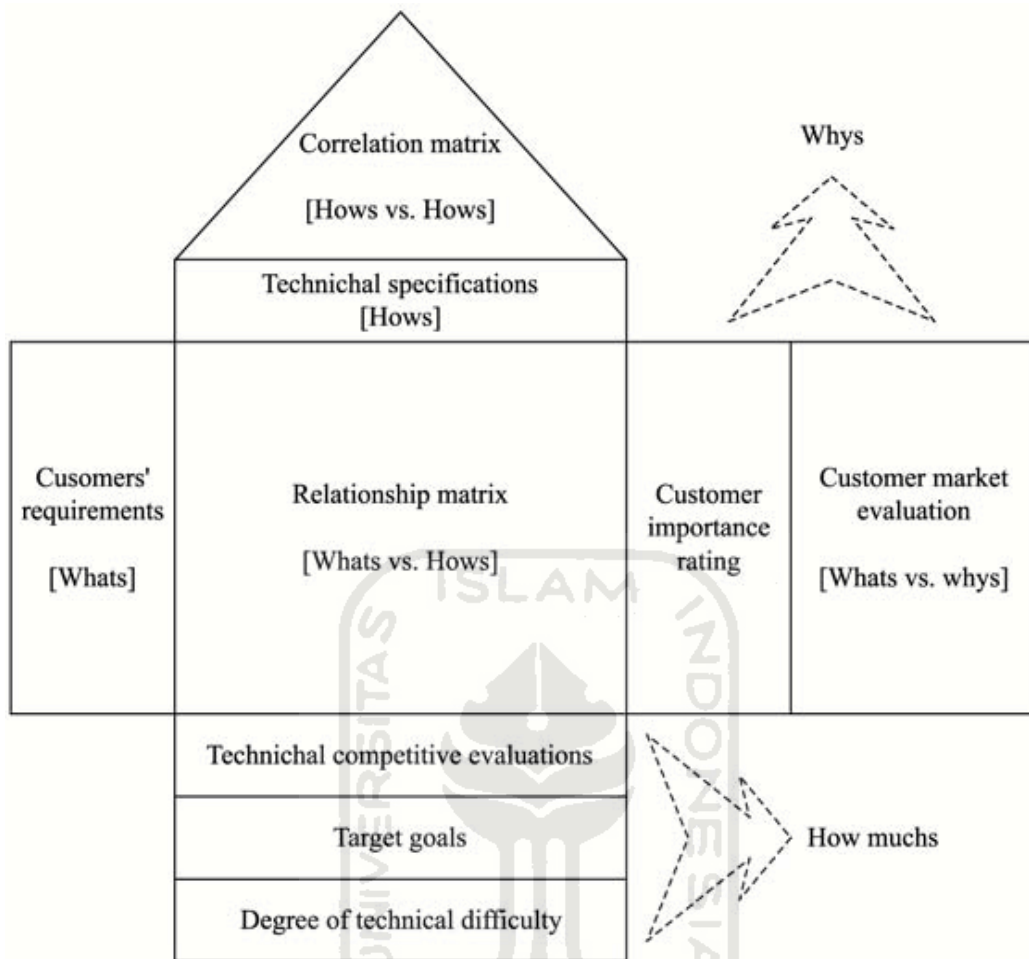
Figure 2.3 House of Quality in QFD

There are many different forms of the House of Quality, but its ability to be adapted to the requirements of a particular problem make it a very strong and reliable system to use. The initial steps in forming the House of Quality include determining, clarifying, and specifying the customers' needs. These steps lay the foundation for a clearly defined venture and will ensure a project or process is well thought out prior to any further development.

The general purpose of HOQ model includes the following components: customer importance ratings, customer market competitive evaluations, developer technical product control characteristic, a correlation matrix, target goals, a technical difficulty assessment, a relationship matrix, a technical control characteristics competitive evaluation and overall importance ratings. HOQ has important objectives, which could benefit CRM methodology, especially after their integration.

2.3.4 Integration of CRM and HOQ

In a comparison between CRM and HOQ approaches, there exist some similarities and hence their integration seems possible. This integration is not simple and needs to be discussed deeply. According to the edible nature of HOQ, the integration could be made in different ways. In the following, a new methodology is proposed by studying the relationship between HOQ phases and CRM business cycles. The proposed model is then discussed and further developed, considering customer participation in design and delivery.

2.3.4.1 Integration through CRM business cycles and Four Steps HOQ

By now we know that both CRM and QFD have different stages and phases. The CRM business cycle provides a means of managing customer relationship from understanding and differentiating customer needs to acquire and retain customers. On

the other hand, QFD phases interrelate different activities from customer needs to control characteristics.
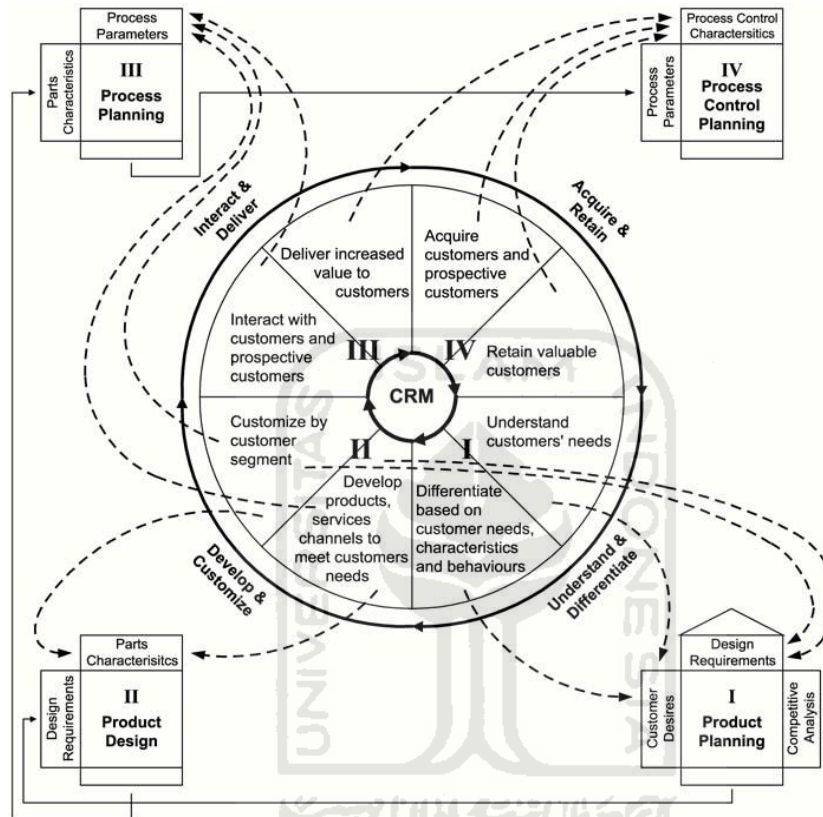
Figure 2.4 New methodology : integration of CRM and QFD

In a comparison between the two approaches it could be concluded that (Figure 4):

* Phase I of QFD could be integrated with cycle I and cycle II of CRM. In fact, understanding and differentiating customer needs could feed the customer desires, and developing and customizing products and services could feed the design requirements in the first phase of QFD.

* Phase II of QFD could be integrated with cycle II of CRM. Developing and customizing products in CRM could provide the parts characteristics.

- Phase III of QFD could be integrated with cycle II and a part of cycle III of CRM. Since developing services directly affects process parameters and interaction with customers could be considered as a process of delivering services to them, develop, customize and interact stages of CRM could feed process parameters, which is a part of phase III in QFD. It is important to note that in every phases of QFD, the components on the top of the matrixes could be divided into two distinguished set of elements: technical and functional items. The technical items mostly deal with products and the functional items are related to services. This assumption is made, who divide the top section of the house of quality into technical and sensory elements for food industry.

- Phase IV of QFD could be integrated with cycle IV and a part of cycle III of CRM. In fact, delivering value to customers and acquiring and retaining them could make it easier to determine measures and characteristics of process control in the fourth phase of QFD.

As it is illustrated in Figure 4, cycle II of CRM contributes to all of the first three phases in QFD. In other words, developing and customizing products and services could be associated with design requirements, parts characteristics, and process parameters.

Although the proposed methodology provides a new perspective for the integration of CRM and QFD, major questions could arise. For instance, one may ask what are the process parameters? Or what are the process control characteristics? As it was mentioned earlier, any parameter or characteristics in

QFD phases could be divided into technical and functional items. Determining

technical items is not difficult and is mostly related to the products features. The

critical concept here is the functional items which need to be specified. In fact we

need to know how CRM process works? And what are the control factors in

CRM? According to Figures 5 and 6, some ideas are generated. In Figure 5,

Parvatiyar and Sheth (2004) developed a four-stages CRM process framework.

The broad framework suggests that CRM process comprise of the following four

sub-processes: customer relationship formation process; relationship management

and governance process; relational performance evaluation process; and CRM

evolution or enhancement process. As it is clear, the management and governance

elements seems to play a major role in deriving relationship performance.

Figure 2.5 four-stages CRM process framework
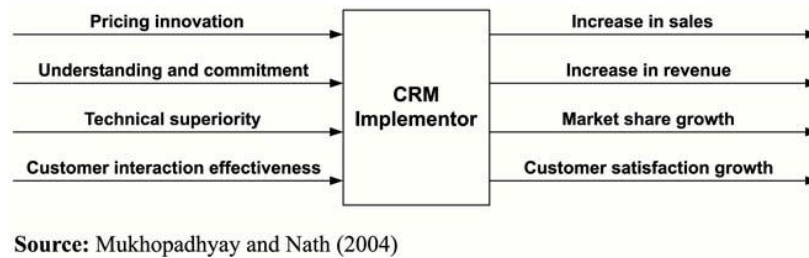
Figure 2.6 Flow Process of CRM Implementor

It have four major enablers, i.e. pricing innovation, understanding and commitment, technical superiority and customer interaction effectiveness could in hence a CRM implementation and the outcomes would be increase in sale, increase in revenue, market share growth and customer satisfaction growth (Figure 6). In fact, by developing quantitative criteria for the expressed major outcomes, they could be considered as the process control characteristics in the integrated model of QFD and CRM. The performance elements in Figure 5 could also be considered and added to the process control characteristics.

One of the important weaknesses of the QFD approach, which is addressed by some of the existing resources (Akao, 1990), is the problem of con icts between customers' needs. Differentiating customer needs in CRM and developing further phases in QFD, respectively could be helpful in solving such problems. This development in turn could facilitate differentiating and customizing parts characteristics, process parameters and process control characteristics in other phases of QFD, since different QFDs are designed for different groups of customers, based on the differences in their needs. It is important to add that, although such an integration might involve considerable advantages, it also might

be time consuming and hard to manage. One reason for this problem is the rapidly

growing number of phases of QFD.

2.3.4.2. Developing the integrated model, based on the customer involvement

Stage in CRM and customer participation in service design and delivery

behavioral scientists commonly use the six-stage model, shown in Figure 7, to

describe the development of relationships (Cohen, 1995). The six stages are

contact, involvement, intimacy, deterioration, repair, and dissolution.
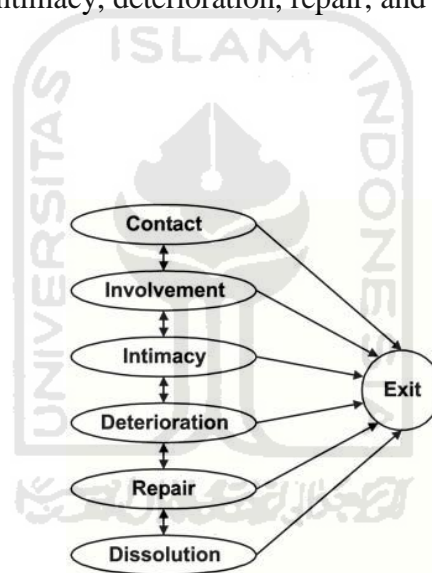
Source: Devito (1993)

Figure 2.7 Six-stage model of relationship

On the other hand, the customer may be involved in the design or delivery

of services. According to Bossert (1994), three possibilities could be considered

for customer participation in the design and delivery of services:

1. In design such as pre-arranged funeral services or cosmetic surgery;

2. In delivery such as stress test for cardiac exam or delivery of a baby; and

3. In design and delivery such as counseling, seminar, financial management of personal affairs, or interior decorating.

In fact we assume that the methodology is general and not only for services. In other words, it is assumed that when the emphasis is on "design", product features are addressed and when the emphasis is on "delivery", service features are addressed, i.e., "design" is compatible with "technical" elements and "delivery" is compatible with "functional" elements. Therefore, as it is illustrated in Figure 8, customer participation is generally used for design and delivery.
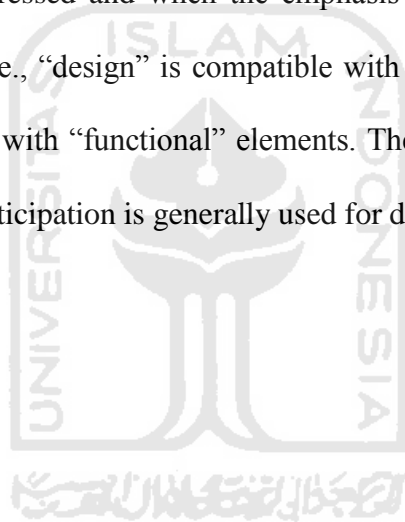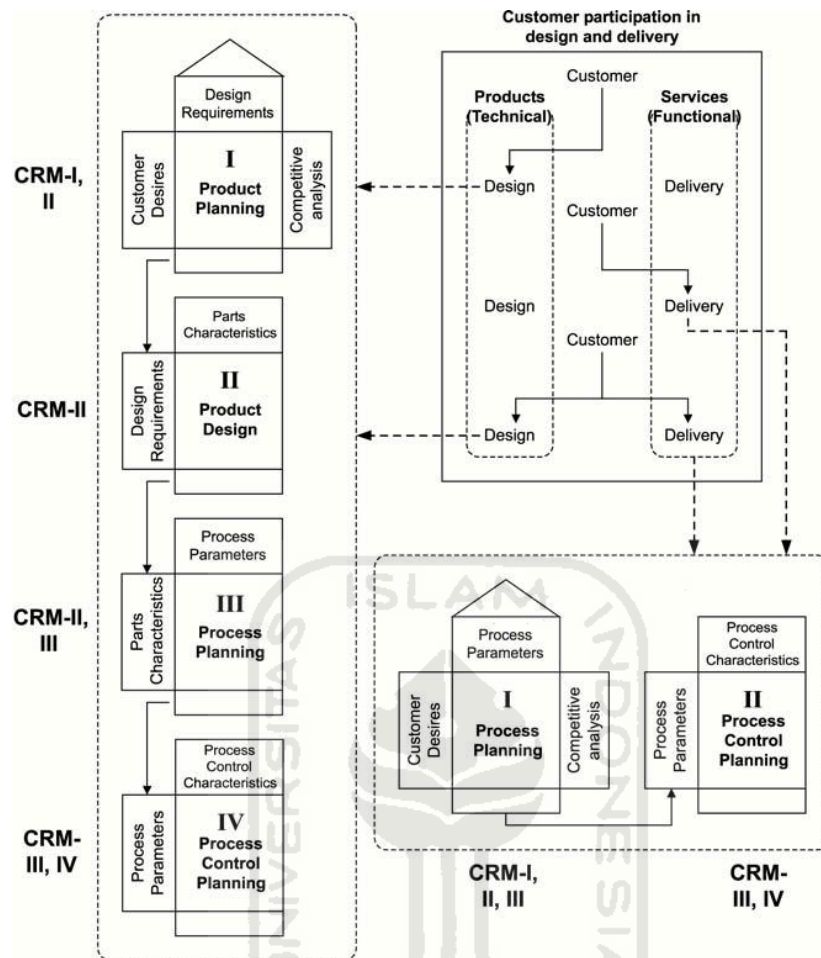
Figure 2.8 Customer Participation in Design and Delivery

According to the new model we have developed, when customers only participate in design, the four phases QFD is used; when customers only participate in delivery, a two-phase QFD is used; and when customers participate in both design and delivery, both of the QFD forms are used (i.e. six phases all together). The reason we have suggested a two phases QFD for service (i.e. delivery) is that after the first phase of QFD is fulfilled in the four phases approach, the design requirements are related to the parts characteristics and since

we have separated functional and technical elements, design requirements and parts characteristics are useless in services and therefore, customer desires are directly related to the process parameters. In the next step, the process parameters are related to the process control characteristics and totally two phases of QFD would be used if customers participate only in delivery. Consequently,

The process planning and the process control planning phases (i.e. phase III and IV) of QFD in design are associated with the process of products, and the phases of QFD in delivery (i.e. phase I and II) are associated with the process of services. To better understand the mechanism of the proposed methodology, the CRM business cycles, which are integrated with the phases of QFD are derived from Figure 4 and are highlighted in Figure 8. In conclusion, QFD facilitates the participation of customers in CRM and the proposed models could be applied in different cases with respect to the level of the participation in design and delivery as follows:

- Customers participate only in design. In this case, only the technical features of products are developed and four phases of QFD are used.
- Customers participate only in delivery. In this case, only the functional features of products are developed and two phases of QFD are used.
- Customers participate both in design and in delivery. In this case, both the technical features of products and the functional features of services are developed and six phases of QFD are used.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Location and Research Objects

This research is held in Woreng Daqu "DjajananQu". Focus of the research is the service management area. We want to know what kind of services which demanded by the customer. Why not the product? Like we already explain before, we assume that the product is assumed good and marketable. It is proven by Waroeng Steak and Shake which has the mostly same product and already became a success café in Indonesia with their 48 branches.

3.2 Problem Identification

By having mostly the same product, Waroeng Daqu should be as marketable as Waroeng Steak and Shake. But the reality is not in line. This is the indicator that the café should have a problem with their service division. It is driven by the changing of customer habit.

Nowadays, it is usual that people are not just happy with good meal, but also want to have a good environment of café with luxury hotel service level. Therefore we will just focus on what kinds of services are demanded by the customer.

3.3 Model Development

The research is about integrating CRM model as tools to acquire a pure customer feedback data with HOQ method which is the data processing tools to provide improvement suggestion as the output research.

3.3.1 CRM Method

Customer Relationship Management approaching model will be build based on Chauduri and Shaines's CRM Business Cycle (2004) but limited until second cycle. It is means; our research will be stop in designing system process, disregarding the implementation for further research development.
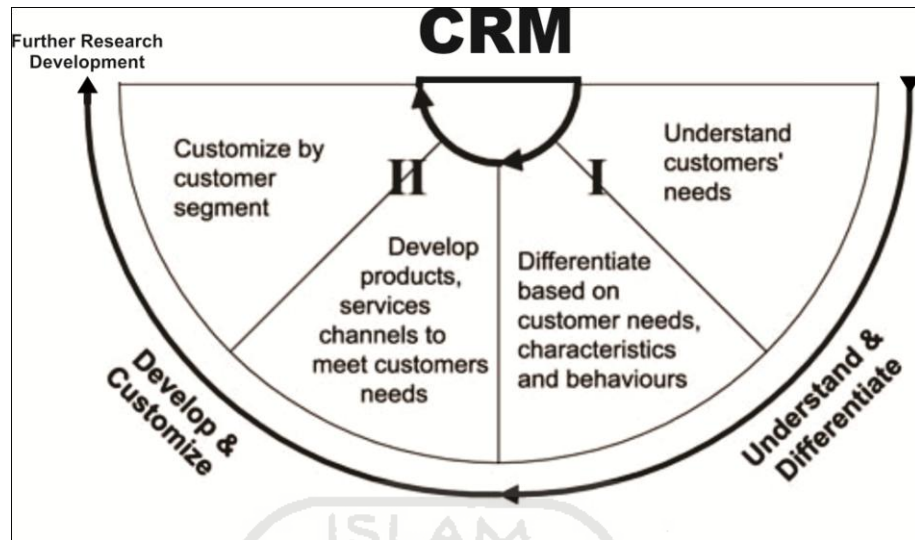
Figure 3.1 CRM Concept Diagram

Those all process above, is about how we know deeply about our customer. Profitability and marketable product and service will never be good except the customers love it.

Step one is the process of acquiring detail of customer through the questionnaire. The information will be mixed in questionnaire one in which by the questionnaire we will have the input for HOQ I, explained afterward. Step two will be in one process when we designing new service model in HOQ 2. The mixed model diagram will be shown afterward. Within the cycle we have two steps each consist with two parts, which are :

1. Understand & Differentiate

    a. Understand Customer's Needs

    There will be questions like "what makes you come back to the cafe next time?". Those question will give us the main needs of the customer itself.

    b. Differentiate Based on Customer needs, characteristic and behavior

    There will be also information about customer personal data like age, sex, and salary to know what kind of customer we will face the most.

2. Develop and Customize

   a. Developed Product and Service Channel

      We will use the output of this point as HOQ II input, in which we try to developed new service system model.

   b. Customized by customer segment

      We need to adapt with our customer segmentation. Same strategy will not be effective for all customer segment. While the promise of "one-on-one" marketing sounds good, we have not seen many organizations that have mastered the art of treating each customer uniquely. So that we have to create different service addition strategy, different from one segment to another.

3.3.2 HOQ Method

HOQ is the next process after we done with CRM. We will use HOQ (House of Quality) method to generate new service model. By the concept we talk earlier, two HOQ is needed to acquire the goals. They are:
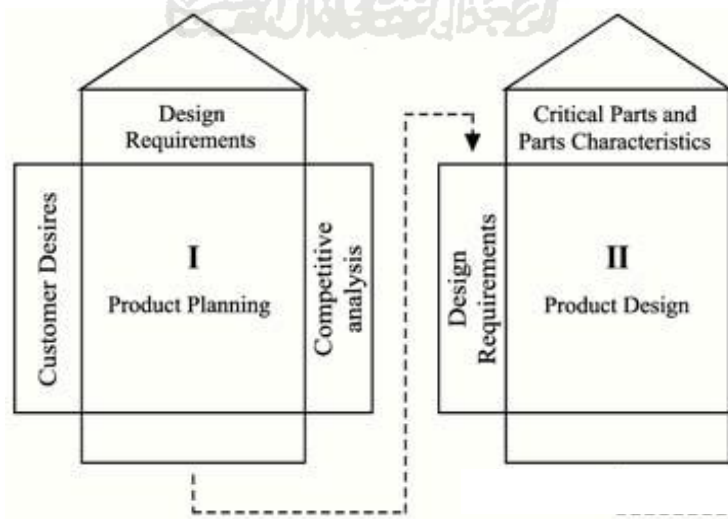
Figure 3.2 House of Quality Concept Diagram

The steps in building HOQ model design is explained as follow :

1. Creating the first house (R1). This house required output of CRM process which are the VOC or voices of customer. In this house, we do identification of real customer feedback until defining actions in developed new service model.

2. Afterward, the output of first house (R1) will be the input of second house (R2). Second House of QFD is better known as Part deployment. It is a kind of matrix that uses to identify critical factor that affect the services system development.

3.3.3 Integration CRM and QFD Method

This is what happen when both concept are mixed together :
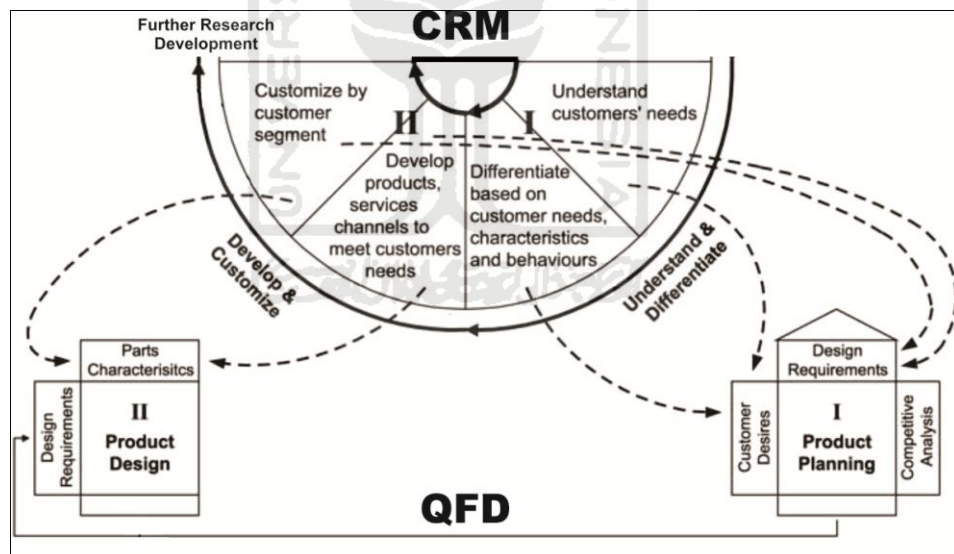
Figure 3.3 Mix of Both QFD and CRM Concept

By having CRM process at the beginning, it is clear that the focus afterward lay on HOQs which are the tools of QFD. Figure 3.3 had shown us the connection between what we got in CRM process that will become

the input process of HOQ.

In first HOQ, customer desires field will be filled by the output of first second point on CRM. Meanwhile, the design requirement field will be affected by third and fourth point from second step CRM method. The reason is because we want to have a continuity process research which flowing one another.

In second HOQ (R2), the result of product value (will be discussed afterward) is the input of left field of second HOQ. New field which is the part characteristic will be inputted by the result of third and fourth point of CRM concept. In this HOQ, we will have a result of what the real customer demand in service model. Other qualitative suggestion may appear by comparing the new concept system with the current one.

3.4 Data Collection

3.4.1 Data Requirement

We will use simple interview method to gather the data. Collected data will be from 3 different questionnaires that will be next discussed.

All of the questionnaires will be spread to Waroeng Daqu customer with one by one interview method. In chapter IV we will define how many questionnaires should be provided to have a good voice of customer based on validation method.

3.4.2 Data Collecting Method

Steps of data collecting method which used are :

1. On Location Research

    a. Observation Method : gathering the data of the employee and also current services management that exist on the café.

    b. Interview Method : gathering the data from the customer to filtered the voice of the customer.

2. Literature Study

Literature study is research method that gathering interconnected information from other similar research and guide book. This method will provide us a guide parameter for the research.

3.4.3 Data Processing

3.4.3.1 Questionnaire 1

Like we mentioned earlier in chapter II, we use Parasuraman model in designing this questionnaire. The reason is because the model is focus in service quality (servqual) which really match with what we are facing in this thesis. Parasuraman model give us five important guidelines in designing the questionnaire. Which are: tangibles, reliability, responsiveness, assurance and empathy.

Tangibles are physical facilities, equipment, staff appearance, etc. Reliability is the ability to perform service dependably and accurately. Responsiveness is more about willingness to help and respond to customer need. Assurance is the ability of staff to inspire confidence and trust. And empathy is the extent to which caring individualized service is given.

To understand how we transform each element into questions, here are list of each elements with their questions :

a. Tangibles through question :

Apakah harga di waroeng ini sudah cukup kompetitif menurut anda? Apa Fasilitas yang anda harapkan ada di Waroeng ini? Bagaimana penilaian anda terhadap fasilitas yang telah diberikan?

b. Reliability through question :

Memuaskankah pelayanan yang anda dapatkan? Apa alasannya?

c. Responsiveness through question :

Apakah sudah sesuai apa yang anda cari dengan yang tersedia? Jika tidak, apa usulan anda?

d. Empathy through question :

Bagaimana penilaian anda terhadap sikap dan kinerja pramusaji di dalam melayani apa yang anda butuhkan?

e. Assurance through question :

Bersediakah anda untuk berkunjung kembali di lain waktu? Alasannya?

Questionnaire one is just simple because it is an open question. The focus is just to create top list of what customer expect from the cafe. It is about what customer wants. By using the open questions, means the questions which are asked to respondent in the form which respondent free to determine the answer (essay). . The aim of this questionnaire is to collect the CRM input and 5 critical point as an input for HOQ I (R1).

3.4.3.2 Questionnaire 2

In second questioner, the data input is taken from the output of first questioner; the most answer becomes the question with the close system of question. The respondent can only assess in the range 1, 3, 5, 7, and 9. This is the value parameter (VP).

9 is for very important (VI)

7 is for more important   (MI)

5 is for important (I)

3 is for less important (LI)

1 is for not important (NI)

The output of Questionnaire 2 is Importance Rating (IR). Importance Rating is the value comparison indicator that will ease us to know which parameter will be more important or less important than the others.

$$IR = \frac{\sum(\sum C \times Vp)}{n}$$

Formula 3.1 Importance Rating

IR   : Importance Rating

C   : Choice

Vp   : Value parameter

n   : sample quantity

3.4.3.3 Questionnaire 3

In questioner 3, we compare between our product (which is service model) and competitor product with attach both product explanation. The competitor we choose is Waroeng Steak and Shake which has mostly the same product (explained earlier). The questionnaire will be spread to Daqu customer that also the customer of Waroeng Steak.

The aim is to see how good the respondent accept our product if we compare it with competitor product. The third questioner is close system, the weight value (Wv) of assessment are 1, 2, 3, 4, and 5.

1 is for very bad (VB)

2 is for bad (B)

3 is for average (A)

4 is for good (G)

5 is for very good (VG)

The output of Questionnaire 3 is Competitive Evaluation (CE). Competitive evaluation is the value comparison indicator that will ease us to know for each parameter, which one is better, our service value or the competitor.

$$CE = \frac{\sum(\sum C \times Wv)}{n}$$

Formula 3.2 Competitive Evaluation

IR : Importance Rating

C : Choice

Wv : Weight Value

n : sample quantity

3.4.3.2 HOQ (House of Quality)

Here is the interrelation between field in HOQ :
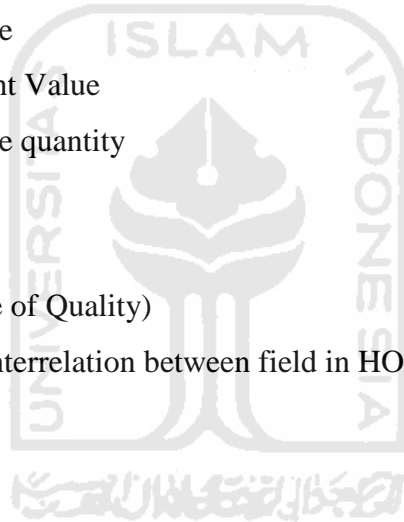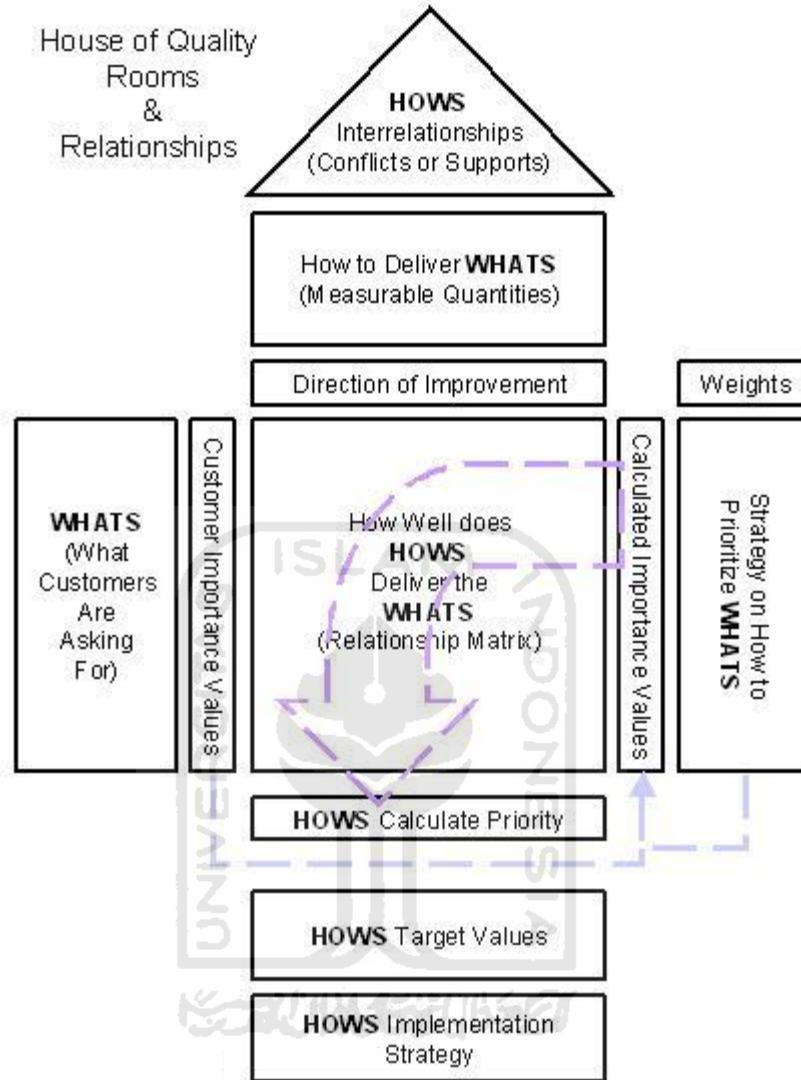
Figure 3.4 HOQ part correlation

3.5 Research Result Analysis

The output of each House of Quality is shown in bottom field which named column weight. This column will give us clear suggestion of which parameter should be prioritized than the others.

3.6 Research Framework
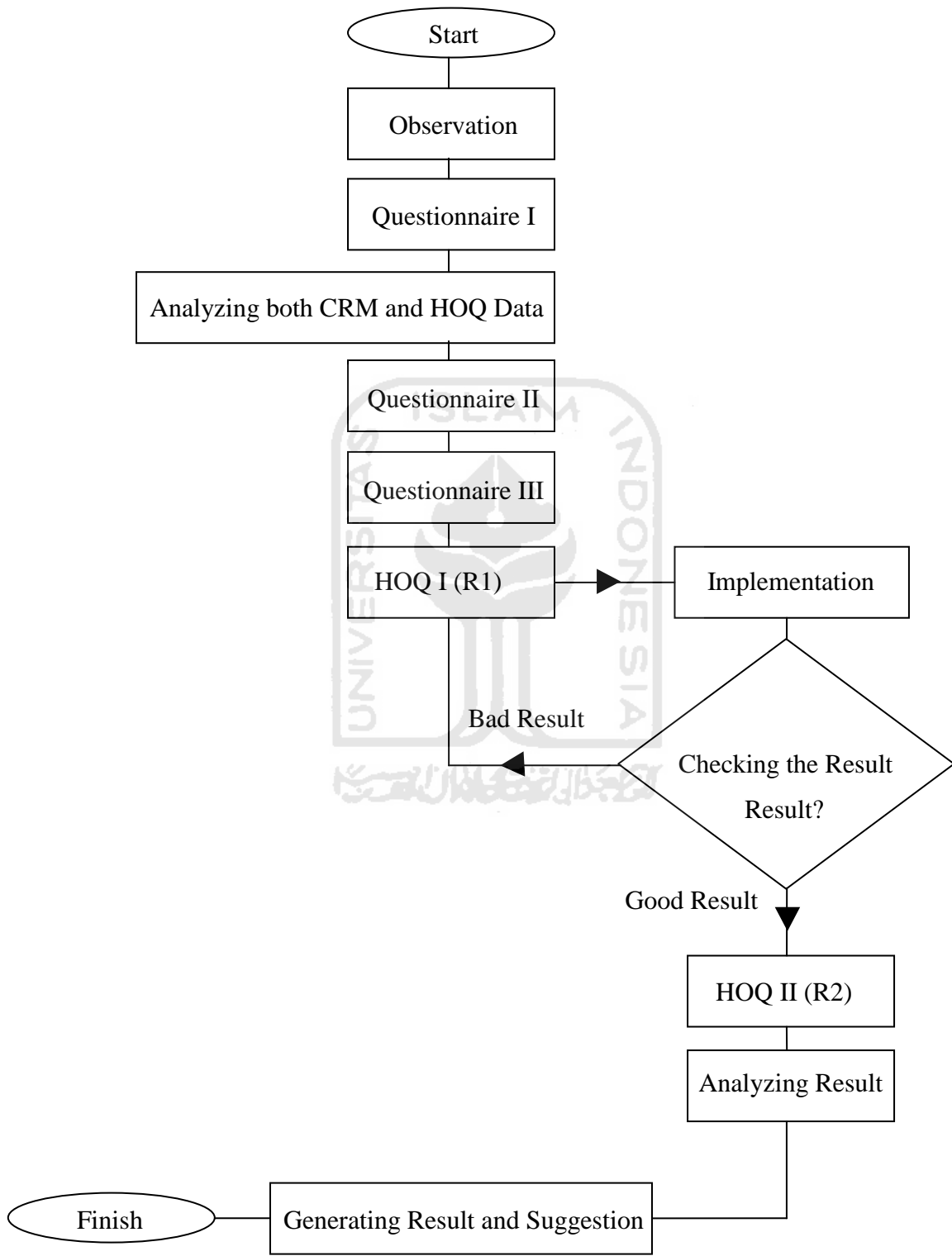
Figure 3.5 Research Flow Chart

CHAPTER IV

DATA COLLECTING AND PROCESSING

4.1 Research Objects

Object of the research is the customer. Through CRM observation we gather customer data, differentiate by its gender, age and revenue.

4.1.1 By Gender

Gender is classified into male and female. Table 4.1 shows the analysis result based on gender classification:

Table 4.1 Gender Classification

Sex	Total	Percentage
Male	27	39%
Female	43	61%
Total	70	100%

From the data above indicates that most respondents are female, which is 61%. While for the male gender of respondents are 39%.

4.1.2 By Age

Based on the data obtained, the age of the respondent could be classified into 3 categories. Less than 21 years old, range from 21 until 30 years old and more than 30 years old. Characteristic of the respondent can be seen in Table 4.2 listed below:

Table 4.2 Age Classification

Age	Total	Percentage
< 21 years	41	59%
21 - 30 years	19	27%
> 30 years	10	14%
Total	70	100%

Based on Table 4.2 it can be concluded that the total respondent which aged less than 21 years is 41 respondent or equals to 59%, age 21 until 30 years old is 19 respondent or 27%, and those who older than 30 years old is 10 respondent or 14%. From the majority respondent we could say that customer of waroeng Daqu is those which fewer than 21% or we could say those are student.

4.1.3 By Revenue or Salary

Based from financial income level, respondent will be classified into 4 categories: less than 1.000,000, 1.000,000 until 3.000,000, 3.000,000 until 5.000,000, and more than 5.000.000. The results of the analysis of the characteristics of respondents based on income or pocket money, are shown in table 4.3 listed below :

Table 4.3 Revenue Classification

Revenue/ *Uang Saku*	Total	Percentage
< 1 million/ month	20	29%
1-3 million/ month	38	54%
3-5 million/ month	9	13%
> 5 million/ month	3	4%
Total	70	100%

From the data above indicates that the majority of consumers DAQU have income or pocket money of 1-3 million per month. These results can be seen that there were 38 respondents or 54% of respondents with an income or allowance of 1-3 million per month.

4.2 Reliability and Validation Test

4.2.1 Reliability Test

Sekaran, an research method expert states that reliability as reliable (valid) instrument of one result with another. Reliability indicates the extent to which such measurements can bring results that are not relatively different when measurements were taken again on the same subject (Uma Sekaran, 2003). Top of that both opinions said that reliable means consistent.

Consistency test that used in the research is Cronbach's Alpha analysis. Cronbach's Alfa coefficient shows us the internal consistency between the item that state in three categories, which are :

Croanbach's Alpha 0.8-1.0 : good reliability
Croanbach's Alpha 0.6-0.79 : accepted reliability
Croanbach's Alpha <0.6 : bad reliability

Table 4.4 Cronbach's Alpha q1

Reliability Statistic	
Cronbach's Alpha	N of Items
0.841	5

Table 4.5 Cronbach's Alpha q2

Reliability Statistic	
Cronbach's Alpha	N of Items
0.718	5

Table 4.6 Cronbach's Alpha q3

Reliability Statistic	
Cronbach's Alpha	N of Items
0.741	5

Based on the analysis above, it can be seen that for q1, q2, and q3 each having Cronbach's Alpha of 0.841, 0.718, and 0.741. These results illustrate that q1, q2, and q3 have a reliable instrument because it has a coefficient value greater than 0, 60 (limit receipt of consistency). It shows that all the question items in the questionnaires are valid, so it can be concluded that the questionnaire is usable. (data attached)

4.2.2 Validaton Test

Validation test is used to proof that a test is testing the appropriate parameters. Validation test is the rate that is used to answer instrumental question such like: whether the test is able to measure what is to be measured or in other words the ability of an instrument to reveal something that a principal target of measurements made with these instruments. So, an item is said to have validity when the question has a high degree of correlation to the total value on each instrument.

Table 4.7 Validation Test for q1

	Item-Total Statistic			
	Scale Mean if Iitem Deleted	Scale Variance if Item Deleted	Corrected Item – Total Correlation	Cronbach's Alpha if Item Deleted
q1.1	15.37	11.826	0.549	0.838
q1.2	15.40	11.559	0.805	0.773
q1.3	15.33	11.264	0.645	0.810
q1.4	15.43	13.082	0.553	0.833
q1.5	15.27	10.409	0.725	0.787

Table 4.8 Validation Test for q2

	Item-Total Statistic			
	Scale Mean if Iitem Deleted	Scale Variance if Item Deleted	Corrected Item – Total Correlation	Cronbach's Alpha if Item Deleted
q2.1	15.83	6.006	0.555	0.640
q2.2	15.83	6.351	0.420	0.692
q2.3	15.83	5.799	0.572	0.631
q2.4	15.73	6.409	0.421	0.692
q2.5	15.83	6.075	0.425	0.693

Table 4.9 Validation Test for q3

	Scale Mean if Iitem Deleted	Scale Variance if Item Deleted	Corrected Item – Total Correlation	Cronbach's Alpha if Item Deleted
Item-Total Statistic				
q3.1	15.73	7.926	0.466	0.710
q3.2	15.97	6.516	0.633	0.641
q3.3	15.73	7.789	0.437	0.722
q3.4	15.87	8.533	0.439	0.719
q3.5	15.63	7.757	0.561	0.676

Researchers agreed that if $R_{xy} > 0.3$, the data could be concluded as valid. We could see that in validation test table, whether it for q1, q2, and q3 the corrected item Total Correlation is all more than 0.3. It means that the data that will be used for observation is classified as valid.
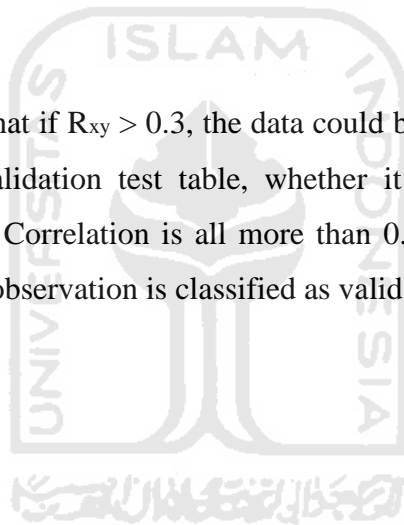
4.3 Data Processing

4.3.1 Questionnaires

In this research we use three questionnaires which each have its different purpose. Here is the explanation of each questionnaire:

Questionnaire I

Questionnaire I has two objectives. First is for CRM process, it will absorb many statistical data that will be used to understand and differentiate the customers based on their characteristic. There is no specific formula to calculate the result, it will be just shown as statistical chart to know deeper

about what customer is, and what they want. Result explanation about the output will be further elaborated in Chapter V.

Second Objective is for HOQ Processes (R1). Here we want to know what kind of critical factors that is needed by the customer. How it become the point is decided by the company's policy through it supervisor. And for the result of HOQ questions in Questionnaire I, we found there are five critical factors that will be the first input of HOQ I process (R1). They are:

1. Price. Through question : *"Berapa maksimal biaya makan per orang yang menurut Anda tepat / sesuai untuk makan di tempat ini?"*. Means that we asked the customer about their maximum limit price that they think suitable to eat per visit.

2. Environment. Through question : *"Suasana semacam apa yang anda harapkan ada di Waroeng semacam ini?"*. Means that we asked them about what kind of environment athmosphere do they like for the café.

3. Services. Through question : *"Memuaskankah pelayanan yang anda dapatkan di sini? Alasannya?"*. Means that we asked them whether our service is satisfying or not.

4. Facility. Through : *"Apa fasilitas yang anda harapkan ada di sini?"*. Means that we asked them about what facilities do they need the most from this café.

5. Service Time. Through question : *"Berapa lama waktu yang bisa anda tolerir di dalam penyajian makanan?"*. Means that we asked them how long they could wait for the meal to be served.

Questionnaire II

Questionnaire II is the next step after we have those five critical factors. It is used to elaborate how importance one critical factor compares to another. Also to answer whether the critical points are important or not. We used for different level of importance that separated into:

VI : Very Important

MI : More Important

I   : Important

LI : Less Important

NI : Not Important

Those have each value. VI equals to 9, MI equals to 7, I equals to 5, LI equals to 3, and NI equals to 1. Here are some recap examples of questionnaire II:

Price

(1) Very Important   : 1
(3) More Important   : 10
(5) Important   : 7
(7) Less Important   : 4
(9) Not Important   : 9

Importance rating for price   : $\dfrac{(1\times\ldots)+(3\times\ldots)+(5\times\ldots)+(7\times\ldots)+(9\times\ldots)}{\sum \text{Questionaire}}$

$: \dfrac{(1\times9)+(3\times4)+(5\times7)+(7\times10)+(9\times1)}{30} = 4.5$

Environment

(1) Very Important   : 2
(3) More Important   : 9
(5) Important   : 5
(7) Less Important   : 5
(9) Not Important   : 11

Importance Rating   : $\dfrac{(1\times\ldots)+(3\times\ldots)+(5\times\ldots)+(7\times\ldots)+(9\times\ldots)}{\sum \text{Questionaire}}$

$: \dfrac{(1\times11)+(3\times5)+(5\times5)+(7\times9)+(9\times2)}{30} = 4.4$

Questionnaire III

Questionnaire III is used to gather the information about our points (for each five critical factor) compare to the competitor, which is Waroeng steak and shake. The way we calculate is just the same with questionaire II model. But here we have to do twice, for our product (Waroeng Daqu) and for competitors (Waroeng Setak).

One important thing is we have to spread the questionnaire to those who already visited both café. Means that we have to spread it to waroeng daqu's visitors who already had a visit in Waroeng Steak. The way we filtered the respondent is by asking this question : *"Apakah anda sudah pernah makan di Waroeng Steak and Shake?"*. Means that we asked the customer first whether they already experience visited Waroeng steak or not.

After we gather the result, it will be placed in right side of HOQ. To understand deeply how competitive our product compare with competitors. The last question will be the company's policy table that will be placed next to questionnaire III result on HOQ.

4.3.2 HOQ I (R1)

After having all instruments in this research checked and reliable, then we have to found the interest factor or weight importance. Based on factors such interests can be shown that there are five factors of interest which are : *penetapan harga, suasana warung, pelayanan pramusaji, fasilitas,* and *waktu pelayanan*. From the data obtained can be seen that the level of importance of five factors are equal to 4.5 for pricing factor, 4.4 to the atmosphere of stalls, 4.4 to waiter service, 4.5 for the facility, and 4.4 is to factor time of service.

Figure 4.1 First HOQ (R1a)

Legend / keys:

- Positive Correlation ○ Negative Correlation ✕
- Direction of Improvement (Minimize, Maximize, or Target Orientation):
  - ◆ Objective Is To Minimize
  - ◆ Objective Is To Maximize
  - ✕ Objective Is To Hit Target
- Relationship: Strong Relationship ● – 9, Moderate Relationship ○ – 3, Weak Relationship ▲ – 1
- Weak Relationship (yellow), Top Five Strongest Variable (dark)
- Corp. Policy – Action: Left Behind : A, On target : B, Step Ahead : C
- Competitive Analysis (0=Worst, 5=Best): Our Company : Waroeng Daqu; Our Competitor : Waroeng Steak and Shake

Quality Characteristics (Functional Requirements / "Hows") — Columns:

Col #	Direction	Quality Characteristic ("How")	Target or Limit Value	Difficulty	Max Rel. Value in Column	Weight / Importance II	Relative Weight II
1	✕	The use of Chill Sauce Sachet	Eliminating Unforseen Spending to buy uncontrolled sauce usage	5	9	262.6	8.5
2	◆	Decreasing profit margin	Decreasing selling Price abou 5 up to 15% to become more competitive	7	9	361.7	11.7
3	◆	Playing hits music	Playing top 40 hit list music to enhance the atmosphere	4	9	476.7	15.5
4	◆	Chair comfort enhancements	Creating more cozy and comfort place for customer to stay	4	9	239.2	7.8
5	✕	Separating the non smoking and smoking area	Attract some customer who allergy to smoke	6	9	198.7	6.5
6	◆	Waitress people skill training	Set the standard SOP for waitress until the chef	6	9	317.2	10.3
7	◆	Waitress Uniform redesign	Increasing Value and Proud for the customer to stay	5	1	39.7	1.3
8	◆	Giving goals and bonus to waitress	Involving the employees in marketing sector	9	1	40.2	1.3
9	✕	Mushola and Toilet renovation	Giving added value for those who use mushola and toilets	6	9	321.3	10.4
10	◆	Adding Hotspot Internet	Business differentiation from just a restaurant to become café / hang out spot	6	9	221.9	7.2
11	✕	Rearrange Kitchen Layout	Accelerating time service	10	9	238.7	7.7
12	◆	Provide newspaper or magazine	Giving optional activity to customer while they waited for food	4	9	361.5	11.7

Difficulty: 0=Easy to Accomplish, 10=Extremely Difficult

Demanded Quality ("Customer Requirements" or "Whats") — Rows:

Row #	Demanded Quality	Weight / Importance – I	Relative Weight – I	Max Relationship Value in Row	Our Company – Waroeng Daqu	Competitor – Waroeng Steak	Goals	Selling Point	Action
1	Pricing	4.5	20.3	9	4.01	3.96	4	✔	B
2	Café Athmosphere	4.4	19.9	9	3.26	3.90	3.5		A
3	Waitress Services	4.4	19.9	3	3.00	3.87	4	✔	A
4	Facility	4.5	20.2	9	3.26	3.84	4	✔	A
5	Service Time	4.4	19.7	9	3.09	3.97	3.5		A

4.3.2.1 HOQ Parameters

Weight Importance I

Weight Importance I (WiI) show us how importance one factor compare to the others. It will be our first choice to implement if one factor has the highest value. The way to calculate weight importance is shown below :

$$WiI = \frac{\sum \text{respondent data}}{\sum \text{total respondent}}$$

Formula 4.1 Weight Importance I

Where the total respondent is 30.

Relative Weight I

Relative weight I (RwI) is the percentage form of weight importance. Show us how many quote does one factor affect the research. To get Relative weight we use this formula :

$$RwI = \frac{WiI}{\sum WiI} \times 100\%$$

Formula 4.2 Relative Weight I

Weight Importance II

Weight Importance II (WiII) show us how importance one technical reaction compare to the others. It will be our first choice to implement if one reaction has the highest value. The way to calculate weight importance is shown below :

$$\text{WiII} : \sum_{n=1\text{-}12} (\text{Corellation Symbol x RwI})$$

Formula 4.3 Weight Importance II

We have three different correlation symbol. ●, ○, and ▲. ● will represent the value of 9, ○ for 3 and ▲ for 1.

Relative Weight II

Relative weight II (RwII) is the percentage form of weight importance. Show us how many quote does one factor affect the research. To get Relative weight we use this formula :

$$\text{RwII} = \frac{\text{WiII}}{\sum \text{WiII}} \times 100\%$$

Formula 4.4 Relative Weight II

Difficulty

Value of difficulty will represent how difficult the technical requirement takes when it should be implemented. The range value is from 0 (easiest) until 10 (hardest).

Goals

Goals is the company policy to have a target of how high one factor will be increased. It's value is decided by the company.

Selling Point

This is also one of the company policy to choose three most importance factor compare to the other. It will be symbolized with ●.

Action

There are three action values: A, B and C. A represent that the factor should be increased, B the factor is already on target, C for the factor is good enough and no need to implement. The way we fill is to compare the value of our company with the goals.

4.3.2.2 HOQ Analysis

From the calculation above can be seen that the relative weight to five factors are: pricing fixing by 20.3, 19.9 for café atmosphere, waitress services 19.9, 20.2 for facilities, and service time by 19.7.

From HOQ picture above, we could found that for Target or Limit Value, the value of Weight Importance in The use of Chili Sauce Sachet is 262.6, Decreasing profit margin is 361.7, Playing hits music is 476.7, Chair comfort enhancements is 239.2, Separating the nonsmoking and smoking area is 198.7, Waitress people skill training is 317.2, Waitress Uniform redesign is 39.7, Giving goals and bonus to waitress is 40.2, Mushola and Toilet renovation is 321.3, Adding Hotspot Internet is 221.9, Rearrange Kitchen Layout is 238.7, and Provide newspaper or magazine is 361.5. Meanwhile the value of the Weight / Importance of Target or Limit Value in the 12 factors is calculated with formula in previous explanation. From the Weight Importance we also know the value of Relative Weight, so that it can be seen that there are five from 12 factors which has the highest value, i.e. 11.7, 15.5, 10.3, 10.4, and 11.7.

Afterward in HOQ I, we could found in Competitive Analysis part that all of the five important factor value are weaker compare to Waroeng Steak and Shake. Those value is collected from mean

regression result of those five important factor (pricing, café atmosphere, waitress services, facilities, and service time). The result was stated that for Waroeng DAQU has a value 4.01 for pricing, 3.26 for café atmosphere, 3.00 for waitress services, 3.26 for facilities, and 3.09 for service time. While for the Waroeng Steak found a value of 3.96 for pricing, 3.90 for café atmosphere, 3.87 for waitress services, 3.84 for the facilities, and 3.97 for the factor of service time. From the graphic comparison next to the data, we could see that there is just one point which is price that surprise Waroeng Steak.

Before we run the second HOQ, the company is applying the current strategically solution for roughly one month. Afterward we should do a quick analyzing whether the solution giving a good feedback. After we found that the solution is good, we run the second HOQ (R2).

4.3.3 HOQ II (R2)

Last step of the research is to developing the next HOQ called HOQ II (R2). This HOQ is built to map out more technical details so with the output, the company will have a clear strategy to run.

The input of this HOQ (R2) is the output of R1b which is our latest output result. We will use five strongest variable's weight / importance II with their quality characteristic of R1b to become weight / importance I of HOQ2 (R2).

Afterward, we will break the R2's demanded quality to become more detail quality characteristic, and calculate it to grab five strongest characteristic that should be implemented. Here is the figure of HOQ II (R2):

Objective Is To Minimize →
Objective Is To Maximize ↑
Objective Is To Hit Target ✕

Strong Relationship — 9 ●
Moderate Relationship — 3 ○
Weak Relationship — 1 ▲

Column #	Direction of Improvement	Quality Characteristics & Target Limitation ("Hows")	Weight / Importance - I	Relative Weight - I	Max Relationship Value in Row	Row #
		Playing hits music	596.0	27.9	9	1
		Provide newspaper or magazine	540.4	25.3	9	2
		Decreasing profit margin	361.7	16.9	9	3
		Mushola and Toilet renovation	321.3	15.0	9	4
		Waitress people skill training	317.2	14.9	9	5

Hows (Quality Characteristics & Target Limitation, a.k.a. "Functional Requirements" or "Hows"):

#	Direction	Characteristic	Playing hits music	Provide newspaper or magazine	Decreasing profit margin	Mushola and Toilet renovation	Waitress people skill training	Difficulty	Max Relationship Value in Column	Weight / Importance II	Relative Weight II
1	✕	Playing 30 Hit List Music come from MTV Ampuh Music Chart	●				▲	3	9	5681	10.2
2	✕	Giving music request to the customer to choose from available list	○			○		7	3	2740	4.90
3	✕	Updating the music list every 2 weeks	○				▲	6	3	2105	3.76
4	↑	Provide magazine or newspaper that advertise Waroeng Dagu		●	●			2	9	8119	14.5
5	↑	Provide free youth magazine (ex: update, cekidot) for free		●				4	9	4864	8.69
6	✕	Giving another reading choice to be read in place		○			○	6	3	2573	4.60
7	→	Reduce profit margin for 5% (margin avg : 30%)			●			8	9	3255	5.82
8	✕	Selling 10% promotion discount applies during unpeak time*			●		▲	6	9	3573	6.38
9	↑	Join with a lot of merchant to give 10% discount all item			○		▲	8	3	1402	2.51
10	✕	Put up sign direction to go to Mushola and Toilets				○		2	3	964	1.72
11	↑	Improving water installation and put more toilets doormat				●		6	9	2892	5.17
12	✕	Playing Adzan audio every praying time	○			○		5	3	2752	4.92
13	↑	Applying service and payment SOP	▲	▲			○	8	3	2088	3.73
14	↑	Teach employees to be more interactive with customer **	○	●			●	6	9	9506	17.0
15	↑	Conducted daily evaluation related to CRM ***	▲	○			●	5	9	3451	6.17

Difficulty (0=Easy to Accomplish, 10=Extremely Difficult)

■ Top Five Strongest Variable

* Unpeak time : 15.00 pm until 18.00 pm
** For greater absorbing of VOC response
*** Held 15 minutes before opening time each day

Figure 4.4 HOQ II (R2)

As we can see in R2, each demanded quality is break into three quality characteristics defined its color background. So from five demanded qualities, we have fifteen quality characteristics that the value should be generated to grab five strongest variables.

For the result, HOQ II (R2) gives us five technical decision which are:

1. Playing 30 Hit List Music come from MTV Ampuh Music Chart

2. Provide magazine or newspaper that advertise Waroeng Daqu

3. Provide free youth magazine (ex: update, cekidot) for free

4. Setting 10% promotion discount applies during unpeak time

5. Teach employees to be more interactive with customer

Those five values are the technical solution as the output of HOQ Processes.
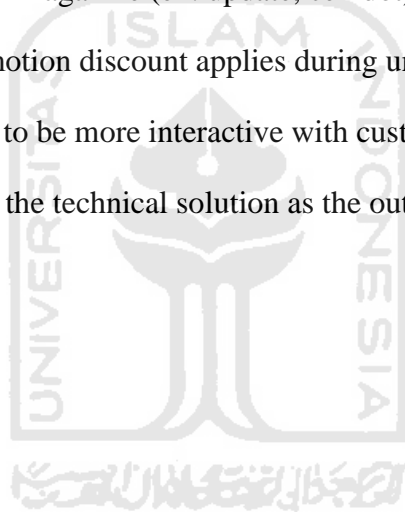
CHAPTER V

DISCUSSION

This chapter will discuss about the result analysis after the data are processed using CRM approach and HOQ Method. As we already know that in this research, CRM used in how the researcher gather all the feedback from the customer through Questionnaire I to make the company (Waroeng daqu) know better about their own customer. The rest processes is done by HOQ I (R1a), and HOQ II (R2) explained afterward.

5.1 Case Study of Waroeng DAQU

As we discussed earlier, waroeng DAQU should be as successful as Waroeng steak and shake, its competitor. But the fact is reverse. Since it became a good opportunity business, we see that Waroeng Daqu is not as success as the others hanging out spot. It has already run for almost a year, but the progress is still under expectation.

Why it should be as success as Waroeng steak. Answer is never simpler. Those two café has same owner. Means that they will also have the same business basic, almost the same core product, the same marketing strategy but why it is running to bankrupt? This is the thing we have to found out by implementing the integration of CRM and QFD method.

CRM in this research is used to gather the information directly from the customer through observation using Questionnaire I. The output is the statistical record of our current customer. So we could afterward act like what our customer expect.

HOQ is a model to transform the voice of customer, into technical action that will be pointed on: what should the company do? And who is in charge in the implementation.

5.2 Implementation Process

The flow of how the research done is divided into four sessions. This flowchart will show us those four session's differentiation :
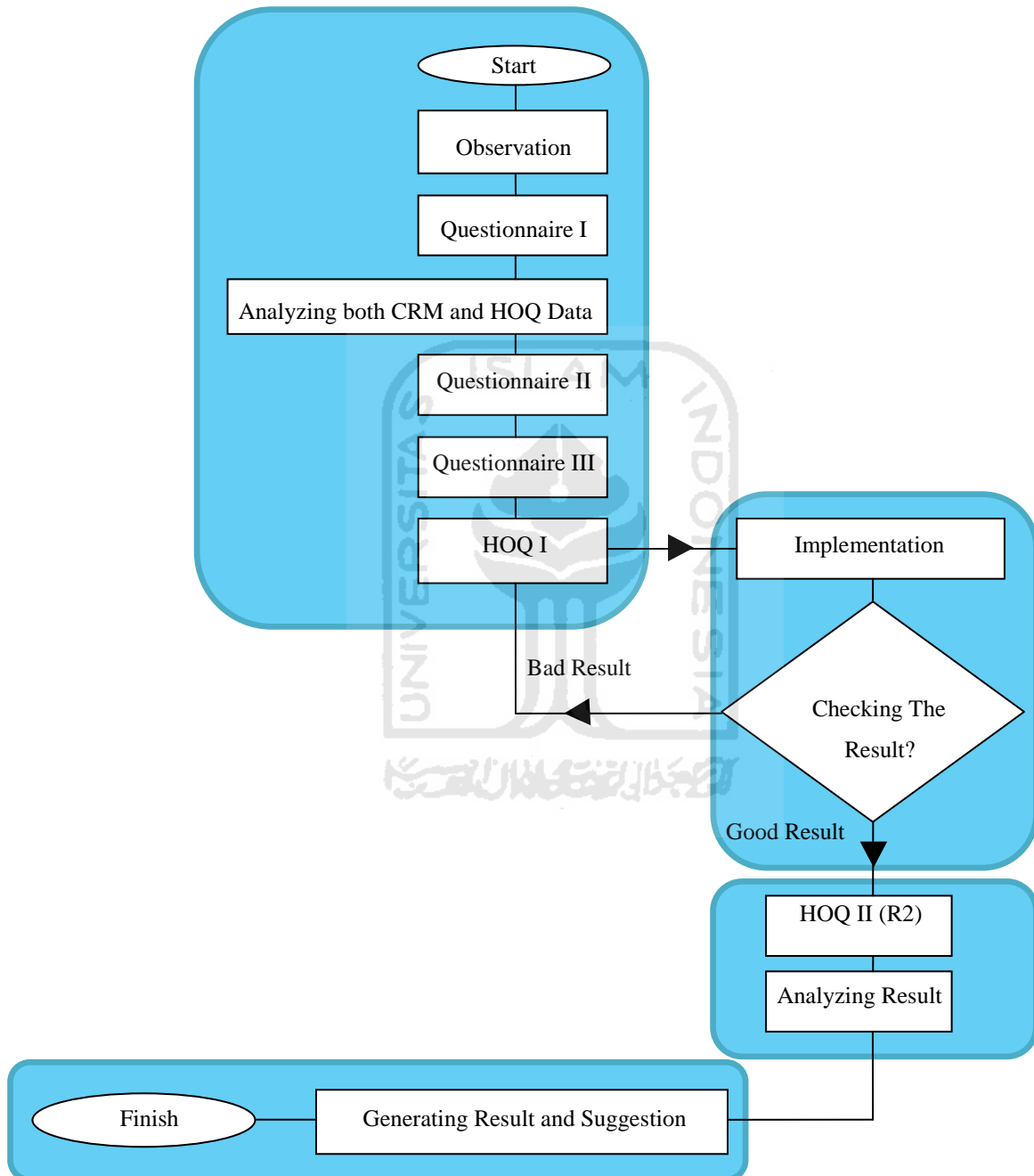
Figure 5.1 Implementation process

First session is when the HOQ I (R1) established. Started with observation session where we spread the questionnaire as a tool to gather CRM information and to find five critical points that will be the input of HOQ I. Afterward we gather more information about critical points in questionnaire II and III. Questionnaire II used to gather information just about our product, whereas Questionnaire III is for comparing our product value compare with our competitor. In this case all observation is focus on those five critical points.

Second session is about HOQ I reevaluation. Started with the implementation of HOQ I (R1) result for roughly one month. We had try to implement five most valuable technical solution with to the maximum extent possible. Afterward we do quick analysis to know the progress. This process was done to make sure that the five outputs were really a good decision to have. A good research and implementation should produce better result. It means that what we already planned are work effectively and what we produces are meet with our customer demand. After we get that those five values are good decision, we use the value as the input of second HOQ (R2). This is where the third session begins.

Third session was about implementing HOQ II (R2). This HOQ doesn't has a roof diagram, and used to elaborate more detailed technical solution of those five tested output comes from previous HOQ. Each input had break into three more detailed actions so that we have up to fifteen detailed strategy that will be processed. The processed is again to grab five most valuable strategy of those fifteen options.

Last session is done by this subchapter called Result and Analysis explained afterward. This session's output will be the suggestions of what we already implement by both CRM and HOQ process. Then will be finally concluded in chapter VI, to answer the problem formulation.

5.3 Result and Analysis

5.3.1 CRM Result

5.3.1.1 Aggregate Customer based on Job
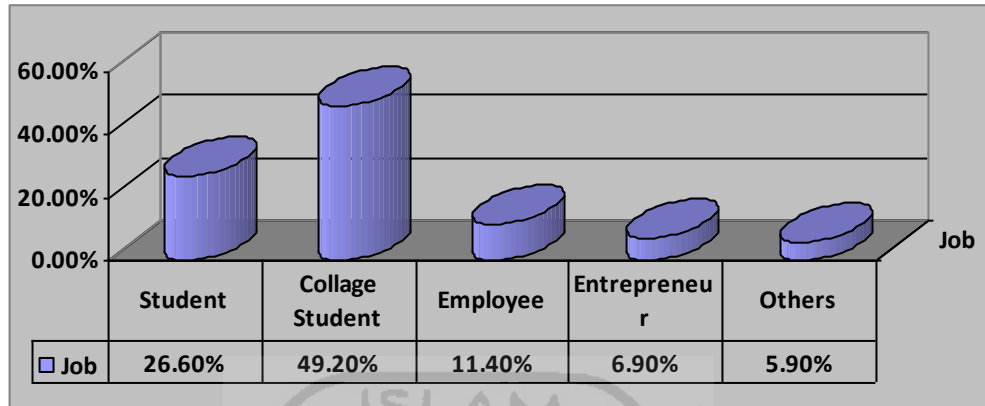
Figure 5.2 Aggregate Customer Based on Job

It is logical when college student take the highest place on chart. Considering the location is near UNY and UGM, two big universities in Yogyakarta.

5.3.1.2 Aggregate Customer Based on Revenue
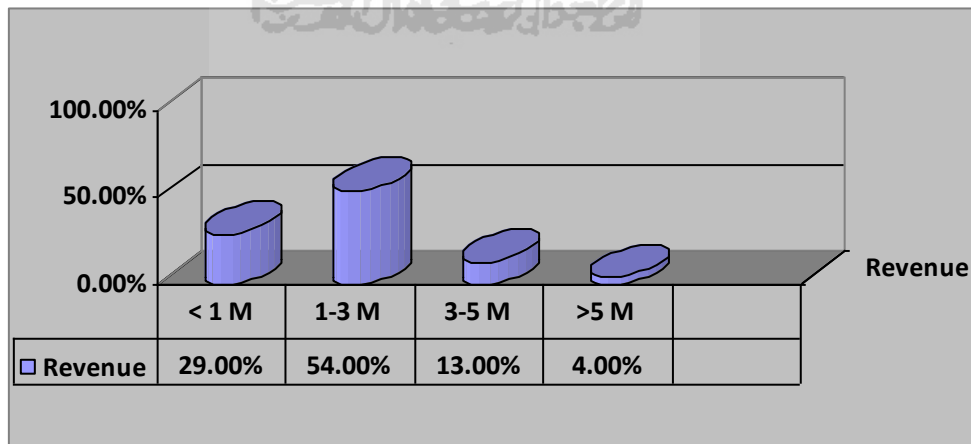
Figure 5.3 Aggregate Customer Based on Revenue

Since to major income of our customer is less than 3 Million rupiahs, we could say that our customer is in middle range level.

5.3.1.3   Marketing effectiveness
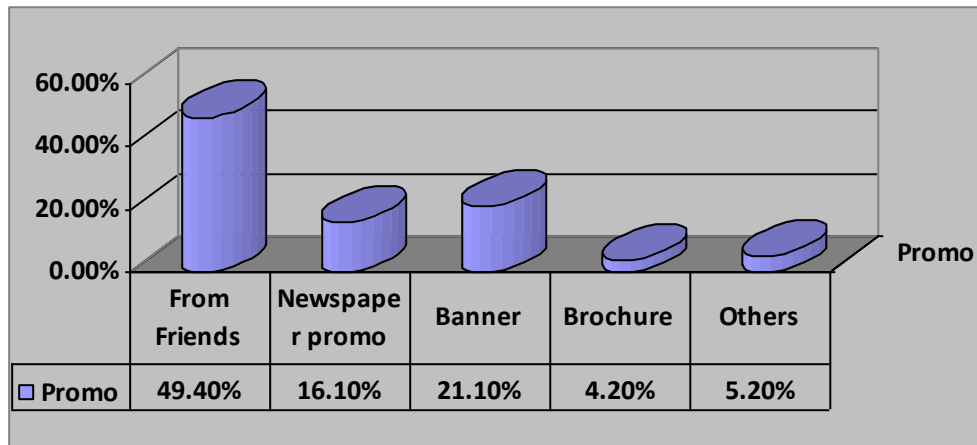
Figure 5.4 Marketing effectiveness

Almost a half of marketing effectiveness is come from friend's recommendation. Means that better customer experience when they visit will give us more chance to boost the marketing hot point.

5.3.1.4   Customer Activity in Waroeng Daqu

Here, we will talk about what customer want to do before, when and after get meal. For growing up restaurant like this café, retain more customer to not go easily will give more benefit. It is because the café will look active from outside. And it will attract more customers, since some people are choosing restaurant based on the crowded factor.

Activity	Just Chat	reading	internet	work or	Others
Activity	16.20%	48.80%	23.50%	7.20%	12.30%
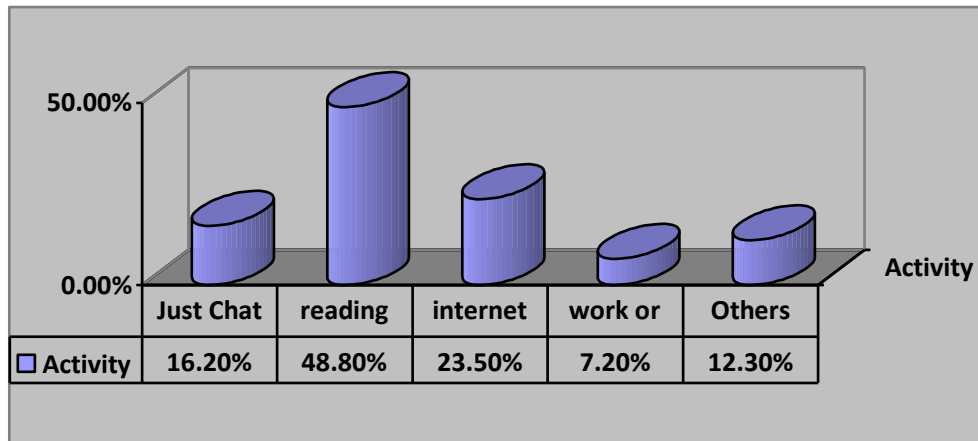
Figure 5.5 Customer Activity

Unfortunately, reading something become so important for our customer. So, as a good café, the company should provide some update magazine or newspaper to be free reading, while the customer wait or the meal to be served.

5.3.1.5 Customer Visit frequency

frequency	1 x	2 x	2 - 5 x	often	Others
frequency	38.10%	42.30%	13.80%	4.50%	1.30%
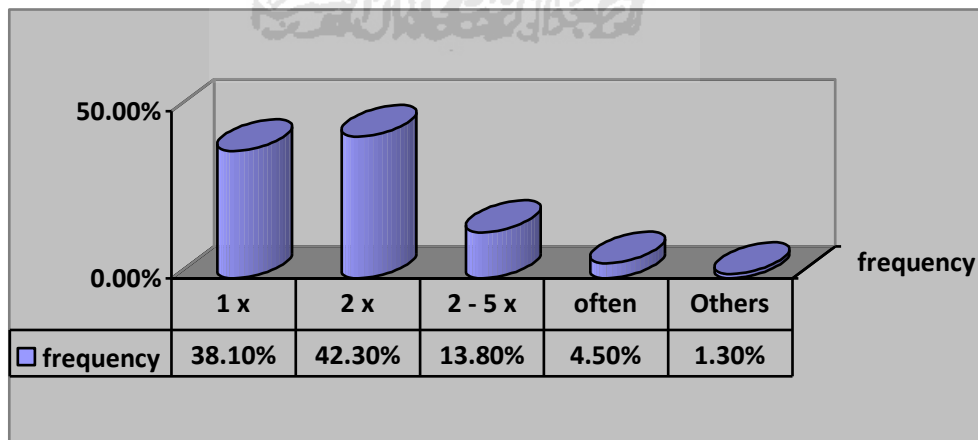
Figure 5.6 Customer Visit frequency

The chart graphic shows us that Waroeng Daqu have not been able to retain customers more than two times of arrival.

5.3.1.6 Customer quantity per visit

	alone	couple	3 - 5 persons	more than 5	frequency
frequency	21.20%	56.30%	19.30%	3.20%	
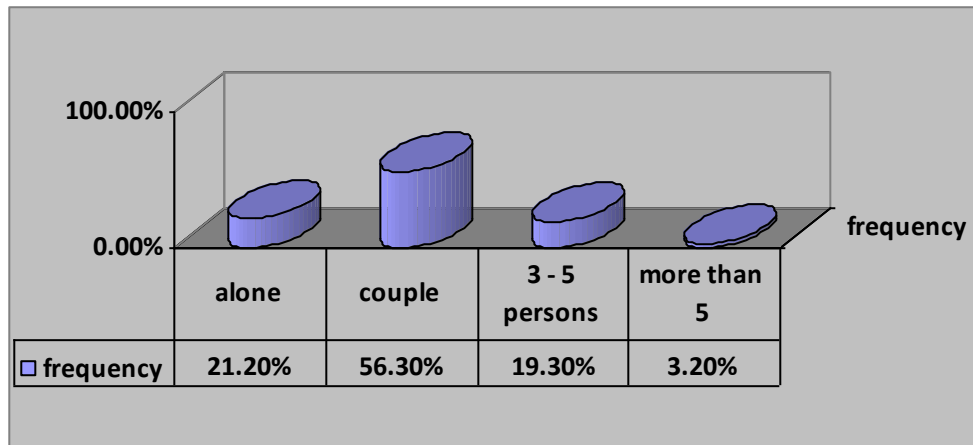
Figure 5.8 Customer quantity per visit

We see that customer loves to visit with her / his couple. Besides that, Waroeng Daqu not been able to attract customers in massive arrival (more than 5 person per visit). It describe that the goal to be a hangout café is not yet been reached.

5.3.1.7 Complains data about Waroeng Daqu

	Waiting	Facilities	Waiter	hygiene	others	Complains
Complains	23.40%	36.30%	11.40%	17.90%	11%	
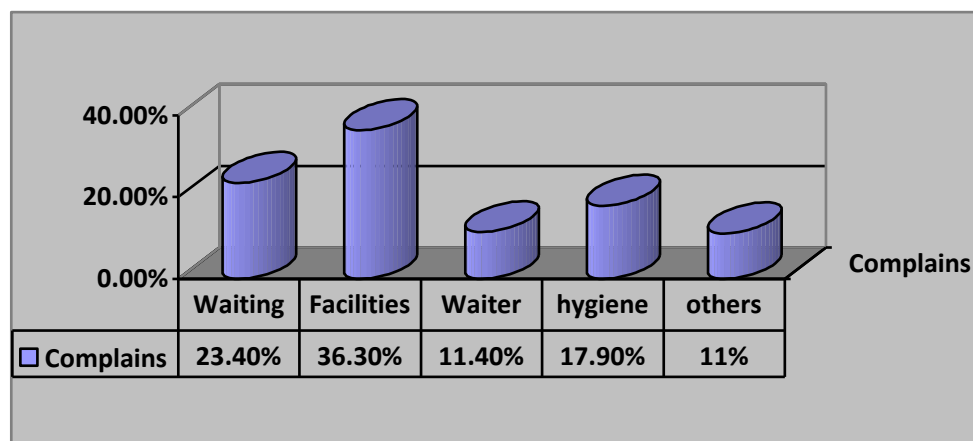
Figure 5.7 Customer complain

Here is when the customer asked by the question: *"kekurangan apa yang anda rasakan saat berada di waroeng ini?"Means that we asked them about what flaws still remain from this café.* We faound that the highest complain is about facilities and waiting time. It will also affect our technical strategy that will be processed by HOQ model.

5.3.2 HOQ I (R1) Result

By looking at the comparison chart between Waroeng DAQU and Waroeng Steak and Shake, we knew that from 5 critical factors, there is just one factor which is equals. That was for pricing factor. But the rest, we loose from Waroeng steak.

As we know, from five critical factors, it is braked down into 12 technical solutions. But I think it will waste time, energy and money if we do all of that. So we have to choose five most importance technical solution. And we found that there was:

1. Decreasing profit margin
2. Playing hits music
3. Waitress people skill training
4. Mushola and Toilet renovation
5. Provide newspaper or magazine

These are the result of HOQ I (R1a). And it has to be implemented and rechecked before we do evaluation in HOQ II (R2).

5.3.3 HOQ II (R2) Result

Here is the final result of what should we implemented from HOQ processes:

1. Playing 30 Hit List Music come from MTV Ampuh Music Chart
2. Provide magazine or newspaper that advertise Waroeng Daqu
3. Provide free youth magazine (ex: update, cekidot) for free
4. Setting 10% promotion discount applies during unpeak time
5. Teach employees to be more interactive with customer

5.3.4 Analysis

Based from SugarCRM.com (2007), CRM has three important roles in business, which are: identifying, acquiring, and retain the customer. Collaborating with how we integrated HOQ process, we finally have this diagram to show us whatever role both had been played with:
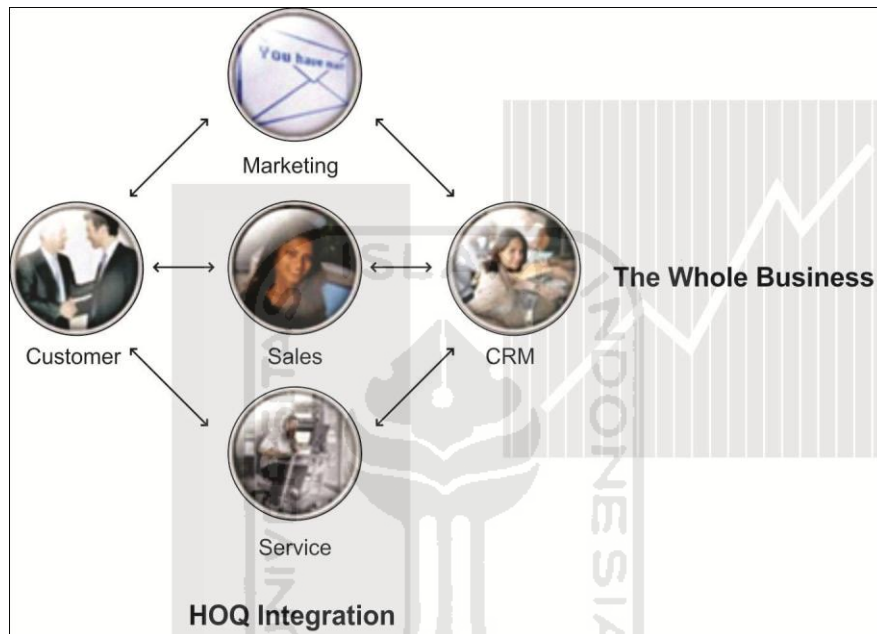
Figure 5.8 Final Integration Model

As we can see that CRM part is relay on the end edge of diagram. Means that it really take care of the customer. While it has three important parts which are: marketing (as a tool to identifying), sales strategy (as an acquiring tools) and service sector (as a retaining tools). In this research, HOQ has already help us to provide sales and service strategy which meet the customer demand.

Sub 5.3.1 had already told us the characteristic of our customer (identifying process result). As resume, we could say that the majority customer is student, who has middle range income (less than three million per month). They even come with their partners with intention to hang out and spend some time in café. Many of them interested to come visit he café because of

their friends' recommendation who had first come. And last thing, CRM process told that Waroeng Daqu hasn't able to retain the customer yet.

These are what our customer behavior based on CRM process. So how we overcome this behavior? What kind of solution do we need to treat them? Our HOQ process has 5 technical solutions which already integrate with the output of CRM.

Here are the integration explanations of how the HOQ results could overcome what is given by the CRM process. Our customer needs this Waroeng to become their hang-out spot. Food is important, but what they really want is cozy environment, cool atmosphere and more importantly reasons why they should be there for much more longer. To overcome this behavior, HOQ came up with three solutions : playing 30 Hit List Music come from MTV Ampuh Music Chart, provide magazine or newspaper that advertise Waroeng Daqu, and provide free youth magazine (ex: update, cekidot) for free reading. Update music will automatically shift the environment. And with some magazine and newspaper, they have some reason to stay awhile. So why we need putting any magazine that advertise Waroeng Daqu? It is about how we could make our customer proud of being our customer. Another reason is to be able to invite our customer in our events. While they know that our cafe is an update youth café, they will be proud to be there. This proud and experience will make them come back again with a lot of friend who have being recommended.

Another behavior is some of them don't like to spend too much money. They love hanging out, but without spending unworthy money. Although in fact, our prices are already cheap. This is why HOQ decide to setting 10% promotion discount applies during unpeak time. So this solution will attract those who have a lot of considerations in pricing sector.

The last solution of HOQ is to teach employees to be more interactive with the customer. This is important; since our customers are students who are very flexible. We have to be able to match up with what they recently like

and enjoy, and come up with matching update solution. This strategy is also provide us a good tools to absorb customer feedback.

So what will we obtain if we run the strategy? According to Andersen Consulting (Sole 2000) a CRM system can provide a powerful competitive advantage for organizations to enable them to survive in today's market. And if applied properly, CRM programs can contribute exceptional economic value to the company as well as competitive advantage. Implementing CRM systems can enhance an organization's ability to improve customer service, which in turn can generate revenue. However, not all organizations who implement CRM have been successful. In order to have a successful implementation of CRM, organizations should evaluate how CRM fits into their overall business strategy, evaluate its current CRM capabilities, and have a business reason for implementing CRM. They should then create a plan and execute it.
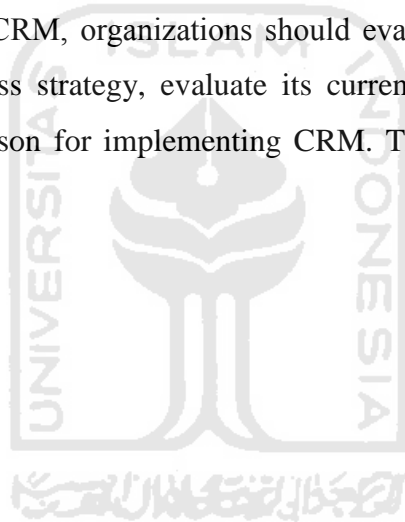
CHAPTER VI

CONCLUSION AND SUGGESTION

6.1 Conclusion

1. The majority customer of Waroeng Daqu is college student. They even come with their partner and friend to spend some time in café. What they really want from the café is a good environment, worthy price, and some reason to stay awhile.

2. Based from customer behavior, this research provides five technical solutions to treat the customer based on their requirement. Those are :

   * Playing 30 Hit List Music come from MTV Ampuh Music Chart
   * Provide magazine or newspaper that advertise Waroeng Daqu
   * Provide free youth magazine (ex: update, cekidot) for free reading
   * Setting 10% promotion discount applies during unpeak time
   * Teach the employees to be more interactive with customer

6.2 Suggestion

Here are the suggestions for the next research :

1. This research will be better if the implementation period takes much longer time.

2. It also better if we combine to observe about the product, not just the service quality.

DAFTAR PUSTAKA

Akao, Y. (1990), Quality Function Deployment, Productivity Press, Cambridge, MA.

Anderson, S. (2006), "Sanity check", Destination CRM, Viewpoint, available at: www. destinationcrm.com

Anderson, E.W. and Fornell, C. (2001), "Foundations of the American customer satisfaction index", Total Quality Management, Vol. 11 No. 7, pp. S869-82.

Andreassen and Line L. Olsen (2008), "Managing Service Quality; The Impact of Customers' Perception of Varying Degrees of Customer Service on Commitment and Perceived Relative Attractiveness", International Journal of Customer Services, pp 322.

Arash Shahin, Payam Nikneshan, (2008) "Integration of CRM and QFD: A novel model for enhancing customer participation in design and delivery", The TQM Journal, Vol. 20 Iss: 1, pp.68 - 86

Bossert, J.L. (1994), Quality Function Deployment: A Practitioner's Approach, ASQC Quality Press, Milwaukee, WI.

Beasty, C. (2006), "How sales teams should use CRM", Destination CRM, Feature, available at: www.destinationcrm.com

Chaudhuri, A. and Shainesh, G. (2004), "Implementing a technology based CRM solution: the ICICI experience", in Sheth, J.N., Parvatiyar, A. and Shainesh, G. (Eds), Customer Relationship Management: Emerging Concepts, Tools and Applications, 5th ed., Tata McGraw-Hill Publishing, New Delhi.

Cohen, L. (1995), Quality Function Deployment: How to Make QFD Work for You, Addison- Wesley, Reading, MA.

Fornell, C., Johnson, M.D., Anderson, E.W., Cha, J. and Bryant, B.E. (2000), "The American customer satisfaction index: nature, purpose, and findings", Journal of Marketing, Vol. 60, pp. 7-18.

Freeland, J. (2003), "The new CRM imperative", The Ultimate CRM Handbook, McGraw-Hill, New York, NY.

Jagdev, H., Bradley, P. and Molloy, O. (1997), "A QFD based performance measurement tool", Computers in Industry, Vol. 33, pp. 357-66.

Kovacs, J. (1988), "How to embrace e-business and make it succeed", Destination CRM, Viewpoint, available at: www.destinationcrm.com

Mizuno, S. and Akao, Y. (Eds) (1994), QFD: The Customer-Driven Approach to Quality Planning and Development, Asian Productivity Organization, Tokyo.

Nyeck, S., Morales, M., Ladhari, R., and Pons, F. (2002). "10 years of service quality measurement: reviewing the use of the SERVQUAL instrument." Cuadernos de Diffusion, 7(13), 101-107. Retrieved July 8, 2007, from EBSCOhost database.

Nunes, P., Bendix, B. and Goodman, J. (2003), "Channel strategy: avoiding channel conflicts", The Ultimate CRM Handbook, McGraw-Hill, New York, NY.

Parasuraman,A.,Berry,Leonard L., and Zeithaml,Valarie A., (1988), "A Conceptual Model of Service Quality and Its Implications for Future Research", Journal of Marketing, Vol. 9, pp. 41-50.

Park, T. and Kim, K. (1998), ``Determination of an optimal set of design requirements using house of quality'', Journal of Operations Management, Vol. 16, pp. 569-81.

Parvatiyar, A. and Sheth, J. (2004), "Conceptual framework of customer relationship management", in Sheth, J.N., Parvatiyar, A. and Shainesh, G. (Eds), Customer Relationship Management: Emerging Concepts, Tools and Applications, 5th ed., Tata McGraw-Hill Publishing, New Delhi.

Porter, Michael E., "Competitive Advantage". 1985, Ch. 1, pp 11-15. The Free Press. New York.

Rowley, J. (2002), "Eight Questions for Customer Knowledge Management", Journal of Knowladge Management, pp. 511.

Russel, S. (1998), "Business excellence: from outside in or inside out?", Total Quality Management, Vol. 10 Nos 4/5, pp. S697-S703.

Uma Sekaran, 2003. Research Methods for Business: A Skill Building Approach, 4th Edition, John Wiley & Son, Inc. New York, USA.

Vonderembse, M.A. and Raghunathan, T.S. (1997), "Quality function deployment's impact on product development", International Journal of Quality Science, Vol. 2 No. 4, pp. 253-71.

Zairi, M. (1995), "Quality function deployment – a main pillar for successful total quality management and product development", International Journal of Quality & Reliability Management, Vol. 12 No. 6, pp. 9-23.

ENCLOSURE

Questionnaire 1

Nama Usaha   : Waroeng Daqu "DjajananQu"
Nama Responden   : _____ L / P
Umur   :
Pekerjaan   :
Penghasilan / Bulan :   ◯ < 1 Juta Rupiah   ◯ 3-5 Juta Rupiah
                           ◯ 1-3 Juta Rupiah   ◯ > 5 Juta Rupiah

1. Darimana anda mengenal adanya Waroeng ini?
   …………………………………………………………………………..
   …………………………………………………………………………..

2. Apa yang ada di benak anda ketika pertama mendengar "Waroeng Daqu"? (tempat nongkrong, tempat makan, tempat santai, atau lainnya)
   …………………………………………………………………………..
   …………………………………………………………………………..

3. Apakah sudah sesuai apa yang anda cari dengan yang tersedia? Jika tidak, apa usulan anda?
   …………………………………………………………………………..
   …………………………………………………………………………..

4. Bersama siapa biasanya anda berkunjung ke sini?
   …………………………………………………………………………..
   …………………………………………………………………………..

5. Berapa lama biasanya anda berada di sini?
   …………………………………………………………………………..
   …………………………………………………………………………..

6. Aktifitas apa yang biasanya anda lakukan selain makan dan minum?
   …………………………………………………………………………..
   …………………………………………………………………………..

7. Apakah harga di waroeng ini sudah cukup kompetitif menurut anda?

…………………………………………………………………………………………..

………………………………………………………………………………………….

8. Apa Fasilitas yang anda harapkan ada di Waroeng ini?

………………………………………………………………………………………….

………………………………………………………………………………………….

9. Bagaimana penilaian anda terhadap fasilitas yang telah diberikan?

…………………………………………………………………………………………..

………………………………………………………………………………………….

10. Apa yang paling anda cari dari Waroeng ini? (makanan, suasana, kenyamanan, internet hotspot, atau lainnya)

…………………………………………………………………………………………..

…………………………………………………………………………………………..

11. Berapa maksimal biaya makan per orang yang menurut anda pas untuk makan di sini?

…………………………………………………………………………………………..

…………………………………………………………………………………………..

12. Bagaimana penilaian anda terhadap sikap dan kinerja pramusaji di dalam melayani apa yang anda butuhkan?

…………………………………………………………………………………………..

…………………………………………………………………………………………..

13. Memuaskankah pelayanan yang anda dapatkan? Apa alasannya?

…………………………………………………………………………………………..

…………………………………………………………………………………………..

14. Berapa lama waktu yang bisa anda tolerir di dalam penyajian makanan?

…………………………………………………………………………………………..

…………………………………………………………………………………………..

15. Bersediakah anda untuk berkunjung kembali di lain waktu? Alasannya?

…………………………………………………………………………………………..

…………………………………………………………………………………………..

Questionnaire 2

Nama Usaha : Waroeng Daqu "DjajananQu"
Nama Responden : _____ L / P
Umur :
Pekerjaan :

Berilah tanda centang $(\checkmark)$ untuk memberikan nilai kepentingan pada tiap pertanyaan!

Kriteria penilaian :

VI : Very Important / Sangat Penting (9)

MI : More Important / Lebih Penting (7)

I : Important / Penting (5)

LI : Less Important / Kurang Penting (3)

NI : Not Important / Tidak Penting (1)

No.	Question	VI	MI	I	LI	NI
1	Seberapa pentingkah penetapan harga makanan terhadap minat anda berkunjung ke sini?					
2	Apakah suasana tempat makan penting di dalam anda memilih tempat makan?					
3	Seberapa pentingkah pelayanan peramusaji bagi anda?					
4	Apakah ketersediaan fasilitas di tempat makan begitu penting menurut anda?					
5	Seberapa penting kecepatan waktu pelayanan makanan bagi anda?					

Questionnaire 3

Nama Usaha   : Waroeng Daqu "DjajananQu"
Nama Responden   : _____ L / P
Umur   :
Pekerjaan   :

Apakah anda sudah pernah berkunjung ke Waroeng Steak and Shake sebelumnya? ___

Berilah tanda centang $(\checkmark)$ untuk memberikan nilai kepentingan pada tiap item berdasarkan perbandingan antara kualitas layanan Waroeng Daqu dan Waroeng Steak and Shake!

Kriteria penilaian :

VB   : Very Bad / Sangat Buruk (1)

B   : Buruk / Buruk (2)

A   : Average / Rata-rata (3)

G   : Good / Baik (4)

VG   : Very Good / Sangat baik (5)

No	Item Pembanding	Waroeng Daqu					Waroeng Steak				
		1	2	3	4	5	1	2	3	4	5
1	Harga										
2	Suasana Waroeng										
3	Pelayanan Pramusaji										
4	Fasilitas										
5	Waktu Pelayanan										

HOQ 1

		q1.1	q1.2	q1.3	q1.4	q1.5
N	Valid	70	70	70	70	70
	Missing	0	0	0	0	0
Mean		4.53	4.43	4.43	4.50	4.40
Std. Deviation		.503	.498	.498	.504	.493
Variance		.253	.248	.248	.254	.243
Minimum		4	4	4	4	4
Maximum		5	5	5	5	5

		q2.1	q2.2	q2.3	q2.4	q2.5
N	Valid	70	70	70	70	70
	Missing	0	0	0	0	0
Mean		4.01	3.26	3.00	3.26	3.09
Std. Deviation		.860	1.176	1.330	1.337	1.260
Variance		.739	1.382	1.768	1.788	1.587
Minimum		3	1	1	1	1
Maximum		5	5	5	5	5

		q3.1	q3.2	q3.3	q3.4	q3.5
N	Valid	70	70	70	70	70
	Missing	0	0	0	0	0
Mean		3.96	3.90	3.87	3.84	3.97
Std. Deviation		.824	.887	.931	.911	.761
Variance		.679	.787	.867	.830	.579
Minimum		3	2	2	2	3
Maximum		5	5	5	5	5

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.841	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q1.1	15.37	11.826	.549	.838
q1.2	15.40	11.559	.805	.773
q1.3	15.33	11.264	.645	.810
q1.4	15.43	13.082	.553	.833
q1.5	15.27	10.409	.725	.787

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.718	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q2.1	15.83	6.006	.555	.640
q2.2	15.83	6.351	.420	.692
q2.3	15.83	5.799	.572	.631
q2.4	15.73	6.409	.421	.692
q2.5	15.83	6.075	.425	.693

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.741	5
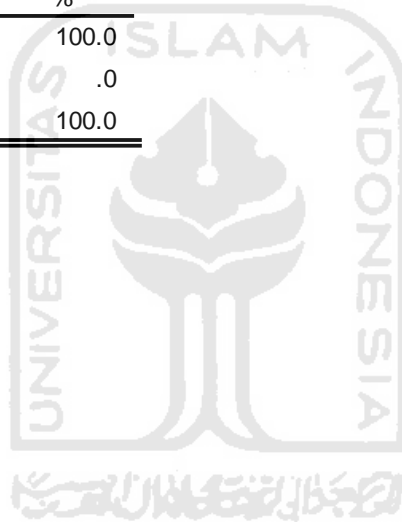
Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q3.1	15.73	7.926	.466	.710
q3.2	15.97	6.516	.633	.641
q3.3	15.73	7.789	.437	.722
q3.4	15.87	8.533	.439	.719
q3.5	15.63	7.757	.561	.676

Try Out - Questionnaire Importance

	q1.1	q1.2	q1.3	q1.4	q1.5
1	5	5	5	5	5

2	4	4	5	5	5
3	5	5	4	4	4
4	3	3	4	3	5
5	5	4	5	4	5
6	4	4	5	4	3
7	5	4	4	5	5
8	4	4	5	4	4
9	3	5	5	5	5
10	5	5	5	4	5
11	5	4	5	4	5
12	2	3	3	2	2
13	3	2	2	3	2
14	5	4	3	3	5
15	3	3	3	5	3
16	2	3	3	3	3
17	5	5	4	4	5
18	3	3	5	4	5
19	3	4	5	4	3
20	5	4	3	3	5
21	3	4	5	3	3
22	3	3	3	4	3
23	4	5	5	5	4
24	5	2	2	2	2
25	3	3	3	3	4
26	5	4	4	3	5
27	3	4	3	4	5
28	5	5	3	5	4
29	4	4	4	3	3
30	1	2	1	3	1

Try Out - Questionnaire Performance - WaroengDaqu

	q2.1	q2.2	q2.3	q2.4	q2.5
1	5	5	4	4	3
2	3	3	5	3	5
3	5	5	5	4	5
4	4	4	4	4	3
5	5	4	5	4	5
6	3	3	5	5	5

7	4	4	4	5	5
8	5	4	5	4	4
9	3	4	3	5	3
10	4	4	4	5	4
11	4	4	5	5	4
12	3	3	3	3	2
13	3	3	3	3	3
14	4	3	3	3	5
15	5	5	5	4	4
16	3	4	4	5	5
17	4	5	3	3	3
18	4	3	4	4	3
19	4	5	3	4	5
20	5	5	3	5	4
21	4	4	5	5	3
22	4	5	5	5	5
23	5	5	5	4	5
24	3	2	3	4	3
25	3	5	3	3	3
26	3	4	3	3	5
27	5	3	4	4	4
28	5	4	4	5	4
29	3	3	3	4	3
30	3	3	3	2	3
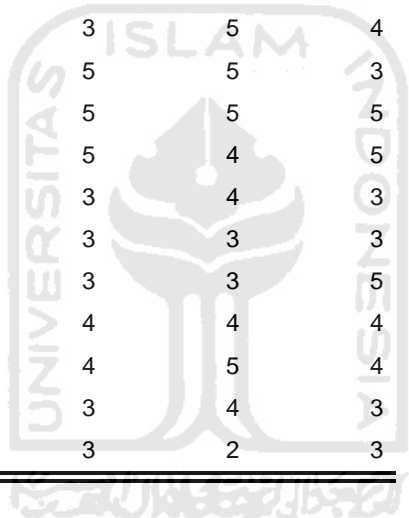
Try Out - Questionnaire Performance - Competitor

	q3.1	q3.2	q3.3	q3.4	q3.5
1	5	3	3	3	5
2	3	3	5	4	4
3	5	5	4	5	5
4	4	4	4	5	4
5	4	4	4	4	5
6	3	4	5	5	3
7	5	4	4	5	5
8	4	4	5	4	4
9	4	4	3	4	3
10	5	5	5	5	5
11	5	5	4	4	5

12	2	2	2	3	3
13	3	2	2	3	3
14	5	5	5	3	5
15	5	5	5	4	5
16	3	3	5	4	3
17	3	5	3	4	3
18	4	5	4	4	4
19	4	5	4	3	4
20	5	4	3	5	4
21	3	3	5	4	5
22	5	4	5	4	5
23	5	5	3	3	3
24	4	2	4	3	3
25	3	4	4	5	5
26	3	3	5	4	5
27	3	3	5	4	3
28	5	3	3	3	5
29	5	4	5	3	4
30	3	1	2	2	3