ANALYSIS ON THE INFLUENCE OF PRODUCT AND SERVICE DEVELOPMENT TO CUSTOMER SATISFACTION (STUDY CASE: YONGKY KOMALADI PRODUCT AND KITTYCATS)

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Abstract—Nowadays there are many shoes especially woman’s shoes are sold in the market. Woman’s shoes sold in a variety of variants in term of prices, models, colors, function, size, and product quality. Based on the eight brands of local designers, Yongki Komaladi is the local brand that is used for comparison to KittyCats. Yongki Komaladi is chosen because it has similarities in the variety of its product variants which sell all types of shoes and the existence of Yongki Komaladi is already well known by the public. KittyCats needs attributes data on customers satisfaction of the shoes that will be implemented to KittyCats products. To receive these data, it needs survey of the customer satisfaction in women’s shoe products. Based on the results of multiple regression analysis, the independent variables that have the most influences effect to the dependent variable is the $X_1$ (product excellence) variable with a coefficient of 0.302. In the other hand, based on the calculation of percentage of index number on those all three variables, product excellence and customer satisfaction are mostly located in the high category between 70.01 - 100.00. Based on multiple regression analysis and percentage of index number, the root of most problems which affecting the level of customer satisfaction is product excellence. The business solution alternatives are based on the root problems that occur in Yongki Komaladi. So variable product excellence becomes a priority that must be corrected before the variable service excellence. Based on the recommended alternative solutions, this research focused on product excellence variables with the highest priority by taking three solutions alternative from each indicator with the highest percentage value index numbers. The implementation plan for KittyCats is done based on priority of alternative solutions of each indicators. The implementation plan are size excellence (the right size, size in accordance with the national standard, and size bigger than 35), durability excellence (shoes that not easily damage, good quality material, and resist for all condition), comfort excellence (not blisters, soft and tender, and convenient to use in a long time), and model excellence (elegant, up to date, and simple model).

Key Words: KittyCats, product excellence, service excellence, customer satisfaction

1. Introduction

Nowadays there are many shoes especially woman’s shoes sold in the market. Woman’s shoes sold in a variety of variants in term of prices, models, colors, functions, sizes, and product quality. Today in Indonesia there are several kinds of local brands from local designers who produce woman’s shoes with good qualities which also can be compared with foreign brands such as Kloom Clogs, Amante, Yongki Komaladi, Naima, Up Shoes, Pla, Wondershoe, and Rotelli. These brands produce shoes with the best qualities and affordable prices, which can be sold in Indonesian market. Below is a Table that describes the local brands producing woman’s shoes as we can see in Table 1.1.
Table 1.1 Local Brands From Local Designers That Produce Women Shoes

<table>
<thead>
<tr>
<th>Design</th>
<th>Klono Chigs</th>
<th>Anunti</th>
<th>Yongki Komaladi</th>
<th>Naima</th>
<th>Up Shoes</th>
<th>Plt.</th>
<th>Wondrosh</th>
<th>Retell</th>
</tr>
</thead>
<tbody>
<tr>
<td>Middle</td>
<td>Magic and</td>
<td>Modern</td>
<td>Unique and</td>
<td>Unique</td>
<td>Comfort</td>
<td>Simple</td>
<td>Elegant</td>
<td>Elegant</td>
</tr>
<tr>
<td>range</td>
<td>style</td>
<td></td>
<td>eclectic</td>
<td></td>
<td>and</td>
<td>and</td>
<td>and</td>
<td>and</td>
</tr>
<tr>
<td>Variety</td>
<td>Chiken,</td>
<td>Wedges,</td>
<td>Heels,</td>
<td>Wedges</td>
<td>Flat</td>
<td>Flats</td>
<td>Heels</td>
<td>Heels</td>
</tr>
<tr>
<td>Product</td>
<td>strap,</td>
<td>pump</td>
<td>dress,</td>
<td>dress,</td>
<td>shoes</td>
<td>shoes</td>
<td>dress</td>
<td>dress</td>
</tr>
<tr>
<td></td>
<td>sandals,</td>
<td>shoes.</td>
<td>and</td>
<td>and</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>wedges</td>
<td></td>
<td>wedges</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Material</td>
<td>Wood and</td>
<td>Printed</td>
<td>Leather</td>
<td></td>
<td></td>
<td></td>
<td>Heels</td>
<td>Heels</td>
</tr>
<tr>
<td></td>
<td>bark</td>
<td>fabric</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Segment</th>
<th>Women</th>
<th>Man,</th>
<th>Women</th>
<th>Teenagers</th>
<th>Women</th>
<th>Women</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Pretty</td>
<td>women</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>lover</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Place</td>
<td>BSD City</td>
<td>Outlet</td>
<td></td>
<td>Outlet at</td>
<td></td>
<td></td>
<td>Mall</td>
</tr>
<tr>
<td></td>
<td>(outlet)</td>
<td>all over Indonesia</td>
<td></td>
<td>all over Indonesia</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Source:</td>
<td><a href="http://www.wolipop.detik.com">www.wolipop.detik.com</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Based on the eight brands of local designers, Yongki Komaladi is a local brand that used for comparison to KittyCats. Yongki Komaladi chosen because it has similarities in the variety of its product variants which sell all types of shoes and the existence of Yongki Komaladi is already well known by the public. Comparison of KittyCats and Yongki Komaladi can be seen in Table 1.2.

Table 1.2 Comparisons of KittyCats and Yongki Komaladi

<table>
<thead>
<tr>
<th>Variety Product</th>
<th>Yongki Komaladi</th>
<th>KittyCats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existence</td>
<td>The brand existed since 1992</td>
<td>The brand existed since 2012</td>
</tr>
</tbody>
</table>

Until now KittyCats has produced all types of woman shoes such as flat shoes, wedges, heels, platforms, sandals, and boots. KittyCats products have already been manufactured before but unfortunately it was uncomfortable to use. It is still a problem for KittyCats to produce comfortable shoes that will reach the customer satisfaction. To make comfortable shoes, KittyCats requires a level of customer satisfaction from Yongki Komaladi which contains the quality of product and service to be implemented in KittyCats.

4. Business Profile

KittyCats was established in August 2012. KittyCats is a new brand of woman’s shoes that offers product excellence such as users comfort, trendy models with simple and elegant design, and limited quantity production. The business profile will explain as described below:

Owner : Ratna Puspitaningsih
E-mail : kittycatswomenshoes@gmail.com
Facebook : kittycatswomenshoes
Instagram : @kittycats15
Website : [http://kittycats.dwarapala.com/](http://kittycats.dwarapala.com/)

- Segmenting, Targeting, and Positioning
  1. Segmenting

Segmentation of KittyCats was based on geographic, demographic, psychographic, and behavioral. The segmenting of KittyCats can be seen in Table 1.3.
Table 1.3 Segmenting of KittyCats

<table>
<thead>
<tr>
<th>Segmentation</th>
<th>Region: West Java</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Density: Urban</td>
</tr>
<tr>
<td>Demographic</td>
<td>Gender: Female</td>
</tr>
<tr>
<td></td>
<td>Age: &gt;18 years old</td>
</tr>
<tr>
<td></td>
<td>Social Class: A-B (Middle-Upper Class)</td>
</tr>
<tr>
<td>Psychographic</td>
<td>Lifestyle: Stylish and fashionable</td>
</tr>
<tr>
<td></td>
<td>People who hard to find shoes</td>
</tr>
<tr>
<td>Behavioral</td>
<td>People who are looking for the good quality and comfortable shoes</td>
</tr>
</tbody>
</table>

- **Targeting**
  In evaluating the different market segments, the company should see the two factors that is the attractiveness of the market as a whole as well as the objectives and company resource. Targeting dari KittyCats adalah sebagai berikut:

Table 1.4 Targeting of KittyCats

<table>
<thead>
<tr>
<th>Segmentation</th>
<th>Region: Bandung area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Female</td>
</tr>
<tr>
<td>Age</td>
<td>18-40 years old</td>
</tr>
<tr>
<td>Social Class</td>
<td>Upper and Middle Class (A-B)</td>
</tr>
<tr>
<td></td>
<td>Income between Rp 4 - 6 million</td>
</tr>
<tr>
<td>Lifestyle</td>
<td>People who love simple and elegant design</td>
</tr>
<tr>
<td></td>
<td>People who hard to find shoe size</td>
</tr>
</tbody>
</table>

- **Value Propositions**
  Positioning is the act of designing the company’s offering and image to occupy a distinctive place in the target market’s mind. Based on the character, value proposition of KittyCats product is "Hard To Find Shoes? KittyCats Your Solution".

- **Vision and Mission**
  The vision of KittyCats as a new business is being a best woman shoes in Indonesia. The mission of KittyCats as a new business are providing shoes with different sizes, colors, models, and provide a good quality product.

**B. Business Scope**
Business scope of KittyCats products is only producing woman’s shoes with simple and elegant design. KittyCats also producing comfortable shoes to use in a long time.

**C. Business Model**
A Business model describes how an organization creates, delivers, and captures value. A business model can best described through nine basic building blocks that show the logic of how a company intends to make money. The business model is like a blueprint for a strategy to be implemented through organizational structures, processes, and systems. The nine building blocks are customer...
segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnership, and cost structure.

D. Business Issue
Based on the problems that KittyCats faced, it is difficult to find local products of woman’s shoes that have almost the same quality with imported products. KittyCats finds difficulty in finding and producing footwear with a suitable quality and comfortable level. This is proved by sample of products that have been produced which not comforatable to use.

Based on these problems, KittyCats needs attributes data on customers satisfaction of the shoes that will be implemented to KittyCats products. To receive these data, it needs survey of the customer satisfaction in women’s shoe products.

F. Limitation
Limitations of this research are:
1. Allowance percentage, allowance for inaccuracy of error to determine the sample size is 10%.
2. Research sites are in Bandung and surrounding areas.
3. Comparison brand chosen by product variants and existence variable.

II. BUSINESS ISSUE EXPLORATION

A. Conceptual Framework
To find and produce the local products with a high quality of imported products are problems that KittyCats faced. KittyCats summarized the faced problem in the following figure.

![Conceptual Framework For KittyCats](http://www.fasahaya.com/blog/yongki-komaladi)

- Product Excellence Indicators
The detailed elucidations of each indicator of product excellence can be seen in Table 2.1.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Product Excellence of Yongki Komaladi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td>Elegant, feminine, exclusive, and modern shoes</td>
</tr>
<tr>
<td>Variety</td>
<td>Formal and casual shoes</td>
</tr>
<tr>
<td>Durability</td>
<td>Long time durability</td>
</tr>
<tr>
<td>Comfort</td>
<td>Fit of shoes size</td>
</tr>
</tbody>
</table>

Source: [http://www.fasahaya.com/blog/yongki-komaladi](http://www.fasahaya.com/blog/yongki-komaladi)
• Service Excellence Indicators
The service excellence indicators of Yongki Komaladi’s shoes product can be seen in Table 2.2.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Product Excellence of Yongki Komaladi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>Friendly</td>
</tr>
<tr>
<td>Information</td>
<td>Clear information</td>
</tr>
<tr>
<td>Responsiveness</td>
<td>Customer service via website</td>
</tr>
</tbody>
</table>

Source: http://www.fasahaya.com/blog/yongki-komaladi

• Customer Satisfaction Indicators
Based on the mentioned customer satisfaction dimension, the Yongki Komaladi shoes product indicators are derived as follows:
1. Product Satisfaction
   The result of Yongki Komaladi’s customer satisfaction assessment in shoes products was simply by its product excellence of footwear product.
2. Service Satisfaction
   The service satisfaction assessment of Yongki Komaladi’s customer satisfaction was represented by the excellence of provided services to its customer. Related to the service satisfaction assessment, these reasoning can be taken into consideration in determining shoes product that suit to customers’ needs and expectation.

B. Business Situation Analysis
Diagram of research methodology can be seen in Figure 2.2.

- Types and Sources of Data
  According to the source, the data used in this research were divided into two is:
  1. Primary Data
Primary data was taken through open and closed questionnaires on respondents whom accustomed with the Yongki Komaladi’s shoes characteristics.

2. Secondary Data
Secondary data in this research was derived from magazines and online media, which contain the information about Yongki Komaladi’s shoes.

• Population and Sample
Below is the method of data collection is as follows:
1. Population
The population of Yongki Komaladi’s shoes store visitor was at 50 visitors per day and 1,500 visitors during a month (30 days) on average. The observation was taken for a month with the 1500 total visitors.
2. Sample
Profiles of respondents used in this research are respondents who have used Yongki Komaladi’s woman shoes. The total size of the sample is as much as 94 respondents.

• Data Collection Method
The questions, which recorded in questionnaires, were made in scale of 1-5 to obtain the interval data and scored as follows:

<table>
<thead>
<tr>
<th>Weakly disagree</th>
<th>Weakly agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>Strongly agree</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Moreover, these questionnaires allow the respondents to give an answer an opinion or responses in the form of open questionnaires.

• Data Analysis Methods
This following point is an explanation of the used data analysis methods:
1. Validity Test
Results of testing the validity of the output variable product excellence, service excellence, and customer satisfaction can be seen in Table 2.3.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Indicator</th>
<th>Pearson Correlation Value</th>
<th>r Critical</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product Excellence</td>
<td>Model Excellence</td>
<td>0.792</td>
<td>0.3</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Durability Excellence</td>
<td>0.861</td>
<td></td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Size Excellence</td>
<td>0.826</td>
<td></td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Convenience Excellence</td>
<td>0.869</td>
<td></td>
<td>Valid</td>
</tr>
<tr>
<td>Service Excellence</td>
<td>Communication Excellence</td>
<td>0.766</td>
<td></td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Information Excellence</td>
<td>0.861</td>
<td></td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Responsiveness Excellence</td>
<td>0.85</td>
<td></td>
<td>Valid</td>
</tr>
<tr>
<td>Customer Satisfaction</td>
<td>Product Satisfaction</td>
<td>0.915</td>
<td></td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Service Satisfaction</td>
<td>0.91</td>
<td></td>
<td>Valid</td>
</tr>
</tbody>
</table>

As presented in Table 2.1, that the Pearson Correlation value for each indicator are greater than the critical r. Just so, the value of each indicator is a valid question. It can be concluded that the questionnaire is in the valid state.

2. Reliability Test
Output results of the reliability test of each variable can be seen in Table 2.4.
Table 2.4 Output Results of Reliability Test

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach Alpha Value</th>
<th>Cronbach Alpha Critical</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product Excellence</td>
<td>0.856</td>
<td></td>
<td>Reliable</td>
</tr>
<tr>
<td>Service Excellence</td>
<td>0.766</td>
<td>0.6</td>
<td>Reliable</td>
</tr>
<tr>
<td>Customer Satisfaction</td>
<td>0.790</td>
<td></td>
<td>Reliable</td>
</tr>
</tbody>
</table>

Based on the Table 2.5, the value of Cronbach's Alpha for each variable is greater than the critical value of Cronbach's Alpha. Once again, just so can be concluded that the respondents answered the questionnaire questions consistently.

- **Hypothesis Testing**
  Hypothesis testing is performed in 3 ways:
  1. **Simultaneously Hypothesis Testing (Test Statistic F)**
     Based on the ANOVA table above, the value of significance $F > 0.10$ (119.388 > 0.10) means reject $H_0$ so it can be concluded that simultaneously independent variables is product excellence and service excellence effect on the dependent variable in a linear customer satisfaction.
  2. **Partially Hypothesis Testing (Test Statistic t)**
     Based on the calculation, it can be concluded that:
     - Product Excellence Variable with a value of $t$ count $> t$ table (10 929 > 1,645) then $H_0$ was rejected. It means the product excellence has a significant influence on customer satisfaction partially.
     - Service Excellence Variable with a value of $t$ count $> t$ table (3,865 > 1,645) then $H_0$ was rejected. It means the service excellence has an influence on customer satisfaction partially.
  3. **Coefficient of Determination ($R^2$)**
     Based on calculations using the SPSS 17.0 software, the coefficient of determination ($R^2$) is equal to 0.724. This number shows that 72.4% customer satisfaction variables caused by the linear relationship with the variable product and service excellence, and the remaining 27.6% is determined by other variables.

- **Classical Assumption Testing**
  Tests performed are as follows:
  1. **Heteroscedasticity Test**
     Heteroscedasticity test conducted on error or residual.
     Based on the calculation, it can be seen that the Correlation Coefficient value of each independent variable on 10% (0711 and 0970), the interpretation was the each of independent variable are (product excellence and service excellence) unrelated with the residual. It can be concluded that there is no heteroscedasticity in the multiple linear regression model that has been calculated.
  2. **Multicollinearity Test**
     Based on the calculation, the value of VIF on each independent variable has the same value is 1.347, the value is smaller than 10, it can be concluded that among these independent variables, there is no correlation or multicollinearity did not happen.
  3. **Autocorrelation Test**
     Based on calculations using the SPSS 17.0 software, Durbin-Watson value ($d$) is equal to 2,106. This value compared with the value of $dL$ and $dU$ of Durbin-Watson table with a value of $\alpha$ at 10%. The numbers of samples ($n$) were 94 and the number of independent variables ($k$) by 2, the obtained values of 1,486 $dL$, $dU$ amounted to 1,571, 4 -$dU$ was 2,429, 4-$dL$ by 2,514. Based on those calculations, $dU < d < 4-dU \ (1.571 < 2,106 < 2,429)$, can be concluded that in the linear regression the autocorrelation did not exist.
Analytical Technique
Explanations of using analytical techniques are as follows:

1. Quantitative Descriptive
The regression equation is based on B value. The regression equation was the following.

\[ Y = 1.395 + 0.302 X_1 + 0.155 X_2 + 0.1 \]

Based on the formula, the multiplier value of each independent variable regression coefficient of the linear regression model that can give an overview:
- Regression coefficient of product excellence \( (X_1) \) of 0.302 illustrates that the benefits of the product positively influences the magnitude of customer satisfaction. This means that the greater value then the value of the product benefits will be even greater customer satisfaction.
- Regression coefficient of service excellence \( (X_2) \) of 0.155 illustrates that service excellence has a positive influence on the magnitude of customer satisfaction. This means that the greater value of service excellence then the value will be greater customer satisfaction.

2. Qualitative Descriptive
In this research performed by 2 steps:
- Index Number
Overall summary of the index number can be seen in Table 2.3.

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>INDICATOR</th>
<th>INDEX</th>
<th>CATEGORY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product Excellence</td>
<td>Model Excellence</td>
<td>75.0</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>Durability Excellence</td>
<td>70.2</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>Size Excellence</td>
<td>69.6</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Convenience Excellence</td>
<td>70.6</td>
<td>High</td>
</tr>
<tr>
<td>Service Excellence</td>
<td>Communication Excellence</td>
<td>72.5</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>Information Excellence</td>
<td>65.5</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Responsiveness Excellence</td>
<td>65.5</td>
<td>Medium</td>
</tr>
<tr>
<td>Customer Satisfaction</td>
<td>Product Satisfaction</td>
<td>73.8</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>Service Satisfaction</td>
<td>71.5</td>
<td>High</td>
</tr>
</tbody>
</table>

Based on the summary table, the overall index score of product excellence and customer satisfaction variable are mostly located in the high category is among 70.01 - 100.00. Where the service excellence variables are in the medium category and it is among 40.01 - 70.00. Table 2.3 shows the highest percentage of respondent perceptions of questions items is at variable product excellence and customer satisfaction.

b. Descriptive of Open Questions
- Variable Description of Product Excellence
Based on the questionnaire result, the percentage of respondent perceptions on top rated shoes models that are up to date with a percentage of 18%. This indicating that the model is expected from a shoes, that a shoes models are up to date.

The percentage of respondents who perceived the highest score that the durability it shoes soles not easily damaged with a percentage of 63%. This indicating that the expected durability from a shoes that the durability of the shoes is not easily damage

The percentage of respondents who perceived the highest value is the shoes size was fits with a percentage of 83%. This indicating that the ranging sizes are expected from a shoes that fit the right size when used.
Moreover, the percentage of respondents who perceived the highest value that the shoes are not blisters when used with a percentage of 41%. This indicating that the comfort expected from a shoes that shoes are not a blisters when used.

- Variable Description of Service Excellence
  Based on the questionaire result, the percentage of respondents who have a high perception of communicating services to customer said enough or common with percentage of 47%. This indicating that the communication of service provided to the customer is communication is well establish.

  The percentage of respondents who perceived the highest value that the service information that required shoes size with a percentage of 26%. This indicating that the service information that needed by customer was shoes size.

  Moreover, the percentage of respondents who have a high perception of responsiveness to customer, which fairly responsive, with a percentage of 42%. This indicates that the response given to the customer that fairly responsive.

- Variable Description of Customer Satisfaction
  Based on the questionaire result, the percentage of respondents who perceived the highest score that the product of shoes with the model up to date with a percentage of 33%. This indicates that customer expect the shoes with the model are up to date.

  Moreover, the percentage of respondents who perceived the highest value service is the marketers which friendly, smiley, patient, and kind. Moreover, any advertising or promotion is in the same rate, 30%. This indicates that the service that expected by the customers were customer-friendly service, smiley, patient, and kind, and any firm's advertising or promotion.

C. Root Cause
Based on the results of the multiple regression analysis, the regression equation is \( Y = 1.395 + 0.302X_1 + 0.155X_2 + 0.1 \), while the independent variables that have the most influences effect to the dependent variable is the \( X_1 \) (product excellence) variable with a coefficient of 0.302. Therefore, the greater value of the product excellence variable leads to the greater the value of the customer satisfaction variable.

In the other hand, based on the calculation of percentage of index number on those all three variables, product excellence and customer satisfaction are mostly located in the high category between 70.01 and 100.00. Based on multiple regression analysis and percentage of index number, the root of most problems which affecting the level of customer satisfaction is product excellence. The recommendation for the alternative solution is to improve the mentioned indicators.

3. Business Solution

A. Business Solution Alternative
The business solution alternatives are based on the root problems that occur in Yongki Komaladi. The most affecting root problem to the customer satisfaction level is product excellence level with the biggest regression coefficient 0.302. The recommended alternative solution for product excellence variable in this research can be seen at the Table 3.1.
Tabel 3.1 Solution Alternative

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>ALTERNATIVE SOLUTION</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model excellence</td>
<td>Elegant model</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Up to date model</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td>Simple model</td>
<td>15%</td>
</tr>
<tr>
<td>Durability excellence</td>
<td>Shoes that not easily damage</td>
<td>85%</td>
</tr>
<tr>
<td></td>
<td>Good quality material</td>
<td>11%</td>
</tr>
<tr>
<td></td>
<td>Resist for all condition</td>
<td>3%</td>
</tr>
<tr>
<td>Size excellence</td>
<td>The right size</td>
<td>85%</td>
</tr>
<tr>
<td></td>
<td>Size in accordance with the national</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>standards</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Size bigger than 35</td>
<td>11%</td>
</tr>
<tr>
<td>Comfort excellence</td>
<td>Not blisters</td>
<td>62%</td>
</tr>
<tr>
<td></td>
<td>Soft and tender</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td>Convenient to use in a long time</td>
<td>21%</td>
</tr>
</tbody>
</table>

B. Business Solution Analysis

Based on the recommended alternative solution for product excellence variable, this business solution is done for each indicator which are model excellence, durability excellence, size excellence, and comfort excellence. The details can be seen below.

- Model Excellence
  1. Elegant Model
     The elegant shoes model on each brand and the perception of each individual will be different. The meaning of ‘elegant’ is intended to the consumer especially those who want to improve for the higher class so it seemed luxurious. The model can be a reference to determine the model of shoes-making in the future. It means the company design the shoes by combining the special characteristic as a basic reference model of the elegant shoes.

  2. Up To Date Model
     The shoes models that highlighted in 2013 are metallic color shoes. In 2013, some shoes come with engineering structure, texture, and bold colors. The exclusive brand by Kate and Laura Mulleavy creates some models with strap platform shoes and chunky heels. Sandals with kitten heels are back to becoming trend in 2013.

     It can be seen that 2013 is dominated with boxy and wide kitten heels. Beside that the shoes come with a series of engineering structure, texture and bold colors. Right now, the current shoes models that produce by Yongki Komaladi looked out of date because consumers apparently prefer current model so they have to improve the model to be more up to date.

  3. Simple Model
     Based on the survey result, 13% of all respondents choosing shoes with a simple model. Simple shoes are the shoes that are easy to use (not complicated) and not a lot of ornaments. One of the simple shoes model that often use by Indonesian people is a flat shoes model.

- Durability Excellence
  1. Shoes that is Not Easily Damaged
     Shoes that categorized as shoes that not are easily damage can be seen from the type of soles material. This is because if the soles are damaged then it cannot be used as the basic functions of a shoes footwear. In producing women's shoes, Yongki Komaladi can determine the selection based on the needs and function of shoes. Here is an explanation of each type of soles:
     a. Leather Sole
     b. Polyurethane Sole
     c. TPR Sole
     d. Rubber Sole
     e. Sponge Rubber Sole
2. Good Quality Material
The characteristics of each material is as follow:
   a. Genuine Leather
      Shoes with genuine leather base material are very comfortable in use. Especially if use
      the high-quality leather from veal aged 6-12 months. Genuine leather quality is affected
      by each of the animal species.

   b. Synthetical Leather
      The quality of this material is below than the genuine leather. Due to the high cost of
      genuine leather, many manufacturers are initiated using a combination of synthetical
      leather and genuine leather.

   c. Canvas
      This material is widely used for sneakers or fashionable shoes. To clean this material is
      not complicated as genuine leather or synthetical leather. Although allowed to use
      detergent, but have to make sure if the remaining detergent is completely clean so the
      fabric is not easily damage.

3. Resist For All Condition
Shoes that resist for all conditions can be found in one of shoes brand called Merrel. This
brand can be used on rough terrain, muddy patches, slippery floors, stairs and walking. This
brand offers the perfect balance between lightweight and durability. In addition, this brand is
highly waterproof and feet can breathe freely so it’s not sweat and smell.

   • Size Excellence
      1. The Right Size
         The right size that fit on the foot is the shoes that can accommodate well so the toes will not
         squeezed in shoes. There are many shoes manufacturers who produce the shoes that not fit
         perfectly if it used. This is indicated by the appropriate shoes size but the width of the shoes
         is too small or the otherwise.

      2. Size In Accordance With The National Standards
         In Indonesia today there are many manufacturers of footwear that does not refer to the size
         of the international standards. This can be proof by the difference in shoes size in each shoes
         store so the consumers cannot refer to the standard size in buying shoes. The international
         shoes standard of women’s shoes sizes can be seen in Table 3.2.

         Tabel 3.2 Woman Size Chart (Cm)

         |   | 25  | 25.5 | 26  | 26.5 | 27  | 27.5 | 28  | 28.5 |
         |---|-----|------|-----|------|-----|------|-----|------|
         | STANDARD | 21.5 | 22  | 22.5 | 23  | 23.5 | 24  | 24.5 | 25  |

      3. Size Bigger Than 35
         According to the research, the size of the shoes is hard to find shoes size above 35. This can
         be caused by limited stock, lack of interest of the shoes above 35 especially for women who
         has a shoes size over 40 so it’s hard to find. This is effecting to the shoes production above
         size 35.

   • Comfort Excellence
      1. Not Blisters
         The comfortable are not causing blisters on the leg. Part of the leg that commonly affected
         to blisters is back of the heel and the center of the top of the foot. If the blisters on the back
         of the heel can be added pad at the bottom of the heel so the foot bones can be spared from
         the edge of the skin friction of the shoes. Moreover, silicone gel pad can be used on the back
         of the shoes. Silicone gel can protect the skin from skin friction on the foot. Another thing to
consider is the thread that is used in the fine threads. Liquid plasticizer can be used to flex the shoe material.

The blisters on the center of the top foot are caused by coarse thread and the size is too narrow. To solved this problem, the thread that been used have to use smooth thread and if the size is too small we can use liquid relaxant shoes that made from leather material.

2. Soft And Tender
By adding a soft foam insoles can produces the tender shoes. Insoles is a layer of material between the soles and the foot. By adding the soft foam, the foot will not get hurt when it hit the ground.

3. Convenient To Use In A Long Time
In designing the comfortable shoes especially if used in a long time requires considerations that seen from function aspect, ergonomics aspects, aesthetics aspect and health aspects so the shoes are comfortable to use and have pretty looks. Variables that determine comfort are orthopaedic and material. Comfortable is the result of ergonomic considerations related to the anatomy of the foot. Material issues related to raw materials and the other items.

4. Implementation Plan

A. Conclusion
Based on the recommended alternative solution, this research focused on product excellence variables with the highest priority by taking three solutions alternative from each indicator with the highest percentage of value index numbers. The determination of the priority alternative solutions are based on the order of total percentage of each indicators. The priority of alternative solutions can be seen in Table 4.1.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Alternative Solution</th>
<th>Percentage</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size excellence</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
• The right size | 42% | 
• Shoes in accordance with the national standards | 100% |
| Durable excellence | 
• Shoes that not easily damage | 96% |
| Comfort excellence | 
• Soft material | 73% |

B. Implementation Plan

• Size Excellence
Implementation plan for size excellence indicator can be seen in Table 4.2.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Attributes</th>
<th>Action Program</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size Excellence</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
• Size In Accordance To The National Standard | Producing shoes that fit to KittyCats standards and increase the production for shoes size above 35 | Shoe size that fit is the size that can accommodate feet well |

Concession factor from the national standard
• Durability Excellence
Implementation plan of durability excellence can be seen in Table 4.3.

Table 4.3 Implementation Plan For Durability Excellence Indicator

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Attributes</th>
<th>Action Program</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Durability Excellence</td>
<td>Shoes That Not Easily Damage</td>
<td>The material quality that used is combination materials of leather, synthetical leather and rubber soles</td>
<td>Leather material is using veal leather</td>
</tr>
<tr>
<td></td>
<td>Good Quality Material</td>
<td></td>
<td>Rubber soles can produce in many shape and colors</td>
</tr>
<tr>
<td></td>
<td>Resist For All Condition</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

• Comfort Excellence
Implementation plan for comfort excellence can be seen in Table 4.4.

Table 4.4 Implementation Plan For Comfort Excellence Indicator

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Attributes</th>
<th>Action Program</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comfort Excellence</td>
<td>Not Soldered</td>
<td>Producing shoes that comfortable to use in a long time that is not blister also soft and tender</td>
<td>Use good quality material with leather and soft synthetical material and looks into the anatomy of the foot</td>
</tr>
<tr>
<td></td>
<td>Soft And Tender</td>
<td></td>
<td>Use smooth thread inside the shoes</td>
</tr>
<tr>
<td></td>
<td>Conveniant To Use In A Long Time</td>
<td></td>
<td>Adding foam insole and use smooth thread inside the shoes</td>
</tr>
</tbody>
</table>

• Model Excellence
The implementation plan of model excellence can be seen in Table 4.5.
Table 4.5 Implementation Plan For Model Excellence Indicator

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Attributes</th>
<th>Action Program</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model Excellence</td>
<td>Elegant Model</td>
<td>Design the shoes in elegant, up to date and simple way</td>
<td>The model of shoes is fancy, not too many ornament and in “kitten heel” shape</td>
</tr>
<tr>
<td></td>
<td>Up To Date Model</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Simple Model</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

C. Need Resources
Summary of need resources for action plan can be seen in Table 4.6

Table 4.6 Summary of Need Resources

<table>
<thead>
<tr>
<th>Variable</th>
<th>Need Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human resources</td>
<td>Shoe designer</td>
</tr>
<tr>
<td>Technology</td>
<td>Technology for producing comfortable shoes</td>
</tr>
<tr>
<td>Finance</td>
<td>Conduct research and development, Pay employees</td>
</tr>
</tbody>
</table>

D. Business Plan
- Product Plan
  1. Model
  Model indicator should be done by KittyCats is design the shoes in elegant, up to date, and simple way. The elegant model will be produced based on the Italian fashion brand named Bottega Veneta without removing characteristics of KittyCats products. Moreover, the shoes model is fancy, not too many ornament and has “kitten heel” shape.
  2. Size
  Size indicator should be done by KittyCats is producing shoes that fit to KittyCats standards and increase the production of shoes size above 35. The meaning of shoes size that fit is the size that can accommodate feet well and concession factor from national standard. The size that fits to KittyCats standard is the concession factor from the national standard. KittyCats shoe sizes can be seen in Table 4.8

Table 4.8 KittyCats Shoe Sizes

<table>
<thead>
<tr>
<th></th>
<th>35</th>
<th>36</th>
<th>37</th>
<th>38</th>
<th>39</th>
<th>40</th>
<th>41</th>
<th>42</th>
</tr>
</thead>
<tbody>
<tr>
<td>STANDARD</td>
<td>21.5-22</td>
<td>22-22.5</td>
<td>22.5-23</td>
<td>23-23.5</td>
<td>23.5-24</td>
<td>24</td>
<td>24.5-25</td>
<td>25</td>
</tr>
<tr>
<td>KITTYCATS</td>
<td>22.5</td>
<td>23</td>
<td>23.5</td>
<td>24</td>
<td>24.5</td>
<td>25</td>
<td>25.5</td>
<td>26</td>
</tr>
</tbody>
</table>
4. Comfort
Comfort indicator should be done by KittyCats is producing shoes that comfortable to use in a long time that is not blister also soft and tender. To produces a comfortable shoes, KittyCats use a good quality material with leather and soft synthetic material and look into the anatomy of the foot. Moreover, KittyCats use smooth thread inside the shoes and adding foam insole and use smooth thread inside the shoes.

- Market Plan
  1. Customer Segments
  Segmenting of KittyCats was based on geographic, demographic, psychographic, and behavioral. The segmenting of KittyCats can be seen in Table 4.9.

<table>
<thead>
<tr>
<th>Segmentation</th>
<th>Details</th>
</tr>
</thead>
</table>
| Geographic   | Region: West Java  
               Density: Urban |
| Demographic  | Gender: Female  
               Age: >18 years old  
               Social Class: A-B (Middle-Upper Class) |
| Psychographic| Lifestyle: Stylish and fashionable  
               People who hard to find shoes |
| Behavioral   | People who are looking for the good quality and comfortable shoes |

2. Channels
Customers can find KittyCats products through multiple channels such as:
  a. Direct Sales
     Customers can purchase products directly by visiting outlet of KittyCats shoes. In these outlets, customers can freely choosing the shoes that suit with their needs.
  b. Online Shop (Social Media and Website)
     Currently online shop is a media that become a trend. It’s because the customers can get the products wherever and whenever by see the details of each products in online media and buy it right away through computer screen.
  c. Exhibition
     Exhibition is one of the distribution channels to increase brand awareness and sales of KittyCats product directly. For example, one of shoe exhibition in the world is New York Shoe Expo.

- Human Resources and Management Plan
  1. Human Resource Management
     For more details as follows:
     a. Recruitment, selection, and deployment of human resources
     b. Training and orientation
     c. Performance appraisal and rewards
     d. Management Development
     e. Relationships between workers

  2. Job Description
     a. Owner
        - Setting purpose of management system.
        - Providing essential resources to ensure the product requirements.
- Leading, coordinating, and reviewing the activity of any department in order to accomplish a purpose and objective of company.
- Conducting market survey.
- Conducting promotion through various media.
- Responsible to knowing the details of product will be sold.
- Make routine financial report.

b. Shoe Designer

Job description of shoe designer are:
- Making shoes design suitable to KittyCats character.
- Researching ideas at fashion shows and events.
- Making sample shoes to present their ideas.
- Conducting quality checks and overseeing production

c. Quality Material Expert

- Determine a material for woman shoes
- Searching for a quality material for woman shoes
- Conducting quality checks of material

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