Marketing Strategy Analysis of PT XYZ Product Using Important Performance Analysis Method

Yusuf Saputro
Graduate Student, Industrial Engineering
State Islamic University of Sunan Kalijaga
Yogyakarta, Indonesia
22206061008@student.uin-suka.ac.id

Yandra Rahadian Perdana
Lecturer, Industrial Engineering
State Islamic University of Sunan Kalijaga
Yogyakarta, Indonesia
Yandra.perdana@uin-suka.ac.id

Abstract

The intense competition in the business world drives entrepreneurs to seek a competitive advantage. The culinary business is one of the rapidly growing sectors in Indonesia. PT XYZ is a culinary brand offering fast-serving coffee products with the fastest growth rate in Indonesia. Customer satisfaction with their needs and desires can be achieved through marketing activities. Therefore, the ability to formulate and develop appropriate marketing programs is one of the main challenges in creating an exchange process between producers and consumers. The aim of this research is to analyze the level of customer satisfaction with PT XYZ. This study uses a quantitative approach with the Importance Performance Analysis method based on questionnaire results from 130 PT XYZ customers. The results of this research indicate that PT XYZ needs to focus on improving attributes in quadrant 1, maintaining attributes in quadrant 2, and continuously monitoring and maintaining the quality of attributes in quadrant 3. Additionally, efforts should be made to reduce attributes in quadrant 4. By making these improvements, PT XYZ can better satisfy customers and enhance overall customer satisfaction.

Keywords
Customer Satisfaction, Important Performance Analysis, Strategic Management

1. Introduction
The culinary business is currently experiencing rapid growth. The culinary business is considered a profitable and evergreen venture because food is a basic human necessity that cannot be separated from people's lives. People will always need a source of food and drinks, even in the most challenging situations. This potential target market can be utilized to capture the interest of the public (Hidayatullah et al., 2018). The culinary business has a high turnover of money in a short period, so many people turn to the culinary business to make a living. The culinary business encompasses various categories, including snacks or snacks, beverages, and staple foods such as rice and side dishes. As a result, many business owners still see opportunities in the culinary business because there are always new ideas and improvements in the culinary business (Putra et al., 2020).

The increasing number of companies venturing into contemporary beverage businesses today is due to the rapid growth of this market. Changes in the lifestyle of young people who are starting to enjoy hanging out as a means of socializing and socialization have driven business opportunities to cater to the needs of young people to enjoy their

social activities. With these lifestyle changes, it has encouraged the owners of PT XYZ to open shops/branches that offer a relaxed and comfortable atmosphere for customers to gather with friends or acquaintances or simply to relax and enjoy the drinks served. Customer satisfaction with their needs and desires can be achieved through marketing activities. Therefore, the ability to formulate and develop the right marketing programs is one of the main challenges in creating an exchange process between producers and consumers. One way to succeed in marketing activities is by understanding consumer behavior and improving service quality so that customers feel satisfied after transactions.

1.1 Objectives
The objective of this research is to analyze the level of customer satisfaction with PT XYZ products.

2. Literature Review
2.1 Product Assessment
According to Pratiwi (2018), when assessing a product, it is essential to consider at least 8 evaluation attributes, namely price, serving, taste, benefits, size/volume, hygiene, brand image, and convenience (take away) :

- Price: According to Philip Kotler (2009), price is the sum of all the values that customers give to gain the benefits of owning or using a product or service.
- Serving: Serving, as defined by Arjuno Wiwoho (2008), refers to the arrangement of a complete dish that is typically served at a specific mealtime.
- Taste: Taste is the result of the work of taste buds located on the tongue, cheeks, throat, and the roof of the mouth, which are part of the sense of taste (Drummond & Brefere, 2010).
- Benefits: According to the Directorate of Nutrition, Ministry of Health of the Republic of Indonesia (2005), the nutritional content of noodles and their processed products is still very low, especially in terms of protein. Noodle products currently have poor nutrition, mainly due to a higher carbohydrate content and low protein and vitamin content. Processed noodles provide a feeling of fullness due to their carbohydrate content, but their nutritional value for health is still inadequate.
- Size/Volume: In every food presentation, there is a predetermined standard portion size known as the "standard portion size." It is defined as the quantity of an item that should be served each time it is ordered (West & Harger, 2007 as cited in Handojo, 2015).
- Hygiene: Efforts in food hygiene and sanitation generally encompass the people handling the food, the food preparation area, food processing equipment, food storage, and food presentation (Purnomo, 2009 as cited in Afriyenti, 2002).
- Brand Image: According to Schiffman and Kanuk (2008), brand image is a set of associations about a brand that is stored in the minds or memories of consumers.
- Convenience (Take Away): The primary purpose of food product packaging (take away) is to keep the food warm, have a secure lid, and be microwave-safe (Widyaningrum, 2010).

3. Methods
The research method used in this study is quantitative research, which is based on positivism philosophy. It is used to investigate a specific population or sample, and the sampling technique is typically done randomly. Data collection is done using research instruments, and data analysis is quantitative or statistical in nature, with the aim of testing predetermined hypotheses (Sugiyono, 2013).

The quantitative research approach is used in this study because the data under investigation are in the form of numerical data and are the result of calculations and measurements, such as the results of the IPA questionnaire. This research was conducted at PT XYZ, where the data was obtained from consumers who visited and purchased PT XYZ products. The research was designed in April 2023, while data collection and analysis were carried out in May 2023. The population is the entire research object, while the sample is a portion of the population that is used as the research object. The population is a group of elements in the research, where elements are the smallest units that are the source of the required data (Kuncoro, 2013

4. Data Collection
The population used in this research is all PT XYZ consumers who have purchased and can compare PT XYZ with other beverages. The sample is a part of the population that is selected as the data source or a portion of the number

and characteristics possessed by the population, or a small part of the population members that is taken and can represent the population (Kuncoro, 2013).

According to Singarimbun and Effendi (1995), the minimum number of questionnaire trial respondents is 30. With a minimum of 30 people, the value distribution will be closer to the normal curve. In this research, a sample of 130 respondents was surveyed. The variables of the research questionnaire questions are presented in the following Table 1.

Table 1. The variables of the research questionnaire questions

Variable	Performanace	Importance
Affordable Price (Budget-Friendly)		
Delicious Coffee Flavor		
Served with a Variety of Toppings		
Ingredients that do not have adverse effects on health		
Glass size or drink volume without an increase in price		
Hygienic Products and Clean Environment		
Brand image that is easily found in various regions		
Convenience (not easily spilled and easy to carry)		

The research instrument used is a questionnaire filled out by respondents through a Google Form at the following link: https://forms.gle/ncPZZFCmigJRKu4E6. The questionnaire consists of three parts:
- The first part contains the expectations that consumers have for PT XYZ.
- The second part contains the assessments that consumers currently experience with PT XYZ.
- The third part contains a comparison between PT XYZ products and other coffee products that consumers have tried.

5. Results and Discussion
5.1 1. Profiling of PT XYZ Respondents
Profiling of PT XYZ respondents is used to analyze the criteria of respondents in the research. It is also used to determine the majority of coffee enthusiasts within specific age groups and genders. The profile of respondents based on gender criteria is presented in the following Table 2.

Table 2. Gender and Age Respondent

Gender	Respondent
Male	76
Female	54
Total	130
Age	**Respondent**
20-25	38
26-30	68
31-35	9
36-40	4
>40	11
Total	130

From the table above, based on the results from 130 respondents, it can be seen that the number and percentage of male PT XYZ respondents are 76 or 58%, which is higher than the number of female respondents, totaling 54 or 42%.

Furthermore, it is known that the respondents are dominated by the age group between 26-30 years, which accounts for 52%.

To test the validity of the questions, a comparison is made between the Corrected Item-Total Correlation values and the values in the R table. By using DF N-2 and alpha 0.05 for a one-way test, the R table value is obtained as 0.1449. The comparison of Corrected Item-Total Correlation values with the R table for each variable is presented in the Table 3 below:

Table 3. Validity Test

No	Corrected Item-Total Correlation			R Tabel	Description
	X (Importance)	Y (Performance)	Z (Competitor)		
1	0,642	0,556	0,434	0,1449	Valid
2	0,619	0,631	0,648	0,1449	Valid
3	0,361	0,665	0,656	0,1449	Valid
4	0,505	0,705	0,540	0,1449	Valid
5	0,568	0,627	0,490	0,1449	Valid
6	0,627	0,569	0,621	0,1449	Valid
7	0,584	0,565	0,624	0,1449	Valid
8	0,628	0,577	0,697	0,1449	Valid

Based on the table above, it is known that for all 8 questionnaire items in each variable, X (Expectations), Y (Reality), and Z (Competitor), the Corrected Item-Total Correlation values are greater than the R Table value (>0.1449). Therefore, all 8 questionnaire items in each of these variables are considered valid and can represent the purpose of the questionnaire in assessing customer satisfaction with PT XYZ.

Table 4. Reliability Test

Variabel	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
X (Harapan)	0,823	0,842	8
Y (Realita)	0,859	0,864	8
Z (Kompetitor)	0,847	0,851	8

Based on the Table 4, it is known that for variables X (Expectations), Y (Reality), and Z (Competitor), the Cronbach's Alpha Based on Standardized Items values are greater than 0.60. Therefore, the questionnaire data for these three variables meet the reliability criteria and can be used for further analysis.

5.2 Customer Satisfaction Level with PT XYZ

After conducting a survey questionnaire with 130 respondents who have experience consuming PT XYZ products, the next step is to determine the average importance level and the average performance level given by the respondents. These assessments can be seen in the following Table 5:

Table 5 .Importance Performance Analysis

No	Items	IMP	PRF	CON	GAP	WF	WS	CSI
1	PT XYZ offers a budget-friendly pricing.	8,75	6,82	78%	1,92	0,12	0,85	
2	PT XYZ is known for its delightful coffee taste	9,02	7,75	86%	1,28	0,13	1,00	0,74
3	PT XYZ provides a diverse range of toppings	7,78	7,08	91%	0,70	0,11	0,79	

4	PT XYZ ensures its composition doesn't have adverse health effects	9,38	7,18	76%	2,21	0,13	0,96	
5	PT XYZ offers larger drink sizes without raising prices	8,15	6,57	81%	1,58	0,12	0,77	
6	PT XYZ maintains cleanliness and hygiene in its products and premises	9,23	8,40	91%	0,83	0,13	1,11	
7	PT XYZ has a brand image that is easily recognized in various regions	8,62	7,61	88%	1,02	0,12	0,94	
8	PT XYZ products are designed for convenience, spill-resistant, and easy to carry.	9,03	7,97	88%	1,06	0,13	1,03	
Total		69,98	59,38	679,38	10,60	1,00	7,44	
Average		8,75	7,42	84,92	1,33	0,13	0,93	
Range		10						

Based on the Table 5 above, it is known that the level of compliance is 84.92%, with an average level of importance of 8.75, while the average level of performance is 7.42. When the performance value is lower than the importance value, it means that customers are not satisfied yet. In other words, the quality of service provided by PT XYZ is insufficient and does not meet what customers consider important.

The Customer Satisfaction Index (CSI) is a measure of customer satisfaction calculated using a numerical scale. In the IPA method, CSI is used to assess the extent to which customer needs and expectations are met by the company. Based on the results of this study, it is known that the level of customer satisfaction with PT XYZ products is 74%.

In the table above, it can be seen that the highest average level of importance is obtained for the item "PT XYZ memiliki komposisi yang tidak menimbulkan efek buruk bagi kesehatan" (PT XYZ has a composition that does not have a negative impact on health) with a value of 9.38. The composition of the product is very important to PT XYZ consumers because they do not want the coffee they enjoy to have a negative impact on their health. Therefore, health is an expectation of PT XYZ consumers. Health-conscious coffee enthusiasts tend to choose coffee with the right proportion and avoid excessive or irregular consumption of coffee. Some coffee enthusiasts prefer low-caffeine variants or healthier coffee processing methods, such as coffee without sugar or artificial sweeteners. Thus, health becomes an expectation for PT XYZ consumers.

On the other hand, the lowest average level of importance is for the item "PT XYZ memiliki penyajian dengan topping yang bervariasi" (PT XYZ has a variety of toppings) with a value of 7.78. Customers tend to have lower expectations because most PT XYZ customers do not need a variety of toppings to enjoy their coffee. Toppings like sugar or whipped cream can detract from the focus on the coffee's main flavor. Some coffee enthusiasts may want to enjoy the pure taste of coffee without any other flavors mixed in. Additionally, toppings like sugar or syrup can make the coffee overly sweet and pose a risk of increasing blood sugar levels. Some PT XYZ enthusiasts prefer to reduce their sugar and calorie intake to maintain their health.

In the table above, it is also known that the highest average level of performance is for the item "PT XYZ memiliki produk yang higienis dan tempat yang bersih" (PT XYZ has hygienic products and clean places) with a value of 8.40. PT XYZ customers perceive that PT XYZ has hygienic products and clean places. Customers tend to prefer clean and hygienic places because cleanliness and sanitation are important factors in maintaining health and comfort. The cleanliness and hygiene of PT XYZ products and places make customers feel safer and more comfortable spending time there. Additionally, the cleanliness of coffee products and coffee places can also affect the taste and aroma of the coffee served, so a clean and hygienic coffee shop can provide a better experience for customers.

Meanwhile, the lowest average level of performance is for the item "PT XYZ meningkatkan ukuran gelas/ volume minumannya tanpa disertai kenaikan harga" (PT XYZ increases the size/volume of its drinks without an increase in price) with a value of 6.57. According to consumers, one of the drawbacks of PT XYZ is that it has a relatively small glass size or drink volume. Therefore, it can be said that the small glass size or drink volume can be a hindrance for some customers who want more beverage to accompany their activities or to quench their thirst. Additionally, a glass size that is too small may also be considered disproportionate to the price offered, so customers may feel dissatisfied

with their consumption experience at PT XYZ. Therefore, PT XYZ needs to reconsider the glass size or drink volume offered to better meet customer expectations and needs (Figure 1).
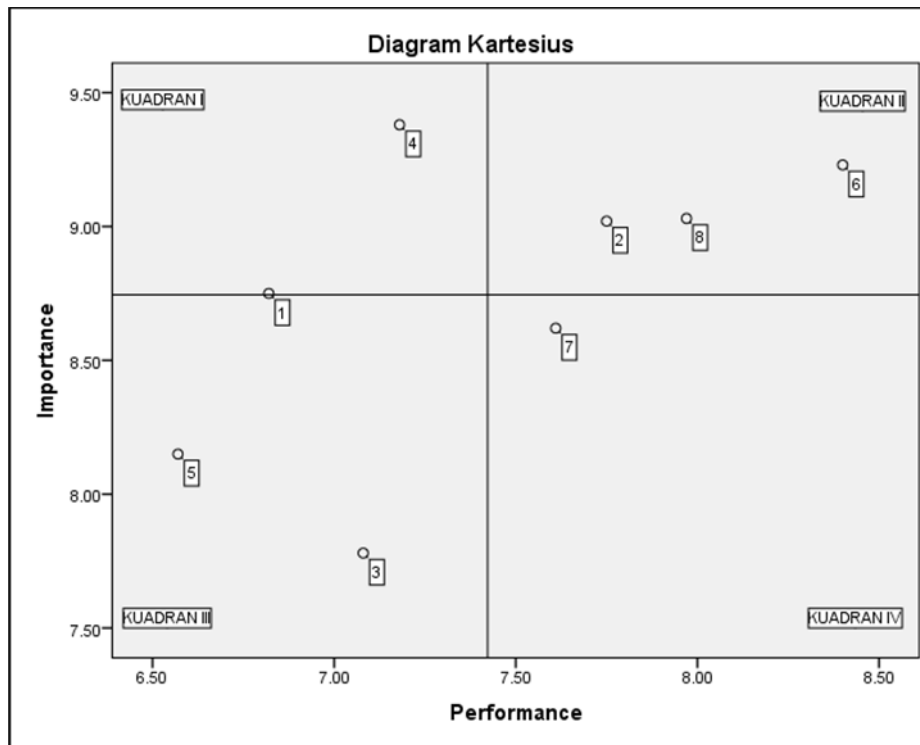

Figure 1. Cartesius Diagram

Kuadran 1
Kuadran 1, high leverage, attributes to improve, indicates variables that need priority improvement, are highly desired by users/consumers, and have high importance/satisfaction levels but low quality.

Item 1 : PT XYZ offers a budget-friendly pricing.
Item 4 : PT XYZ ensures its composition doesn't have adverse health effects

The solutions or recommendations for the issues in this quadrant should focus on how PT XYZ can provide more affordable prices to its customers. One way PT XYZ can achieve this is by using locally sourced coffee beans, which are more cost-effective. Additionally, PT XYZ can make efforts to streamline its supply chain and business operations to reduce operational costs, such as minimizing store operational expenses and leveraging technology in the production process. PT XYZ can also explore various partnerships and business strategies that allow them to offer competitive prices to customers. Thus, PT XYZ can provide more affordable prices without compromising the quality of its products. Another solution is to ensure that PT XYZ maintains a composition that does not have adverse health effects. PT XYZ pays attention to the composition of the ingredients used in its coffee beverages, such as the type of coffee beans, sugar, milk, and other additives. The company emphasizes the use of natural and high-quality ingredients while minimizing the use of chemicals and preservatives in its production. Concerning health, PT XYZ also complies with the relevant food safety regulations and standards in Indonesia to ensure that the beverages produced are safe for consumption and do not have adverse health effects on its customers. Additionally, the company provides options for customers to adjust the sugar and milk content in their coffee beverages according to their preferences, offering choices with lower sugar and milk content for health-conscious consumers.

Kuadran 2

Kuadran 2, attributes to maintain, indicates variables that should be maintained because they are of high quality and have high importance/satisfaction ratings from users. The product/service excellence is determined by variables in this quadrant.

Item 2   :   PT XYZ is known for its delightful coffee taste
Item 6   :   PT XYZ maintains cleanliness and hygiene in its products and premises
Item 8   :   PT XYZ products are designed for convenience, spill-resistant, and easy to carry.

All the indicators in this quadrant are considered sufficient (good) in reality, so they do not require further discussion. However, if you want to maximize potential, the indicators in this quadrant can be alternatives for improvement.

Kuadran 3
Kuadran 3, attributes to maintain, indicates variables that are less of a priority, have low quality, and have low importance/satisfaction levels, and can be ignored.

Item 3   :   PT XYZ provides a diverse range of toppings
Item 5   :   PT XYZ offers larger drink sizes without raising prices

Indicators in this quadrant show that PT XYZ customers do not consider the presence of diverse toppings important, and the assessment of PT XYZ's performance in providing varied toppings is also low. Furthermore, customers do not prioritize the size or volume of the drinks served by PT XYZ, and the assessment of PT XYZ's performance in increasing cup size or volume without a price increase is also low. Therefore, the indicators in this quadrant are not a concern, as they do not meet customer expectations.

Kuadran 4
Kuadran 4, low leverage, attributes to de-emphasize, indicates variables that can be considered excessive because they have high quality but are less desired or have low importance/satisfaction levels. They can be reduced for efficiency.

Item 7   :   PT XYZ has a brand image that is easily recognized in various regions

In this quadrant, the public perceives that the item is not important, but the company emphasizes it excessively. PT XYZ customers believe that the PT XYZ brand image does not benefit them. However, it is essential for PT XYZ, so the company strives to open various branches across regions to attract customers. Customers perceive that PT XYZ is overly ambitious in expanding its branches to various regions, which they consider unnecessary. Therefore, if optimization is desired, the items in this quadrant can be made more efficient.

6. Conclusion

The conclusion drawn from this research is that the level of customer satisfaction with PT XYZ products is 74%. Customer satisfaction with PT XYZ is observed in attributes such as price, taste, nutritional content, hygiene, and convenience. Conversely, customer dissatisfaction pertains to attributes like size, serving, and brand image. Customers perceive that attributes related to taste, cleanliness, and convenience have high importance and performance, indicating that customers find the taste of the coffee, the cleanliness, and the convenience of the product to be in line with their expectations. Furthermore, customers place high importance on the price attribute, but its performance is still low. This suggests that customers expect PT XYZ to be more affordable than its current price. Additionally, customers believe that PT XYZ overly emphasizes its brand image, which is not important to them. Finally, customers consider size and serving to be less important when enjoying PT XYZ.

References

Alexander, B. *Business Strategy Development in Banks with the Application of Blue Ocean Strategy (Case Study: PT. Bank XYZ)*. Industrial Engineering Thesis. Universitas Islam Indonesia. 2020.

Arianto, N. *The Influence of Service Quality on Visitor Satisfaction and Loyalty in Using Rizen Kedaton Bogor Hotel Services*. Competitive Marketing Journal, 1(2), pp: 83–101. 2018.

Hidayatullah, S., Waris, A., & Devianti, R. C. *Millennial Generation Behavior in Using Go-food Application*. Journal of Management and Entrepreneurship, 6(2), pp: 240–249. 2018.

Kim, W. C. & Mauborgne, R. *Blue Ocean Strategy*. Harvard Business School Publishing Corporation. 2009.

Kotler, P. & Armstrong, G. Principles of Marketing. New Jersey: Prentice Hall. 2012.

Kuncoro, M. *Development Economics*. Jakarta: Salemba Empat. 2006.

Kuncoro, M. *Banking Management*: Theory and Application. Yogyakarta: BPFE. 2013.

Noto, S. M. *Mathematics Learning Devices Based on SMART (Specific, Measurable, Achievable, Realistic, And Time-Bound)*. Journal of Mathematics Study Program, STKIP Siliwangi Bandung, Vol 3, No.1. 2014

Permatasari, A. & Diza, L. S. *There's an Emotional Element Behind the Name "Kopi Kenangan"*. https://www.viva.co.id/gaya-hidup/kuliner/1175137-ada-unsur-emosionaldi-balik-nama-kopi-kenangan. 2019.

Peter, J. P. & Olson, J. C. (2014). *Consumer Behavior and Marketing Strategy*. Jakarta: Salemba Empat.

Putra, K. A. D., Farida, N., & Hidayatullah, F. *Mediatization of Food Delivery Services in Indonesia through Go-Food Application*. Islamic Communication Journal, 5(1), pp: 114-124. 2020

Rangkuti, Freddy. *Business Case Analysis SWOT Analysis Technique*. Jakarta: Gramedia. 2016.

Setyawan, M. A. *Kopi Kenangan Strategy in Building Customer Loyalty*. Jakarta: UIN Syarif Hidayatullah. 2021.

Sugiyono. *Business Research Methods: Quantitative, Qualitative, Combined, and R&D Approaches*. Bandung: Alfabeta. 2017.

Tjiptono, F. Service, Quality & Satisfaction. Yogyakarta: Andi. 2016.

Biography

Yusuf Saputro is a Consultant Expert at the Defense Industry Policy Committee (KKIP) and Indonesian Ministry of National Development Planning (Bappenas). He is a graduate of the Defense Masters (M.Han) scholarship program majoring in Defense Industry - Faculty of Defense Technology, Republic of Indonesia Defense University (RIDU) organized by the Ministry of Defense, and a Bachelor of Engineering (S.T) majoring in Industrial Engineering at the State Islamic University of Sunan Kalijaga Yogyakarta. He is continuing his studies with a Master of Engineering (M.T) scholarship majoring in Industrial Engineering at the State Islamic University of Sunan Kalijaga Yogyakarta. He has undertaken several consulting projects with the Defense Industry Policy Committee (KKIP) in developing Defense Industry Standardization and Defense Industry Colaboration Strategy. He was also part of a consulting project with PT Republik Defensindo (PT RDI) in calculating the IDKLO of defense products, as well as a consultant project with the Indonesian Ministry of National Development Planning (Bappenas) on Defense Industry Development for Small Caliber Munitions and was involved as Consultant Coordinator in the Preparation of the National Long-Term Development Plans (RPJPN) 2026-2045 for Cyber Sector. He is also a member of the Military Engineering Vocational Board – the Indonesian Engineers Association (BKTM PII) as a secretary member.