



## The Development Strategy of The Atozz Sandals Product Using the QFD Method

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### Abstract:

Atozz brand sandals are sandal products that will continue to develop in the future, so there are still many things to improve from this product. Therefore, this research aims to determine what consumers expect from Atozz sandals products in the future regarding improving the deficiencies in the products. This development research uses the Quality Function Deployment (QFD) method. As well as technical data analysis using SPSS Version 25. With analysis of validity and reliability test. This validity test maintains assessing the significance of each question by taking all validity decisions. The results of this study concluded that the attributes can be prioritized first on the attribute of always doing service consistently. The second development is improving the selection of raw materials starting from making with strong glue. This development can make the products not easily separated when exposed to water, and the product is more durable and long-lasting. The development of proper packaging is also essential to maintain product durability. Moreover, the third development is designing various sizes according to the desires and needs of consumers to attract customer interest in purchasing the product.

**Keywords:** HoQ, Quality Function Deployment (QFD), Sandals Atozz Product,

## Introduction

Nowadays, in the business world, many aspects can affect the marketing of a product. Especially after the existence of covid 19, economic inequality affected various companies. In this situation, it can change the mindset and behavior of customers and businesses that slowly change their way of doing business. (Sen et al., 2022). For this reason, many companies are making changes so that the strategies implemented run well after the company's economic aspects were affected by the Covid 19 outbreak. There are several ways to maintain a business, one of which is to take advantage of the current developments in Internet technology. The online shop business is also very well implemented at this time. This online shop or store is a platform or new facility for shops selling their products via the Internet in various marketplaces and social media. Online shopping business is easy to do at this time because it makes it easier to buy and sell and promote their products. Through online shops, companies can sell well without meeting with customers. According to the (Kemenkop UKM) Ministry of Cooperatives and Small and Medium Enterprises, as many as 3.79 million or 59.2 million MSMEs market their products using online shop businesses. Therefore, the company must consider various factors and be vigilant to maintain the company in the future to compete with other marketing by improving quality, promotion, and existing services. The existence of this application can assist companies in providing fulfillment of consumer desires and expectations and can compete with other companies.

Product quality is the company's priority in obtaining a product equivalent to service performance in meeting customer wants and needs. (Oktavenia, 2019). Product quality involves the ability of a product to obtain the level of good quality that customers want and need as much as possible (Abi, 2020). Consumers who receive product quality from the company can provide reviews about good product quality; this can be used as an assessment for customers to decide on product purchases. (Cennatal, 2020) In order to fulfil the needs and desires of consumers, companies must be able to meet the interests of the target audience to fulfil that satisfaction. For this reason, the 4P marketing mix is product, price, place, and promotion (Mundir & Rahayu, 2022). The application of the 4Ps, use as an ability to know and a simple and applicable work structure (Hart & Sumner, 2020) Customer satisfaction can be seen in the indicators and attributes of the description of the product offering included in their assessment. The following attributes are collected into a dimension of product quality, including performance, product characteristics (features), ease of repair (reliability), accuracy or suitability (conformance), durability, serviceability, the looks of product appearance (aesthetics), and perceived quality (Khusuma & Utomo, 2021). There are various ways to increase sales to sell the product and compete with competitors, including promotion.

Promotion is a way to attract customers to buy products by communicating to introduce their products so that the company can achieve its goals and compete with other competitors. So companies can achieve their goals and can compete with other competitors. (Pratama & Realize, 2020). With this promotion, the company expects an increase in sales of its products (Nazarudin et al., 2019). Promotion is also known as an approach to researching the case of a sales company for digital nowadays by describing its objectives regarding costs during the implementation of promotions (Meshko & Savinova, 2020). In order to attract interest in promotion, promotion elements are needed, like advertising, sales promotion, public relations, and personal selling (Pasaribu et al., 2019). Quality of service aims to compare customer expectations; service delivery is perfect (Putra, 2020). Service quality is a statement of behavior that have relationship from the review between the expectations in the performance carried out (Gofur, 2019). With the increase in service quality, there will also be increased customer satisfaction which can advance the company in making profits. (Baskara et al., 2021). QFD is a method implemented by determining product and service development information by combining production systems in companies that can meet customer expectations. In order to ensure that the company understands customer wants and needs. (Wicaksono et al., 2021) QFD is implemented in development and can be applied to other fields, such as public policies centred on increasing public services (Chan et al., 2019). QFD can also better explain what consumers need and want through the way it is done by recognizing and placing variables (Pandey, 2020).

This statement aligns with previous research by Andre Ridho Saputro, Achmad and Ridho Akbar. This journal has similarities with the study conducted by the researchers, aiming to find out the needs and desires of consumers and attributes that have high priority (Saputro et al., 2022). One factor that determines this company is quality, which has almost the same similarities to the object of this research. Other research conducted by Naila Akmalia Rahmah and Andre Ridho Saputro. states that their study focuses towards a more detailed design that will still follow up on the manufacture of these products (Rahmah, 2023). as for other research conducted by Dwiki Firmandiri Natakusumah, Agung Suryawan Wiranatha and Ketut Satriawan, which concluded that the company's

performance on the product had not fulfilled the interests of consumers if there are attribute values have not met. (Natakusumah et al., 2019)

Atozz brand sandals are sandal products that will continue to develop in the future, so there are still many things to improve from this product. Therefore, this research aims to determine what consumers expect from Atozz sandals products in the future regarding improving the deficiencies in the products. The results of this study describe the manufacture of products that can produce sandals that consumers want and need, with the results in the form of data related to consumer needs. The advantage of this research is to help give the company reference for the product development of Atozz sandals. The formulation of the problem in this study will implement the SDGs category. This research also forms the SDGs targets and goals of the 12th SDGs regarding responsible consumption and production. The SDGs are a form of global action planning approved by world leaders, including Indonesia. The implementation of SDGs aims to end poverty, minimize inequality and protect the environment. The SDGs have 17 goals that later be implemented in 2030. One of the goals from the 17th goals in the SDGs program is the 12th goal, which is a fundamental goal for business people, especially the fashion business. The sustainable fashion movement also goes hand in hand with the promotion of the SDGs program (Bestari, 2020). This goal fulfils the requirements or needs without endangering present and future generations. The purpose of fulfilling the need is to always utilize natural resources by having full awareness and responsibility for environmental sustainability, which can impact the textile industry itself. So this concept provides a positive form for the development of the fashion business.

### Research Method

This research was conducted in the Atozz sandal industry, which is located in Banjarpoh RT 10 RW 5 No. 54 Sidoarjo. This research uses quantitative methods. In this quantitative research method, statistical data will be obtained from survey research scales and using methods such as questionnaires or interviews. In conclusion, quantitative is a method that approaches by processing data in the form of numbers (Waruwu, 2023). The researcher used primary data types that were obtained from interviews by collecting question data or communicating directly with managers. this researcher used a questionnaire in a customer survey. Because of the sample population was unknown, the researcher used the Lemeshow formula, which resulted in 100 respondents (Riyanto & Hatmawan, 2020). Moreover, secondary data was obtained from books and online journals related to the product development strategy for Atozz sandals using the QFD method.

As well as technical data analysis using SPSS Version 25. With analysis of validity and reliability test. This validity test maintains assessing the significance of each question by taking all validity decisions. In addition, data generated from a comparison of the value of  $r$  on each attribute compared to the value of the  $r$  table, the calculated  $R$ -value is greater than the  $R$  table, equal to 0.204 and can be considered valid (Prananda et al., 2019). This validity test also uses the (df) degree of freedom,  $n-2$ , where  $n$  means a predetermined sample of 100. As for reliability, the test can show reliability if the value is significant in each statement. Then take it as the reliability determination with a Cronbach alpha value  $> 0.6.0$ . (Listanto et al., 2020).

The following are several stages in making the quality function deployment method, including the following:

- a) Elaborating customer requirements through consumer opinions, which means explaining the various customer requirements consisting of what consumers need or expect from several products using a questionnaire;
- b) Elaborating the characteristics of consumer needs, which means explaining what characteristics or characteristics are needed by consumers;
- c) Determination of the relationship between quality needs and quality characteristics means that after describing the requirements and characteristics of the customer, it can determine and discover what consumers need and want. In this way, the companies can improve and pay attention to consumers so that when compiling the design, it can provide satisfaction with the following product that will launch for consumers;
- d) The application of values based on certain numbers to each quality characteristic means that further determination will apply to values based on numbers to each quality characteristic. For this reason, respondents completed a questionnaire requiring them to indicate their agreement level, which will be used and processed later;
- e) The integration of quality characteristics of the product means integrating the quality characteristics following the description of the character's provisions in accordance with the customer's wishes and needs for the product;
- f) Product design, production, and quality control aim to determine and evaluate related consumer needs and desires specifications by making the HOQ (House of Quality) matrix.

There are several stages to making HOQ (house of quality) which are related to each other. It aims to discover what consumers want and need in developing Atozz sandal products. The following are the stages: a) Attributes of Consumer Needs and Desires, the includes performance, features, reliability, conformance, durability, serviceability, aesthetics, perceived quality, promotion and service; b) Assessment Matrix Based on Competitors, this stage contains the important relationship between customer wants and needs and the level of customer satisfaction by comparing the value of our store with other competitors. The stages of the matrix assessment include: The level of importance by calculating contribution divided by total contribution; The level of satisfaction by calculating the total level of satisfaction with product competitors divided by the number of respondents; Goal is to determine the highest score of the product satisfaction level with the level of satisfaction of competitor products; Improvement ratio by dividing the goal by the level of satisfaction; Sales point determines the sales point based on the value of the level of importance; Raw Weight Calculated by multiplying the following three components, level of importance, improvement ratio, and sales point; Normalized raw weight by dividing the two components, raw weight is divided by total raw weight; c) Company Technical Response

This stage contains responses about what the company should do to the needs and desires of consumers of Atozz sandal products. To solve the problem in this study is to use the 'how'; d) Assessment of the Strength of Each Matrix , this stage consists of assessing the strength of each attribute or matrix related to the two matrices described, what and how. The Atozz sandal production manager conducted the assessment. Certain symbols are used to indicate these influences, including; = no assignment= 0;  $\Delta$  = weak = 1;  $\bigcirc$  = medium = 3;  $\bullet$  = strong = 9; e) Technical Relationships, this stage contains an assessment by comparing each company's technical response, indicating the influence or the lacking of influence towards decision-making on improvement. Each company's technical response represents using the following symbol: ++ = strong positive; + = positive;  $\nabla$  = negative; f) Technical Matrix (importance assessment, comparison with target competitors), This stage contains the calculation between the level of importance from the assessment of each matrix strength, as well as the assessment of the targets that must achieve by the Atozz sandal product owner. The assessment of this final matrix is as follows: Contribution can obtain by calculating the total technical response 'i' multiplied by the normalized raw weight 'i'. Meanwhile, the way to calculate Normalized contribution, which shows the percentage of contribution value, is by calculating the contribution divided by the total contribution; Benchmarking comes by calculating the relationship score of technical responses and consumer needs 'i', which is multiplied by the level of satisfaction and then divided by the total relationship between technical responses and needs and Targeting aims to achieve the company goals of fulfilling consumer needs using technical responses.

**Results**

The calculation of the planning matrix is according to competitors, received from distributing questionnaires to 100 respondents. The following are the results of the assessment matrix calculation:.

**Table 1.** Rating Matrix Based on Competitors

Important Level	Satisfaction Level	Competitive Satisfaction		Goal	Improvement Ratio	Sales Point	Raw Weight	Normalized Weight
		seymore	Greenlove					
4,13	4,33	3,96	4,22	4,33	1	1,5	6,19	0,03206
4,24	4,35	3,93	3,78	4,35	1	1,5	6,36	0,03292
4,27	4,26	3,92	3,58	4,26	1	1,5	6,40	0,033152
4,45	4,24	3,92	3,61	4,24	1	1,5	6,67	0,03455
4,28	4,27	4,03	3,79	4,27	1	1,5	6,42	0,03323
4,18	4,16	3,83	3,89	4,16	1	1,5	6,27	0,032454
4,22	4,21	3,83	3,81	4,21	1	1,5	6,33	0,032764
4,14	4,22	4,15	3,98	4,22	1	1,5	6,21	0,032143

4,08	4,16	4,12	4,03	4,16	1	1,5	6,12	0,031677
4,25	4,21	4,04	4,06	4,21	1	1,5	6,37	0,032997
4,20	4,22	4,14	4,17	4,22	1	1,5	6,30	0,032609
4,51	4,15	4,02	4,02	4,15	1	1,5	6,76	0,035016
4,33	4,28	4,13	4,15	4,28	1	1,5	6,49	0,033618
4,00	4,07	4,26	3,99	4,07	1	1,5	6,00	0,031056
4,37	4,34	3,93	4,09	4,34	1	1,5	6,55	0,033929
4,19	4,25	3,92	3,64	4,25	1	1,5	6,28	0,032531
4,14	4,26	3,95	3,93	4,26	1	1,5	6,21	0,032143
4,06	4,09	3,97	3,90	4,09	1	1,5	6,09	0,031522
4,19	4,14	3,91	3,91	4,14	1	1,5	6,28	0,032531
4,24	4,17	3,86	4,08	4,17	1	1,5	6,36	0,03292
4,19	4,22	3,58	4,26	4,22	1	1,5	8,17	0,042291
4,33	4,28	3,89	4,25	4,28	1	1,5	6,49	0,033618
4,17	4,20	4,01	4,26	4,20	1	1,5	6,25	0,032376
4,22	4,21	3,89	3,94	4,21	1	1,5	6,33	0,032764
4,25	4,22	3,92	3,94	4,22	1	1,5	6,37	0,032997
4,08	4,19	3,90	4,01	4,19	1	1,5	6,12	0,031677
4,21	4,23	4,11	3,96	4,23	1	1,5	6,31	0,032687
4,33	4,25	4,11	4,12	4,25	1	1,5	6,49	0,033618
4,18	4,20	4,17	3,74	4,20	1	1,5	6,27	0,032454
4,26	4,30	3,98	3,91	4,30	1	1,5	7,66	0,03969

Sources: Data processed (2023)

The calculation results table 1, show that the highest attribute is at the level of importance of 4.51, and the lowest is 4.00. Meanwhile, the satisfaction level is 4.35, and the lowest is 4.07. As for the Raw Weight, the highest value is 8.17 for the attribute of attractive advertising, and the lowest is 6.00 for the consumer's assessment of the sandal shop service. Meanwhile, the highest value of normalized raw weight is 0.042291. The assessment of the relationship between the customer requirements section and the technical response was carried out by the manager of Atozz sandals to connect between the two. The following are the results of determining the matrix by the manager of Atozz sandals in determining the relationship between the customer needs.

**Table 2:** Rating of The Power of Each Matrix

<i>response Technical</i>	<i>Raws Material</i>	<i>Size variation</i>	<i>Variation of Model</i>	<i>Design Variation</i>	<i>Service Consistency</i>	<i>Variation of promotion</i>	<i>Reach of services</i>
<i>Customer Needs</i>							
↓							
Strong product durability	●		○	○			

Products comfortable for daily use	●	●	●	○			
Products have good quality materials	●		○	○			
Products have a variety of sizes	○	●	△	△			
Many variations of the model or design of the product	●	△	●	●			
The glue on the product does not come off quickly when exposed to water	●	○	○	△			
The colour of the product does not vanish quickly when exposed to water	●		○	○			
the suitability of the size of the sandals does not change with the size of other sandals	○	●	△	△			
The consistency opening and closing hours					●		○
Suitability of shop service prices					●	○	△
Compatibility of price with quality	○	○	○	○	●		
Survive at least one year	●	△	○	○			
Appropriately packaged to maintain product durability	●				●		
Call centre services are easy to reach					●		●
Catalogues and purchases can be via online					●	○	●
Interesting colour variants	○		○	●			
Product packaging is nice to look at	○		●	●	●		
Lots of additional knick-knacks in the sandal-style strip	○	△	●	●			
Consumer assessment of sandal shop services					●	○	△
Consumer assessment of product satisfaction			○	○	●	○	△
Interesting advertisement					○	●	○
Giveaways and discounts promotions to make people interested in the products					○	●	○
Endorsing famous people to attract the attention						●	○
Promotion via social media has been effective					○	●	●
Constantly updating new product advertisements					●	●	○
Employees gave directions about sandals that fit well	○	○	○	○	●		
Smiling and polite employees					●		
Easy product ordering					●		●
Questions and complaints are well responded to at any time					●		●
The existence of a mirror helps consumers try sandals					●		

Sources : Data processed(2023)

The table 2 shows each rate from the production manager where there is an example of a strong relationship in the selection of raw materials, which has a strong effect on durability, then a moderate relationship for model variations, a weak relationship for size variations and empty for service consistency which has no effect.

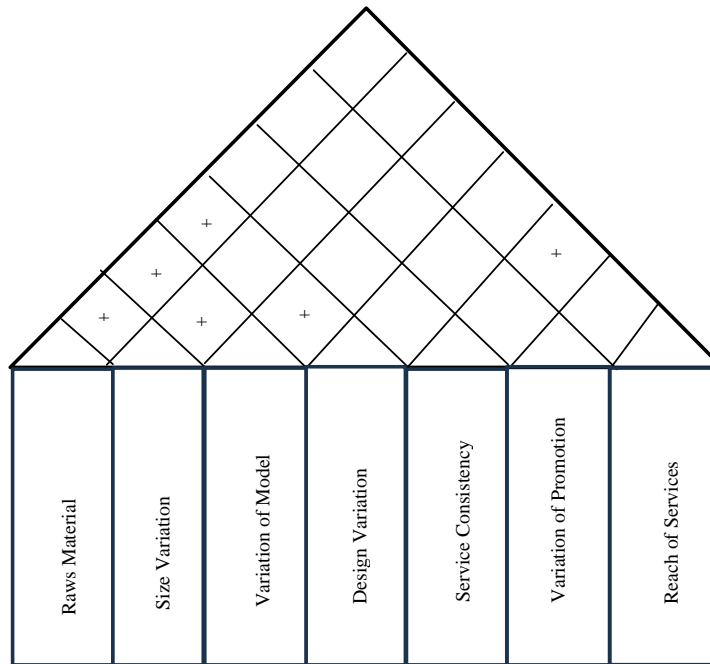


Figure 1. technical relationship

Sources: Data processed (2023)

Based on the figure 1, the researcher found that there is no negative or strong negative relationship between the existing technical responses. This shows that if the technical response attribute is increased, then the other technical response attributes will not decrease because of the positive relationship between each other. The technical matrix contains the weight of each technical response, the comparison with other brands and the targets that will be developed next for each technical response. The following technical responses have been carried out.

Table 3: Matrix Technique

Contribution	3,06	1,35	2,12	2,05	4,79	1,96	2,09
Normalized Contribution	0,03	0,03	0,03	0,03	0,03	0,03	0,03
Benchmarking Atozz	4,24	4,24	4,23	4,22	4,21	4,22	4,21
Benchmarking Seymore	3,96	3,98	3,95	3,95	4,01	3,87	4,02
Benchmarking Greenlove	3,90	3,85	3,88	3,87	4,01	4,11	4,01
Targetting	4,24	4,24	4,23	4,22	4,21	4,22	4,21

Sources : Data processed(2023)

Based on Table 3, it is known that the highest contribution value is 4.97, and the normalized contribution is 0.03. Benchmarking Atozz 4.24, benchmarking Seymore 4.03 and Greenlove 4.11. The target shows that the Atozz sandal product can achieve the target value, which can meet the needs and desires of consumers.

## Discussion

The research results, the level of importance of the desired and required attributes of the Atozz sandals product can be seen. The first is an attractive advertisement, by making product-related information as creative as possible to attract customers to find out and try the product. The second is variation in size; by creating various sizes of sandals, the potential buyers can adjust the use of wearing sandals to be comfortable when used, followed by other attributes. When viewed at the first level of satisfaction, it is comfortable to wear every day; the second is the attribute of many additional knick-knacks strap models, followed by other attributes. This statement shows that the daily comfort level is the first consideration for customers of sandal products Atozz. The company's technical ability to meet customer needs has seven technical responses that can affect product attributes and answer consumer needs and desires. For example, strong durability, comfort for everyday use, and quality materials are strongly related to the selection of raw materials. Therefore, sandal production companies must pay attention, especially to technical response activities that strongly influence each of their product attributes. The highest contribution value is the attribute that performs service consistency, starting from understanding the vital role of the customer by fulfilling his wants and needs. First, do the best service by giving information and offering products clearly and continuously monitoring customer feedback via social media or even directly. The second is to improve the selection of raw materials starting from the production process of sandals with various sizes and models, which are also important. Companies should produce sandals with strong quality glue so that they are not easily separated when exposed to water and last a long time. Good product packaging can also maintain product durability. The third is, designing sizes with various sizes according to the wishes and needs of consumers in order to create customer purchasing power. Based on the achievement of the target results, the QFD method analysis shows that the Atozz sandal product can achieve the target value, which can be said to be able to meet consumer expectations.

Not only applied in this study, but the QFD method has also been used in previous research conducted by Andre Ridho Saputro also using the QFD method. The research undertaken by Andre used the object of shoes as his research material, analyzing the level of satisfaction and importance of meeting customer wants and needs. The results of the research by Andre explained that there is a value in customer satisfaction and interests that have a high priority, similarity in the product comfort attribute, and the existence of product design and technical response targets that are lower in value than competitors (Saputro et al., 2022). The second study conducted by Naila Akmalia Rahmah concluded that the results of acquiring technical responses would continue to be followed up in manufacturing cleaning tool products, sea cucumber, or *Holothuroidea*'s Innovation Technology Automation (HITA) (Rahmah, 2023). Another study with the Qfd method was conducted by Dwiki Firmandiri Natakusumah, who concluded that the value obtained had yet to be achieved due to the unfulfillment of 3 attributes, consumer expectations, importance values, and unmet company performance (Natakusumah et al., 2019). Based on some of the results of the previous research exposure, there are differences in results with the research conducted by researchers. The results in this study do not have an explanation that explains product design and do not use the IPA method analysis. The purpose of this research only focuses on developing Atozz sandal products with the quality function deployment method. This study also clearly explains what attributes consumers expect. In this study, the researcher concluded that this research compares with other store brands so that researchers can see what opportunities are related to superior product attributes, which can use to make comparison searches as an industry that can best meet consumer needs. The final result of this study found that Atozz sandal products can achieve the target value when they can meet consumers' needs and desires and compete with competitors.

## Conclusion

Based on the results of a study entitled "Development of Product Quality, Promotion, and Service of Sandal Atozz Products with the QFD Method". So it can be concluded that the priority attribute. The development of the first attribute is to consistently carry out service consistency, starting from understanding the important role of customers by fulfilling their wants. It needs the best service, making clear statements, offering products, and consistently monitoring customer feedback via social media or even directly. The second development is to make improvements to the selection of raw materials, such as producing sandals with various sizes and models and using strong glue during the manufacturing process so that the product does not come off quickly when exposed to water and can last a long time. The product is appropriately packaged to maintain product durability. The third development is designing sizes with various sizes according to the wishes and needs of consumers in order to attract customer purchasing power.



This study results will provide input to the company and can be applied to maintain and improve the quality of Atozz sandal products. As well as describing what attributes need to be improved again and still paying attention to the technical response that has been made. This researcher also has several limitations in this study. This research applies just to the customers of Atozz sandal products. So, this research study cannot use for other businesses because of the different business fields. Also, this study did not explain the design related to making Atozz sandals because researchers only focused on the influence of buyer decisions on product quality development, promotion and service. Suggestions for further research are to apply and use similar methods. With a broader approach, the next researcher can examine other companies with problems almost identical to the issues in this study.

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