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International Conference
on Small and Medium Enterprise Empowerment

ICSMEE

**"Enhancing Small Medium Enterprise Competitiveness
Based on Creative Economy in Innovation Disruptions"**

Organized by

**CENTER FOR COOPERATIVES AND SMEs STUDIES
UNIVERSITAS SEBELAS MARET
SURAKARTA**

**October 11th, 2018
AT UNS INN - SURAKARTA**

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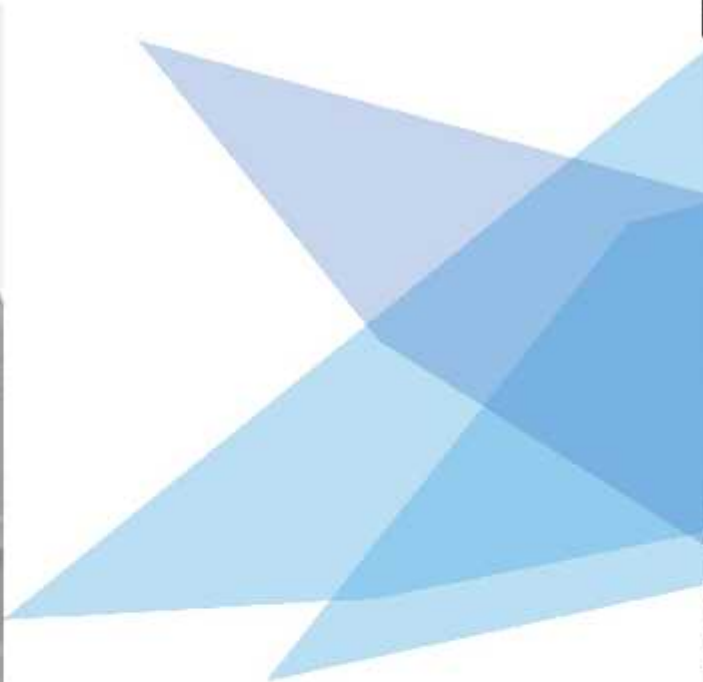
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**11 October 2018
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Institute of Research and Community Services

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GREETINGS FROM CHAIRMAN OF ORGANIZING COMMITTEE

On behalf of the Organizing Committee of **International Conference on Small And Medium Enterprise Empowerment (ICSMEE)** with the theme of “Enhancing Small Medium Enterprise Competitiveness Based on Creative Economy in Innovation Disruptions”, I would like to convey our utmost pleasure and appreciation to all participants. The committee and its advisory board has worked diligently to ensure all programme activities which hopefully would proceed smoothly. Today, participants took part in conferences in UNS Inn with a series of plenary and parallel sessions.

Moreover, there are 47 papers accepted for presentation in this conference. The output of this conference is international publication which is indexed by reputable institution. I extend my utmost gratitude for all of participant given prior to the event. I hope that during the conference, the participant will meet and share experiences, as well as extend their network to other partner.

I would also like to thank Universitas Sebelas Maret (UNS), Ministry of Cooperatives and Small and Medium Enterprises - Republic of Indonesia, keynote speaker, invited speakers from Universiti Kebangsaan Malaysia, Cheng Shiu University - Taiwan, Kasetsart University - Thailand and all parties for the contributions to this conference.

Hopefully we can continue our close cooperation as exhibited in the future.

Best regard,

Dr.agr. Muhammad Cahyadi, S.Pt., M.Biotech.

GREETINGS FROM RECTOR

Assalamu álaikum wr wb.

The excellencies, distinguished speakers from the Creative Economy Agency (*BeKraf*), Malaysia, Taiwan and Thailand, ladies and gentlemen

It is a great honor to welcome you, on the behalf of Universitas Sebelas Maret, to the joint **International Conference on Small and Medium Enterprise Empowerment (ICSMEE)** with the theme of “Enhancing Small Medium Enterprise Competitiveness Based on Creative Economy in Innovation Disruptions”.

This conference is made possible by the supports from some collaborating institution. Therefore, I would like to thank the Study Center of Cooperatives and MSMEs (PSP-KUMKM), and the Institution for Research and Community Service (LPPM) of UNS Surakarta, as well as the Ministry of Cooperatives and MSMEs of the Republic of Indonesia. Our gratitude also goes to our journal partners for the support that makes this conference more interesting and scientific.

In the context of empowering MSMEs in Indonesia, a synergy among the capacities of each field and stakeholder is expected to encourage MSMEs to survive and thrive in various challenges in the changing global environment, the trade in Asian Economic Community and the increasing influence of the disruptive innovations. The era of disruptive innovation demand MSMEs to improve efficiency, improve quality, open new markets, and make their products and services more easily accessible. In this era, If MSMEs only wait, it is certain that the wave of the disruptive innovation will hit them slowly, gradually and inevitably. If MSMEs do not have a plan as a counter measure, then be prepared to be eliminated and eroded by the flow of the rapid innovation. But if MSMEs have the capacity to plan and deal with the disruptive innovation, then they can survive, compete, and thrive with many benefits to become smarter, more efficient and more powerful MSMEs. Therefore with this seminar, we can share knowledge, experiences and solutions to improve the role of MSMEs in supporting the national economy.

This conference takes place in Solo or Surakarta which is known as the cultural heartland of Java. This city is famous for its refined, highly polished aesthetic and sophisticated Javanese art.

To conclude, I wish you meaningful and fruitful discussions in this conference, and that you find your visit to Solo worthwhile.

With great pleasure, I formally declare this seminar open.

Wassalamu álaikum wr wb.

Professor Ravik Karsidi
Rector, Universitas Sebelas Maret

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Quality Function Deployment as Product Development Method for Small Medium Enterprise

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Abstract

The development of product is paramount particularly for small and medium enterprises (SME) to be leader in the marketplace among competitors. Quality is one of the primary factor for product development and its defined as what customers required. For years, Quality Function Deployment (QFD) has been successfully implemented for large scale industries to ensure the development of product characteristics, specifications and features. The aim of this research is to implement QFD as product development tools in student business unit as a laboratory for enhancing student's ability to be entrepreneur. Secondly, is to testify whether QFD as representative and workable methodology in small industries such as student business unit. This research was conducted student business unit in Agro-industrial Technology Department, University of Darussalam Gontor as the producer of yogurt to be analyzed for its characteristics. This paper discusses two phases of relationships matrix between voice of customer and technical responses. Conducting survey with questionnaires is needed to figure out primary customer attributes. Furthermore, identification of key process operations by focus group discussion with management is conducted. This writing discovered taste of yogurt and package design are become the foremost attributes to be improved as customer's need priorities. Eventually, this study is considered to bring QFD in SMEs as product design tool for yielding competitive products and better marketing strategy.

Keywords: Product Design, Quality Function Deployment, small medium enterprises, Yogurt

Introduction

Nowadays, industrial competitiveness is getting tougher regarding development of technology, innovation and economy. The significance of quality has successfully dominated as the main business activity such as statistical quality control, total quality management and continuous improvement. In addition, innovation plays important factor to enhance market share by fulfillment the need of customers through product characteristics. Both large scale manufacturers and small-medium scale enterprises are obligate to satisfy about what customer need, want and looking for. The enterprises/manufacturers must have a process for innovating of production

process, customer driven oriented and new product development. For instance, Miguel (2007) [1] has reported the strong relationship between Quality Function Deployment (QFD) and innovation in some new product development are considerably made. However, innovation is a term for both large scale industries and small medium industries.

On the other hand, small and medium enterprises are growing rapidly in Indonesia both in production capacity and the amount of enterprises. Their problems are quite similar to larger company which is competitiveness. Many scholars have studied implementation of *quality function deployment* for manufacturers and services in large scale industries. Universitas Darussalam (UNIDA) Gontor as

emerging higher institution is obligate to produce competent graduates, by integrating Islamic values and science. Agro-Industrial Technology Study Program, UNIDA Gontor (TIP UNIDA Gontor) has a mission to yield graduates who's able to be Moslem technopreneur. In order to gain the goal of the university, Agro-industrial Technology Department has established *Agro-industrial Tech. Corporation* with main activity to motivate, embrace and learn student to create some innovative agricultural products. This student business unit is a small enterprise which is yogurt is the main product namely *YoFresh*.

Quality function deployment (QFD) method builds a parameter relationship between consumer desires and product characteristics designed by the company. This research aims to identify the characteristics of yogurt according to consumers to the characteristics of yogurt according to the manufacturer. The characteristics refer to quality, design and others. What consumers need will be distributed through house of quality (HoQ) analysis, as the most important matrix in QFD. This research begins with identifying consumer needs for YoFresh yogurt products. Furthermore, determining the product design specifications and characteristics of the production process. After the two stages are carried out, the relationship between the two matrix of HoQ and Technical Responses (TR) needs to be done by giving an assessment of how much the TR accommodates the needs of consumers. This can be applied in supporting students in creating innovative products, so that students' insight into moslem technopreneur will increase.

Qualify Function Deployment

The origins of quality function deployment (QFD) was from Japan, during the late of 1960s. During resurrection after Second World War, Japan was turned from copying and imitating product into a product developer based on originality. It was

encouraging Japan manufacturers to preserve quality from the early process of production. Shortly, QFD was born as product development concept or method, a part of Total Quality Management approach as topic in *Quality Function Deployment* book written by Shigeru Mizuno and Yoji Akao in 1978. Similarly, QFD played important role in statistical quality control (SQC) to assure the quality of product manufacture in particular [2]. In addition, in 1954 Dr. J. M. Juran, a very notable quality management consultant attracted the *Japanese Union of Scientists and Engineers* (JUSE) to invite him in order to teach about managing for quality and the essential of quality control in business. Japan manufacturers were striving to implement quality control as the main activity by utilizing statistical methods.

Quality Function Deployment (QFD) has emerged among Just In Time manufacturing to meet customer requirement for last decade which has gained in advanced quality planning, dominated by voice of customer [2]. QFD has two dominant models, the first is American Supplier Institute (ASI) model and the second is Akao's matrix of Matrices model [3]. With the potential of QFD methodology and applied to Lean manufacturing, there will be a new methodology for eliminating waste, within adding some statistical quality control tools, such as Ishikawa diagram. The main part of QFD is house of quality, a graphical matrix encompass six major matrixes as depicted in Figure 1: voice of customer, technical responses, relationship, benchmarking, correlation and technical assessment. These matrixes can depict broadly and clearly the interrelationships between various elements and identify the benchmarking with competitors which have similar core business. QFD is analyzed by a cross-functional team, as a horizontal concept stretches across the functional organization. QFD team should be communicated intensively with stakeholders in which representative of industries, customer and management in order to gain information that needed.

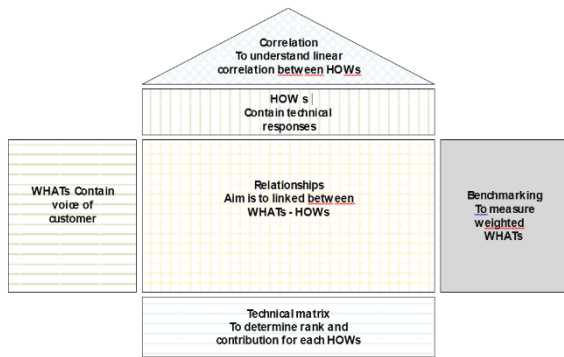


Fig. 1. conceptual matrixes of QFD

The quality literature during 1980s may have been dominated by manufacturing applications. But the more complex of service organizations and their functions are being observed to enhance their management capability in quality improvement. Quality management provides a connection between outcomes and the process by which outcomes are achieved. Concomitant with the TQM approach to management, higher education institutions particularly in USA have been observed whether education can be managed and improve to their alumnus. Many scholars had written QFD application in service organization. For instance, three phases of QFD was designed involving the integration of learning outcomes (LO), graduate abilities (GA), core competencies (CC), and department courses to In order to encourage competencies, outcomes and abilities into college student [5].

Research Methodology

The phase of QFD in this study designed two interrelated HoQ models. HoQ - 1 produces technical matrix values which will be analyzed later in HoQ - 2. The last output of HoQ is to evaluate the production process at Yo Fresh business units. Each HoQ phase is carried out according to the flow chart above with each different outcome. Figure 2 give illustration about the relationship between those phases.

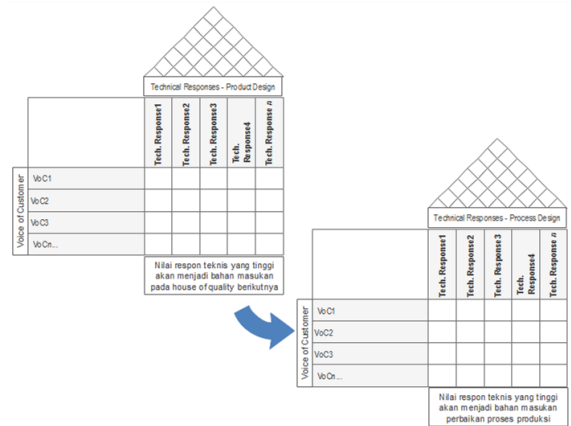


Fig. 2. Connecting of two phases QFD

Figure 2 accommodates customer need into producing *Standard Operating Procedure (SOP)* to improve production process of YoFresh. The research commenced by focus group discussion with the management of Agro-industrial Tech. Corporation as mentioned before to figure out the characteristics of YoFresh. Designing questionnaire is needed to collect the perceptions of YoFresh customers. Table 1 explain the characteristics and contain with several *attributes*.

Table 1. The classification of Attributes

Characteristics	Attributes
Durability	YoFresh durability
Package Design	Official logo of Halal availability Sealed and air-tight Nutrition fact label Product composition label Words of Wisdom Attractive package
Outlet Availability	YoFresh outlet is available at every dormitory
Brand	Easy to remember
Price	Affordable price
Taste	Variation of taste Customer loyalty

Production Process

YoFresh's production process needs to be identified as input material in analyzing technical responses that are used to find the value of relationships with the voice of the customer. This means that how far the production process of YoFresh can create products that are in accordance with VoC as shown in Figure 3.

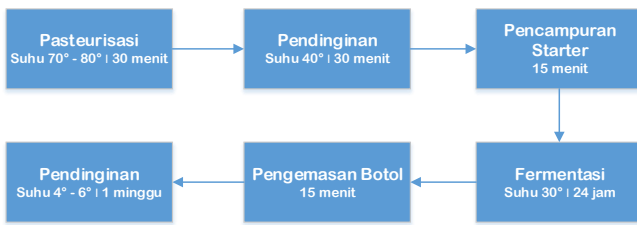


Fig. 3. Production Process

Determining Voice of Customer

Voice of Customer is obtained from the identification of attributes distributed into the questionnaire and the respondent provides an assessment of each attribute. The assessment is in the form of weighting with a range of 1, 3, 5, 7 and 9. The higher weight indicates that these attributes are important for analysis. Table 2 shows the weighting rating model for each attributes.

Reliability and Validity Analysis

Validity indicates the extent to which the score / value / size obtained actually states the measured / observed results. Validity analysis uses the Pearson Product Moment formula with the results is shown in table 3. Every attributes are higher than r table with = 0.335 35 respondents as preliminary survey. The purpose of preliminary survey is to figure out whether the questionnaire is valid and reliable.

Table 2. The Attributes Scores and Weight

Symbol	Attributes	Weighted	Amount	%
A4	Product composition label	7.90	790	10.334%
A6	Attractive package	7.70	770	10.072%
A5	Words of Wisdom	7.28	728	9.523%
A8	Easy to remember	7.12	712	9.313%
A10	Variation of taste	7.08	708	9.261%
A1	YoFresh durability	7.02	695	9.091%
A9	Affordable price	6.82	682	8.921%
A3	Nutrition fact label	6.74	674	8.816%
A11	Customer loyalty	6.62	662	8.659%
A7	YoFresh outlet is available at every dormitory	6.54	654	8.555%
A2	Official logo of Halal availability	5.82	570	7.456%

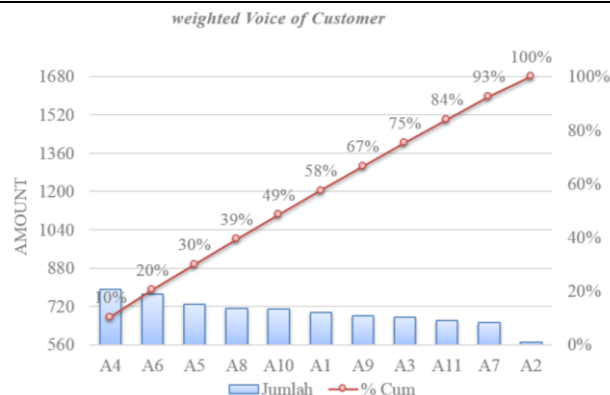


Table 3. The Attributes Scores of validity

No.	Attributes	r_{scores}
A1	YoFresh durability	0.697
A2	Official logo of Halal availability	0.725
A3	Sealed and air-tight	0.492
A4	Nutrition fact label	0.634
A5	Product composition label	0.666
A6	Words of Wisdom	0.521
A7	Attractive package	0.683
A8	YoFresh outlet is available at every dormitory	0.539
A9	Easy to remember	0.613
A10	Affordable price	0.672
A11	Variation of taste	0.619
A12	Customer loyalty	0.630

Conclusions

The UNIDA Gontor TIP study unit was formed to provide knowledge and insight to students in entrepreneurship. This study was designed to apply quality function deployment (QFD) as a method in distributing what consumers want to the characteristics of Yo Fresh products. This study also aims to improve the production process as a result of increasing the quality characteristics of yogurt. With continuous improvement it will produce product innovations supported by optimal marketing, attractive packaging design, efficient production processes. With the implementation of quality function deployment, we can identify the main elements of Yo Fresh products, Yo Fresh characteristics, relationships between elements and characteristics and competitiveness levels with other brands.

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The researcher also expressed his gratitude to all those who have helped the writing. Hopefully this research can provide benefits for readers, institutions and countries.

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