
THE IMPORTANCE AND PERFORMANCE ANALYSIS OF STORE ATMOSPHERE AT CABANA CAFE*ANALISA KEPENTINGAN DAN KINERJA SUASANA TOKO DI CAFÉ CABANA, MANADO*

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Abstract: The purpose of this research is to analyze the importance and performance of store atmosphere that be priority to enhance by Cabana Cafe. The type of this research is descriptive quantitative method by using Importance-Performance Anlalysis (IPA) as the analytical tool. Type of data used is primary data by spreading the questionnaires to the guests to gain information based on their perceptions and expectations where the sample size taken as much as 100 respondents. The result are measure in 14 service attributes which are (1) Friendly staff, Availability of menu, Customer access road, are plotted in Qudarant I where high importance level but the performance is perceived low, (2) Music, Information from the staff, Cleanliness are plotted in Quadrant II where the level of importance and performance is high, (3) Secure Parking, The smell room, Placement of the sign can be seen are plotted in Quadrant III where the level of importance and performance is low, (4) Entrance easily accessible to customer, Arrangment of the room, Lightning that attract customer, Air temperature, Layout of the table and chair are plotted in Quadrant IV where low importance level but have high performance level more than respondents expectations. In improving the store atmosphere to meet customers' expectations, Cabana Café has to evaluate the service attributes in Quadrant I.

Keywords: *importance-performance analysis*

Abstrak: Tujuan dari penelitian ini adalah untuk menganalisa pentingnya dan kinerja atmosfer toko yang menjadi prioritas untuk ditingkatkan oleh Cabana Cafe. Jenis penelitian ini adalah metode kuantitatif deskriptif dengan menggunakan Importance-Performance Anlalysis (IPA) sebagai alat analisis. Jenis data yang digunakan adalah data primer dengan menyebarkan kuesioner kepada para tamu untuk mendapatkan informasi berdasarkan persepsi dan harapan mereka dimana ukuran sampel yang diambil sebanyak 100 responden. Hasilnya adalah ukuran dalam 14 atribut layanan yang (1) Staf yang ramah, Ketersediaan menu, Jalan akses pelanggan, berada diplot Qudarant I di mana tingkat kepentingan tinggi tetapi kinerjanya dianggap rendah, (2) Musik, Informasi dari staf, Kebersihan berada diplot Kuadran II di mana tingkat kepentingan dan kinerja tinggi, (3) Parkir Aman, Ruang bau, Penempatan tanda dapat dilihat berada diplot dalam Kuadran III di mana tingkat kepentingan dan kinerjanya rendah, (4)) Pintu masuk mudah diakses oleh pelanggan, Pengaturan ruangan, Lightning yang menarik pelanggan, Suhu udara, Layout meja dan kursi berada diplot Kuadran IV di mana tingkat kepentingan rendah tetapi memiliki tingkat kinerja yang tinggi lebih dari harapan responden. Dalam meningkatkan atmosfer toko untuk memenuhi harapan pelanggan, Cabana Café harus mengevaluasi atribut layanan di Kuadran I.

Kata Kunci: *analisa kepentingan-kinerja*

INTRODUCTION

Research Background

Manado is clear evidence of the result by the influence of modernization and foreign cultures. As a city that continues to grow big, the growth in rate of the economy as well as changes in technology and information flows are faster. It became one of the driving factors of the creation of the tough competition in the business world. Manado that currently consider as Economic Tourism City offers it best potential without age restriction. Starting from historical tours, nature tours, shopping tours, to culinary offered in the city. Increasingly dynamic market in Manado requires businesses to constantly improvise and innovate to retain customers. Run business today is no longer oriented toward profit itself. Active marketing more customer oriented are more widely used by businesses in Manado, although this requires the business people to define "want and need" from the standpoint of the consumer. By understanding the desires of the customer will help the sustainability of the business itself. Therefore in Manado business people are vying to understand the needs and wants of its customers by presenting their business atmosphere (store atmosphere) as best as possible in order to attract attention and meet customer needs and wants.

Food business or who are currently better known as the culinary business is a type of business that is always lively on offer in the city. When we remember the passing of Manado city was filled with mall, restaurant and cafes. By utilizing the nature of the people in Manado who love to eat, not a few of them make this as opportunities where they open restaurants or café, considering the amount of places to eat in Manado which is a lot, it's not make the other people stop doing this business. With their bright ideas they make differences in their businesses where the differences become the hallmarks each of their business. Those are the hallmarks which some of it are the result of the influence of modernization and foreign cultures. Until now, even the café business is still very popular, but a change in lifestyle, tastes and ordinances of enjoying or consuming food in urban communities, especially the city of Manado, bringing culinary entrepreneurs to new ideas about café which is considered more modern and other things that are prefers.

Cabana Café is one those cafes in Manado it is located in Kawasan Megamas. Not like other cafes in Manado, Cabana Café has been set in such a way so it looks mixed by vintage and western style. Besides it is in a strategic location, The Cabana Café also presented in an attractive way. That's why it is important for the researcher to conduct a research about The Importance and Performance Analysis of Store Atmosphere at Cabana Café in Manado. Research Objectives

Research Objectives

The objectives of this research are to identify:

1. The importance of store atmosphere at cabana cafe.
2. The performance of store atmosphere at cabana cafe.

THEORETICAL REVIEW

Marketing

Kotler and Armstrong (2010: 29) Marketing is the process by which companies create value for customers and build strong customer relationships in order to capture value from customer in return. Stanton, Bruce, and Michael (1996: 6) Marketing is a whole system of business activities aimed at planning, pricing, distributing goods and services that can satisfy the needs of both the buyers existing and potential buyers Lamb, Hair, McDaniel (2001: 6) Marketing is a process of planning and running concept, pricing, promotion, and a number of ideas, goods and services to create exchanges that can satisfy individual and organizational goals. Kotler et. al. (2005: 10) Marketing means managing markets to bring about profitable exchange relationship by creating value and satisfying needs and wants.

Store Atmosphere

Store atmosphere is the atmosphere of the shop is very influential for a store to make customers feel at ease and comfortable picking the type of product to be bought. To create an atmosphere that support from a store requires adequate design.

Sutisna and Pawitra (2001) defined store atmosphere is one component of store image. Various factors combined to form the store image is the product sold, the service in the store, the customer, the shop as a place to enjoy the pleasure of life, store promotional activities, and the atmosphere of the shop. Store atmosphere can be understood as the spatial planning (instore) and outdoor (out store) to create convenience for customers. Berman, Barry, and Evans (2004:59) defined Store atmosphere can be divided into several elements, which is:

1. Exterior

Characteristic of the exterior shop has a strong image of the store, so it should be planned as best as possible. The combination of these exterior can make the outside of the store into a unique look, attractive, prominent and inviting people to come into the store.

2. General interior

The main thing that can make sales after shoppers are in the store is the display. The interior design of a store should be design to maximize visual merchandising. Display a good one that can attract visitors and help them so easy to observe, examine, and choose the goods and ultimately make a purchase. There are many things that will affect the perception of consumers in the store.

3. Store layout

The store manager should have a plan in determining the location and shop facilities. Store managers also should utilize the existing store space as effectively as possible.

4. Interior point of interest display

Interior point of interest display has two objectives, namely to provide information to consumers and increase store atmosphere, it can increase sales and profits store.

Purchase Decisions

The decision to purchase is taken by the buyer was actually a collection of several decisions. According to Kotler (2000: 109) every purchase decision has five components structure:

1. Product choice

Consumers can take the decision to purchase a product or use their money for other purposes. In this case, the company should concentrate their attention to people who are interested in buying a product as well as other alternative they consider.

2. Brand choice

Consumers should take the decision about which brand to purchase. Each brand has its own differences. In this case, the company must know how consumer should choose a brand to purchase, the brand name is already known will facilitate consumers in taking their decision.

3. Dealer choice

Consumers should take a decision in which the product will be purchased. In this case the manufacturers, wholesalers and retailers should be aware of how consumers liked the goods.

4. The amount of Purchase

Consumers can take a decision on how much of the product to be bought at one time. In this case, the company must prepare a multitude of products in accordance with the desire of different purchases.

5. The timing of purchase

Consumers can take decisions about when their have to make a purchase. This case concerns the availability of money to buy product. Therefore the company should be able to measure the production and marketing activities.

Customer Satisfaction

Oliver (1980) indicates that customer satisfaction requires full meeting customer expectations of products and services. When performance matches or exceeds customer expectations for service, they are satisfied. If not, they are not satisfied.

Previous Research

The First article by Hussain & Ali (2015) The major objective of conducting this research was to identify the impact of atmospheric variables on the consumer purchase intention in the international Retail chain outlets (Metro Habib & Hyperstar) of Karachi. In the past, many researchers have been conducted on these variables, but mostly conducted outside Pakistan. We have conducted this research specifically in Karachi, Pakistan. This research examined the impact of cleanliness, music, scent, colour, lighting, temperature, display/layout on purchase intention of consumers. Cleanliness, Scent, Lighting and Display/Layout have significant positive influence on the consumers' purchase intention while music and colour have minimal impact on the consumer purchase intention, whereas, the temperature has almost no impact on the consumer while shopping.

The Second article by Singh, Katiyar, and Verma (2014) about The findings from the study indicate:

1. All store atmospheric factors, have significant impact on customer approach behaviors. Ordering from high to low according to the extent of impact, the factors are design factors, intangible factors, image of service personnel, visual stimulus and image of other customers. This reveals that the design factor of a store is the biggest environment factor that impacts customer approach behaviors; its power of influence and interpretation are significantly higher than other factors.
2. Customers pay special attention to the designing in a store, including whether the layout and overall structure is reasonable, how is the interior decoration, whether the signs and marks are clear, whether the display of commodities in corridor space, commodity information and classification is complete and convenient.
3. Intangible factors and image of service personnel, that is, music, noise, room temperature, clothing and attitude of service personnel etc. are also considered by customers as critical factors that will influence their behaviors. All the aforementioned factors have significantly positive correlation with customer approach behaviors, indicating that customer behaviors in hypermarkets are mainly affected by the environment factors that have biggest relevance with commodity. Finally, this study proposes specific suggestions and measures of how to create a pleasant store atmosphere and convenient store layout in retail store to promote retail shoppability according to results of empirical analyses.

The Third article Madjid (2014) The major contribution to this study is the adoption of a more comprehensive approach to investigating determinants of purchase decision than previous studies. The literature on the aggregate relationships between store atmosphere, customer emotions and purchase decision is quite rich but it is not the case when the construct's individual dimensions. Thus, this study has a wider coverage of the key dimensions of store atmosphere and their impact on customer emotions and purchase decision from supermarket customer in Mega Matahari Kendari Southeast Sulawesi. Based on the research result and discussion, it concludes that store atmosphere on the customer emotions and purchase decision show a positive and significant impact. The test results indicate that there is enough empirical evidence to accept which states that store atmosphere significantly enhances the customer emotions and purchase decision. Moreover, a customer emotion has positive and significant impact on purchase decision.

Conceptual Framework

In this research conceptual framework is provided to create a comprehensive understanding of a phenomenon or phenomena that is being observed.

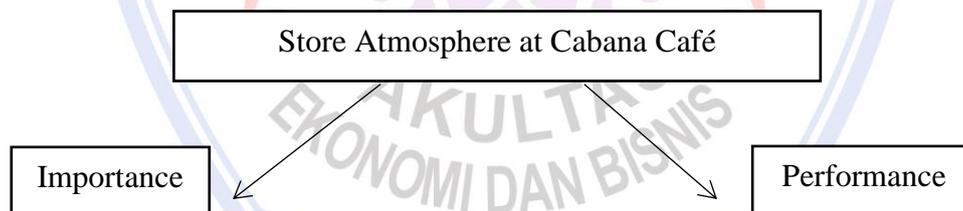


Figure 1. Research Framework

The figure 1 explains theoretical framework of the research. The figure showcases the core of the research which is to explore the importance and performance of Store Atmosphere at Cabana Café.

RESEARCH METHOD

Type of research

This research is a type of descriptive study with quantitative methods by using Importance-Performance Analysis (IPA) approach as analytical tool.

Place and Time of Research

The place of research conducted at Cabana café Manado. The time of research was conducted from January to March (3 months).

Population

The populations in this research are the customer of Cabana Café Manado . The sample sizes of this research are 100 guests or respondents who had been treated at hotel for one day and more.

Operational Definition and Measurement of Research Variables:**Exterior (X1)**

Characteristic of the exterior shop has a strong image of the store, so it should be planned as best as possible. The combination of these exterior can make the outside of the store into a unique look, attractive, prominent and inviting people to come into the store.

General Interior (X2)

The main thing that can make sales after visitors are in the cafe is the display. The interior design of a cafe should be design to maximize visual merchandising. Display a good one that can attract visitors and help them so easy to observe, examine, and choose the foods and beverages also ultimately make a purchase.

Store Layout (X3)

The store manager should have a plan in determining the location and shop facilities. Store managers also should utilize the existing store space as effectively as possible.

Interior Point of Interest Display (X4)

Interior point of interest display has two objectives those are to provide information to consumers and increase store atmosphere, it can increase sales and profits store.

Data Analysis Method Validity and Reliability Test

To analysis the validity of questionnaires, Pearson product moment is used. An instrument measure is valid if the instruments measure what ought to be measured. Reliability test is established by testing for both consistency and stability of the answer question. Alpha Cronbach is reliable coefficients that can indicate how good items in asset have positive correlation one another (Sekaran, 2000).

Importance and Performance Analysis

Martilla and James (1977) The Importance-Performance Analysis (IPA) is one of popular tools among researchers. The IPA model is divided into four quadrants, with importance on the y-axis and performance on the x-axis. The four-quadrant IPA matrix which Quadrant I is labelled "Keep Up the Good Work," with high importance/high performance, which indicates that the firm has been performing well to gain competitive advantage. Quadrant II is labelled "Concentrate Here," with high importance/low performance, indicating that the firm has been performing poorly and requires improvement to be a top priority. Quadrant III is labelled "Low Priority," with low importance/low performance. Any attributes falling into this quadrant are non-important and pose no threat to organizations. Quadrant IV is labelled "Possible Overkill," with low importance/high performance, indicating that employees are satisfied with the performance, but the specific attribute is relatively non-important. In this situation, the leader should allocate more resources to manage attributes that reside in Quadrant I.

RESULT AND DISCUSSION**Validity and Reliability Test****Table 1. Validity Analysis of Importance**

Attributes	MSA Correlation	Status
Store Atmosphere of Cabana Cafe		
The Placement of the sign can be seen clearly	.716a	Valid
Entrance easily accessible to customer	.605a	Valid
Secure parking	.539a	Valid
Lightning attract customer	.693a	Valid
Cleanliness	.551a	Valid
Air temperature	.514a	Valid
The smell room	.526a	Valid
Music	.780a	Valid
Friendly staff	.736a	Valid
Layout of tables and chairs regular	.652a	Valid
Arrangement of the room	.805a	Valid
Customer access road	.867a	Valid
Information from the staff	.563a	Valid

Availability of menu	.767a	Valid
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Source: SPSS Output (2017)

Table 2. Validity Analysis of Performance

Attributes Store Atmosphere of Cabana Cafe	MSA Correlation	Status
The Placement of the sign can be seen clearly	.752a	Valid
Entrance easily accessible to customer	.795a	Valid
Secure parking	.741a	Valid
Lightning attract customer	.867a	Valid
Cleanliness	.848a	Valid
Air temperature	.792a	Valid
The smell room	.848a	Valid
Music	.817a	Valid
Friendly staff	.844a	Valid
Layout of tables and chairs regular	.869a	Valid
Arrangement of the room	.838a	Valid
Customer access road	.876a	Valid
Information from the staff	.777a	Valid
Availability of menu	.779a	Valid

Source: SPSS Output (2017)

Reliability

The reliability analysis is done by SPSS and both the Cronbach's Alpha result of Performance and Importance both exceed the required values of 0.60. Performance has .923 and Importance has .866, these results indicate that the data is reliable.

Importance and Performance analysis Result

Table 3. Attributes Importance Mean, Performance Mean, and Quadrant

Attributes of Store Atmosphere at Cabana Café	Mean Importance (Y)	Mean Performance (X)	Quadrant
The Placement of the sign can be seen clearly	5.04	4.37	III
Entrance easily accessible to customer	5.23	4.83	IV
Secure parking	5.23	4.31	III
Lightning attract customer	5.09	4.8	IV
Cleanliness	5.33	4.79	II
Air temperature	5.03	5.04	IV
The smell room	5.09	4.55	III
Music	5.76	5.58	II
Friendly staff	5.49	4.72	I
Layout of tables and chairs regular	4.88	4.83	IV
Arrangement of the room	5.13	4.94	IV
Customer access road	5.39	4.59	I
Information from the staff	5.38	4.8	II
Availability of menu	5.41	4.71	I
Average	5.248	4.775	

Source: Data Processed (2017)

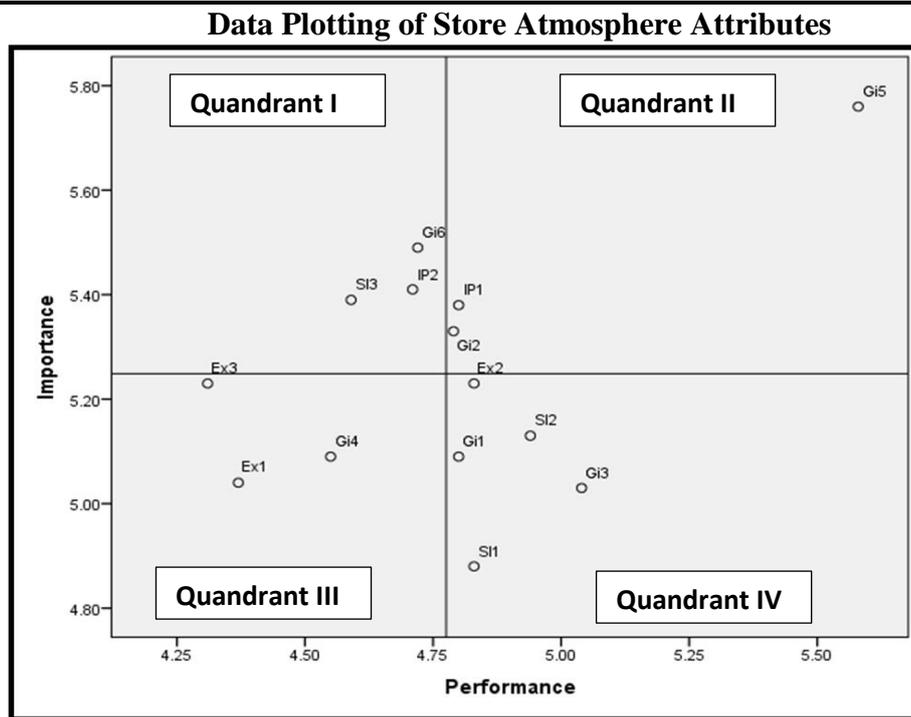


Figure 2. Data Plotting
Source: Data Processed, 2017

Discussion

Importance Performance Analysis is a series of service attributes associated with specific services to be evaluated based on the level of importance according to the consumer of each attribute and how the service is perceived its performance relative to each attribute. Importance and Performance Analysis tool is a descriptive analysis technique, which used to identify the importance performance factors about matters that should be showed by the organization in fulfilling consumer satisfaction. IPA matrix divided into 4 quadrants, Concentration here as quadrant I, Keep up the good work as quadrant II, Low priority as quadrant III, and Possible overkill as quadrant IV. The result interpreted in tables and IPA matrix.

The tables show the importance's mean values of each attributes and performance's mean value of the same attributes. The mean values of importance and performance used to determine the meeting point in the matrix as importance represented by Y axis and performance represented by X axis. The meeting point of Y and X of each attribute determines the position of the attribute among 4 quadrants in IPA matrix.

This research shows Cabana Café customers preference and perspectives of which store atmosphere is important to them and which store atmosphere that needs an improvement. With contribution of 100 customers of Cabana Café, the researcher answered the problem questions through questionnaires returned. The primary data from questionnaires also acquired the characteristics of customers that have participated in this research such as gender, age, occupation, income per month, and visit period.

Based on the result analysis, the store atmosphere Cabana Café attributes overall still must improving their store atmosphere because there are 3 attributes located in quadrant I, even 3 others attributes located in quadrant II, 3 attributes in quadrant III, and 5 attributes in quadrant IV.

The result attributes located in Quadrant I are friendly staff, customer access road, Availability of menu. This quadrant implied a high importance level and low performance level. The three attributes all have high importance to customer. However, the customer perceived the attributes have not been able to give satisfaction. It means, the attributes have low performances. As in there "concentrate here" is the importance show in quadrant that cabana café should pay attention on to satisfy customer better by improving the performance of the attributes. That means to customers are importance. Friendly staff, is very importance to customer while they are visit the café. The more they feel comfort the more they reach satisfaction. Because it is about how the staff behaviour shows the image of the café itself. According to Berman, Barry, and Evans (2004). But, the performance is not reaching customers satisfaction. The staff need to give face expression, smiling, greetings, treatment, or even body gesture become assessment to measure how friendly they are. Customer access is very important for the customers. Because, access road is needed not only passable one person but also can be passed

many people and easily be passed without any hindrance. However this attribute has not satisfied cabana café customer. Cabana café should extend through the area. So, that customers can freely walk without disturbing or disturbed by other customer. Availability of menu is very important for customer. Because as a special attraction at the cafe itself. List menu is guiding them on what and how the food was also the price of food and drink. According to Berman, Barry, and Evans (2004), “grouping and displaying merchandise in a separate category”. Which means availability of menu that is still lacking in the cabana cafe makes not achieve customer satisfaction. Usually customers who visit the café confusion in ordering food or drinks. So, if the food or beverage is not available in the list it will decrease the customer of interest.

The result attributes located in Quadrant II are Music, Information from staff, and cleanliness. This quadrant implied a high importance level and high performance level, means Cabana Café customers are perceived satisfactory in implemented these services. A good music is very importance because it can influence the atmosphere of the café. So the customers are felt a good condition while they are eating or drink in the café. It means these attribute make Cabana café performance did it well in making customers perceived the satisfaction. Information from the staff so far have done well, because it represents the provision of caring and individualized attention to customers including access or approachability and ease of contact, effective communication and understanding the customers. According to Berman, Barry, and Evans (2004) “retailers shown a variety of merchandise to customers”. In other words, Cabana café had succeeded with the good performance to customers. Cleanliness became very important to customer. Because basically people prefer to eat and drink at the place neat and clean. Cleanliness is also one of the factors to keep the customers. According to Berman, Barry, and Evans (2004), “Cleanliness can be a major consideration for consumers to eat at these places”. They maintain the cleanliness of the café by always cleaning tables, chairs, even the toilets which has been completed in use. It means Cabana café have a good delivered performance.

The result attributes located in Quadrant III are Secure parking, The smell room, The placement of the sign can be seen clearly. This quadrant implied a low importance level and low performance level, means these attributes are in low priority to be evaluated. It means, cabana cafe should not focus on this attributes, because customers are not too concerned and felt the influence of these attributes.

The result attributes located in Quadrant IV are Entrance easily accessible to visitor, Arrangement of the room, Lightning, Air temperature, Layout of tables and chairs regular. This quadrant implied a low important level and high performance level, means these attributes are possible overkill. The five attributes all have high performance. Customers require these attributes, only the customer does not pay attention to these attributes. So cabana cafe does not have to give special attention to these attributes.

CONCLUSION AND RECOMENDATION

Conclusion

The Importance Performance Analysis is used to compare how important are those attributes and how the performance of the same attributes delivered by Cabana café. This research has identified fourteen attributes of Store atmosphere which shows below:

1. From 14 attributes of store atmosphere there 6 attributes that are important to customer, which are friendly staff, customer access road, availability of menu, music, information from the staff, and cleanliness.
2. From 14 attributes of store atmosphere also have a good performance according to the customer, namely music, information from the staff, cleanliness, lightning, air temperature, layout of tables and chairs regular, entrance easily accessible to visitor, arrangement of the room. For customer these attributes perceived as good as what customer expected.
3. There are 3 attributes that is high important and achieve high performance, namely music, information from the staff, and cleanliness which is very important to customers and the performance of cabana café in these atmosphere is perceived as good as what customer expected.

But also there are 3 attributes that high important to customer and low performance, which are friendly staff, customer access road, and availability of menu. And manager should to concentrate here in order to improve these attributes so the customer will get what they need while they visit in cabana cafe

Recommendation

After looking at the result, the researcher provided recommendations addressed to Cabana cafe to improve their store atmosphere. Some recommendations have listed as below:

1. The important attributes of store atmosphere for customer and Cabana cafe need to improve the performance of the availability of menu cabana café, Customer access road, and friendly staff. In order to reach customer satisfaction. Cabana café must concentrate to further enhance staff performance by train them as well. Availability of menu is reproduced and diversified. So can make more interested to customer. Customer access road must be better than before, so customer can more freely walk in café.
2. The Store atmosphere which is important and in a good performance are music, cleanliness, and information from the staff have to keep as usual performance to customers in order to make them satisfied and be loyal to cabana café. Actually the café should keep the life music schedule to attract more people, accurate information, etc. in order to satisfy customer and make them loyal to come back to the café in the future.
3. The Store atmosphere has a low priority to be improved are Secure parking, The smell room, and The placement of the sign can be seen clearly which not important to customers so cabana café no need to pay attention on these attributes. However there is few notes from customer to improve the parking area is to dark and more lightning, so customer can feel safe to park their vehicle.
4. The analysis shows low important of Store atmosphere which Cabana cafe performance is relatively high are Entrance easily accessible to visitor, arrangement of the room, lightning, and the layout of the table and chair are placed in this quadrant. It means Cabana cafe does not need to focus for these attributes because customer has already satisfied even it attributes are not too important for them.

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