# Development of Tea Local Company Through Blue Ocean Strategy

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## Abstract

By the development and ease of today's technology line, it is necessary to design a new marketing strategy to find out the position of EFAS and IFAS, as well as find the right marketing strategy proposal for the company using the Blue Ocean Strategy method. This strategy method offers a concept for companies looking for new areas that have not been entered by competitors. The purpose of this study is to find out and explain the external and internal environment through SWOT analysis, how to apply the Blue Ocean Strategy in increasing sales, and excel in compete so that it can be applied to the smooth running of the business in the future. Based on the results of a study involving 52 respondents, it is known that the company's position is in quadrant III with a value on the X axis of -0.1 and the Y Axis of 0.2, meaning that there is a need for a change in strategy with the opening of existing opportunities. Furthermore, the proposed four-step performance framework, the variables that must be leveled are product quality, advertising, the appearance of the company, the ease of finding products, and promotion, and the variable factors created are the renewal of the company's image (re-branding), and the addition of a narrative to the product menu.

**Keywords :** Blue ocean strategy; EFAS; IFAS; Marketing strategy; SWOT

## INTRODUCTION

Current technological advances affect various aspects such as lifestyle, transaction processes, mindsets, and others (Daniels, 2020). This is accelerating at an extraordinary pace resulting in business changes dominated by intangible (Sallah & Caesar, 2020) and knowledge-based assets, new products are starting to be developed in shorter cycles, customers are well informed and connected globally, and venture capital is widely available (Tekic & Koroteev, 2020).

The change also resulted in the need for changes in the design of marketing strategies (Clauss, 2016). Digital technology is an enabler of business transformation: to achieve a strategic and powerful end to digital transformation, not the end of digital transformation itself. Instead, business models are the drivers of digital transformation: the factors that lead to successful transformation or not. The business model describes the logic of how to do business in a new way. Digital technology significantly accelerates experimentation with business models (S.R.Warner, 2019) that make it possible to organize a business model. Although it may be true that "A better business model will trump a better idea or technology." (Kavadias, Ladas, & Loch, 2016). Businesses are forever competing, each seeks to gain a competitive advantage over its competitors. Competitive advantage has been defined as the above industry average exploitation of market opportunities and neutralization of competitive threats (Christos Sigalas, 2018).

Wonosobo City as a tourist area has a wide variety of souvenirs for tourists, one of which is Tea X, given the large number of competitors on Tea products, it is necessary to take advantage of this potential market and bet on the quality and diversification of tourism product offerings, as a key element of the National and Integral Tourism Plan, and this will be achieved by promoting tourism and quality shopping as engines of economic and social growth (Sigala, 2018).

This study aims to provide a suitable strategy proposal, so before that it is necessary to find out the current conditions related to the position of EFAS and IFAS by conducting a SWOT analysis. According to Samejime, et al (2005), SWOT analysis is one of the many tools that can be used in an organization's strategic planning process. Other commonly used tools for strategy analysis are PEST analysis, Five Strengths analysis, and 3C (Company–Customer–Competitor) analysis. SWOT is the right method to plan a business strategy based on the results of an evaluation of weaknesses, opportunities, and threats in a business project at all business scales (Komari., et al, 2019). Through the SWOT Matrix the external opportunities and threats facing the company that can be adapted to

strengths and weaknesses can be clearly described. In addition, the large number of similar products available in the market requires a strategy to get to the blue ocean, so the Blue Ocean Strategy is used.   This matrix on BOS can produce four sets of possible strategic alternatives (Kim and Mauborgne, 2004), as well as the conceptualization of BOS also proposes that in the blue ocean, "Demand is better created than fought for," giving rise to "many opportunities for profitable and rapid growth."   (Aithal, 2016).

**LITERATURE REVIEW**
*Strategy Management*
       According to (Heene & Desmidt, 2010) strategic management is the unity of the management process in an organization that is repeated in creating value and the ability to deliver and expand its distribution to stakeholders or other interested parties.
*Marketing Strategy*
       "Marketing is about identifying and meeting human and social needs. One of the shortest good definitions of marketing is meeting needs profitably (Keller & Kotler, 2015)". "Marketing is identifying and meeting human and social needs. One of the good and brief definitions of marketing is to meet the needs in a profitable way.
*Analyzes SWOT*
       SWOT analysis is the process of systematically identifying various factors in order to determine the right formulation and carry outthe best company strategy. These features make SWOT a commonly used approach in strategic management (Büyüközkan and Ilıcak, 2019).   The goal is to conduct an analysis of the situation or conditions, so it can be formulated the company's strategy in its competition in the market. In the SWOT analysis, there are 2 factors that affect SWOT, namely EFAS and IFAS.
       This analysis is based on the relationship or interaction between internal elements, namely strengths and weaknesses, to external elements i.e. opportunities and threats. The general instructions that are often given for formulation are:
 a.   Internal Strategic Factors (IFAS)
       IFAS is a company's management's analysis of its internal strategic factors based on a prioritized list (using weights).
 b.   External Strategic Factors (EFAS)
       EFAS tables can help managers organize external strategic factors into generally accepted categories regarding opportunities and threats.
 c.   Summary of Strategic Factors Analysis (SFAS)
       The combination of EFAS with IFAS is further able to produce strategic factor conclusions that can be called strategic factor analysis (SFAS).
 d.   Pembuatan Matrix SWOT
       With a SWOT matrix, companies can match external opportunities and threats with their internal strengths and weaknesses, so that four sets of strategic alternatives can be generated.
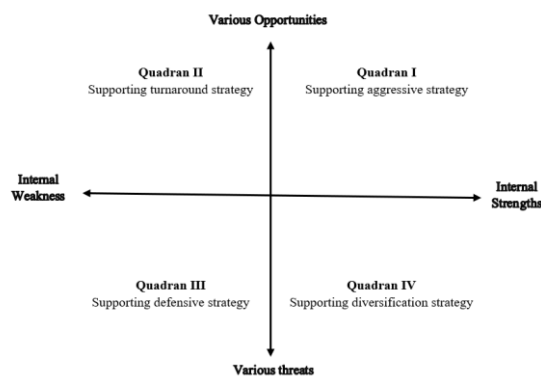


Figure 1 Chartesian SWOT Chart

*Blue Ocean Strategy*
       *Blue Ocean Strategy* is one of the strategies to win the market by redefining the industry so as to give rise to a new understanding from a different point of view. The new understanding will be a guide for determining strategies to jump over the boundaries of the industry or market that has been embraced so far. (Kim & Mauborgne, 2005) states that value innovations are created within the territory where the company's actions positively affect the cost structure and the offer of value for the buyer.

In order for the formulation and execution of value innovations in the Blue Ocean Strategy to be the same and run systematically, understanding and using a set of analytical tools and frameworks is necessary. Here are the analytical tools and frameworks in Blue Ocean Strategy:

a. Canvas Strategy

The strategy canvas is a diagnosis framework for building a good Blue Ocean Strategy, and serves as a summary of the current situation in the familiar market space.

b. The Four-Step Framework

The four-step framework as a tool is based on being able to reconstruct elements of buyers in order to help companies gain new insights in creating new value curves. There are four important questions that are the key to creating a new value curve (Chan & Mauborgne, 2016).

1) What factors need to be eliminated from factors that have been taken for granted by the company?
2) What factors need to be reduced to below the company's standard?
3) What factors should be improved to above the company's standard?
4) What factors have never been offered by the company so that they must be created?

c. The Scheme of Eliminate, Reduce, Improve, and Create

The third tool for creating blue oceans in the Blue Ocean Strategy is the eliminate, reduce, improve, and create scheme. The scheme is a complementary analytical tool to the four-step framework, which in this scheme encourages companies to not only ask the four questions within the four-step framework, but also to implement the four questions to create a new value curve.

d. Three Characteristics of a Good Strategy

Three characteristics of a good strategy as indicated by the strategy canvas, where the value curve has three complementary qualities, namely (Chan & Mauborgne, 2016):

1) The focus of each great strategy has a focus, and a strategic profile or value curve of the company should clearly show that focus.
2) Divergence/motion away by creating four steps, i. e. eliminate, reduce, improve, and create. This strategy distinguishes their profile from the general profile of the sector.
3) Alluring slogan, a good strategy for the company must have a clear and alluring slogan.

e. Value Curve Reading

The strategy canvas allows the company to see the future and the present. To be able to do this, companies must understand how to read the value curve. A value curve contains a wealth of strategic knowledge regarding the current and future status of a business (Chan & Mauborgne, 2016).

**METHODOLOGY**

The data collecting methods in this study are observation and interview. The observation was conducted by direct observation on job activities and head of marketing departement while the interview was performed by a virtual question and answer with designated sources by asking some questions to customers. In this research theres 52 respondens. This research consists of 6 stages: business strategy identification, preparation and distribution SWOT, processing SWOT questionnaires, identification the attributes of BOS, preparion and distribution BOS questionnaires, and designing strategy canvas and BOS. Pertanyaan pada questioner meliputi X1: Product Price; X2: Product Variations; X3: Product Quality; X4: Corporate View; X5: Related Product Advertising; X6: Ease of finding Products; X7: Social media activity; X8: Related Product Promotion; X9: Approval rate of product into souvenir product.

**RESULTS AND DISCUSSION**

1. Test validity

**Table 1. Validity Test of Y Questionnaire**

| Variable | r-table | r-count | Information |
|---|---|---|---|
| $X_1$ | 0,2353 | 0,398 | Valid |
| X2 | 0,2353 | 0,552 | Valid |
| X3 | 0,2353 | 0,586 | Valid |
| $X_4$ | 0,2353 | 0,845 | Valid |
| $X_5$ | 0,2353 | 0,765 | Valid |
| $X_6$ | 0,2353 | 0,715 | Valid |
| $X_7$ | 0,2353 | 0,789 | Valid |
| $X_8$ | 0,2353 | 0,803 | Valid |
| $X_9$ | 0,2353 | 0,280 | Valid |

From the validity test using Sofwarre SPSS in the tabel 1, it was found that 9 variables in the questionnaire related to Y were declared valid because they had an r-count value > r-table or > 0.2353.

**Table 2. Validity Test of X Questionnaire**

| Variable | r-tabel | r-count | Information |
|---|---|---|---|
| $X_1$ | 0,2353 | 0,475 | Valid |
| $X_2$ | 0,2353 | 0,547 | Valid |
| $X_3$ | 0,2353 | 0,677 | Valid |
| $X_4$ | 0,2353 | 0,760 | Valid |
| $X_5$ | 0,2353 | 0,833 | Valid |
| $X_6$ | 0,2353 | 0,788 | Valid |
| $X_7$ | 0,2353 | 0,859 | Valid |
| $X_8$ | 0,2353 | 0,905 | Valid |
| $X_9$ | 0,2353 | 0,473 | Valid |

Based the validity test using Sofwarre SPSS on table 2, it was found that 9 variables in the questionnaire related to Tea X were declared valid because they had an r-count value > r-table or > 0.2353.

2. **Reliability Test**

Reliability test is to measure the extent to which the results of a measurement can be trusted, if in several measurements against the same group relatively the same results are obtained. The higher the reliability of the measuring device, the more stable the gauge will be. Reliability measurement using Cronbach Alpha coefficient calculation and using SPSS (Statistical Package for Service Solution) software version 23.

**Table 3. Reablity Test of Questionaire**

| Product | Coefficient Cronbach Alpha | Lower limit value | Information |
|---|---|---|---|
| Tea Y | 0,821 | 0,60 | Reliable |
| Tea X | 0,880 | 0,60 | Reliable |

From the results of the reliability calculation in the table 3, it shows that the value of the reliability results of each tea product questionnaire is > 0.60 (Cronbach Alpha value), so from this result a conclusion can be obtained that all variables in the questionnaire are said to be reliable.

3. **Recapitulation of Questionnaire's Results**

The data obtained from a total of 52 respondents were generated from each variable where the value was on the likert scale with the lowest score of 1 (strongly disagree) and the highest score of 4 (strongly agree), then calculated the average weight of each variable, following the calculation of the average weight calculated with the formula:

$$\bar{X} = \frac{\sum_{i}^{n} = 1\, Xi}{N} \tag{1}$$

Information:
$\bar{X}$  : average weight
Xi : data obtained from the questionnaire
N  : number of respondents

**Table 4. Average Questionaire Y**

| X1 | X2 | X3 | X4 | X5 | X6 | X7 | X8 | X9 |
|---|---|---|---|---|---|---|---|---|
| 3.27 | 3.31 | 3.27 | 3.17 | 2.92 | 3.23 | 2.87 | 2.87 | 2.83 |

**Table 5. Average Questionaire Company X**

| X1 | X2 | X3 | X4 | X5 | X6 | X7 | X8 | X9 |
|---|---|---|---|---|---|---|---|---|
| 3.38 | 3.40 | 3.19 | 2.65 | 2.44 | 2.71 | 2.92 | 2.73 | 3.54 |

4. **Determining the Value of Strenght and Weakness**

The average value of each variable is then compared to choose which variables to use as Strengths and Weaknesses. If the average result of the variable Tea X > Tea Y then the variable is made Strenght and if the average result of the variable Tea X < Tea Y then the variable is made Weakness.

**Table 6. Recapitulation of Strengths and Weaknesses**

| Variable | Tea X | Tea Y | Information |
|---|---|---|---|
| X1 | 3.38 | 3.27 | *Strenght* |
| X2 | 3.40 | 3.31 | *Strength* |
| X3 | 3.19 | 3.27 | *Weakness* |
| X4 | 2.65 | 3.17 | *Weakness* |
| X5 | 2.44 | 2.92 | *Weakness* |
| X6 | 2.71 | 3.23 | *Weakness* |
| X7 | 2.92 | 2.87 | *Strenghts* |
| X8 | 2.73 | 2.87 | *Weakness* |
| X9 | 3.54 | 2.83 | *Strenght* |

Information:
X1 : Product Price
X2 : Product Variations
X3 : Product Quality
X4 : Corporate View
X5 : Related Product Advertising
X6 : Ease of finding Products
X7 : Social media activity
X8 : Related Product Promotion
X9 : Approval rate of product into souvenir product

5. **Internal Factor Analysis Strategy (IFAS)**

Explanation of the evaluation matrix of internal factors:
1) Internal strategy factors in the form of strengths and weaknesses are obtained from the results of the distribution of questionnaires.
2) Weighting starts from 1.00 (very important) to 0.0 (unimportant). Factors that give a big influence of PT. Company X is given a high weight.
3) Rating is our analysis of the possibilities that will occur in the short term (e.g. one year ahead). Rating shows how effective PT. Company X is currently answering the factors. The rating value starts from a scale of 4 (outstanding) to 1 (poor). Ratings for strength factors are positive (increasingly large forces are rated +4, but if small forces are rated +1). Giving a weakness rating is the opposite. If the weakness value is very large it is rated 1, but if the weakness is smalled it is rated four (4).

**Table 7 IFAS**

| Internal Strategy Factors | Weight | Rating | Shoes |
|---|---|---|---|
| **Strength** | | | |
| · Product Price | 0,11 | 3 | 0,33 |
| · Product Variations | 0,14 | 3 | 0,42 |
| · Social Media Activity | 0,11 | 3 | 0,33 |

| | | | |
|---|---|---|---|
| · Formed as a Souvenir product | 0.08 | 3 | 0.24 |
| **Sum** | | | **1.32** |
| **Weakness** | | | |
| · Product Quality | 0,19 | 4 | 0.76 |
| · Company View | 0,06 | 3 | 0.18 |
| · Product Advertising | 0,11 | 2 | 0.22 |
| · Ease of Finding Products | 0,08 | 1 | 0.08 |
| · Product Promotion | 0,11 | 2 | 0.22 |
| **Sum** | | | **1.46** |
| **Total** | **1** | | **2.88** |

6. **External Factor Analysis Stratgey**

Explanation of the evaluation matrix of external factors:

1) External strategy factors in the form of opportunities and threats are obtained from the external environment of the company.
2) Weighting starts from 1.00 (very important) to 0.0 (unimportant). The factors that exert a great influence of the Spirit are given a high weight.
3) Rating is our analysis of the possibilities that will occur in the short term (e.g. one year ahead). Rating shows how effective PT. Company X is currently answering the factors. The rating value starts from a scale of 4 (outstanding) to 1 (poor). Ratings for opportunity factors are positive (increasing chances are rated +4, but if the odds are small they are rated +1). Rating threats is the opposite. If the threat value is very large it is rated 1, but if the threat is small it is rated 4.

**Table 8. EFAS**

| External Strategy Factors | Weight | Rating | Shoes |
|---|---|---|---|
| **Opportunity** | | | |
| Tea consumption habits by the community | 0,20 | 3 | 0,60 |
| Wonosobo Regency becomes a Priority Destination for Central Java | 0,13 | 3 | 0,40 |
| Ease of Technology to disseminate information | 0,20 | 4 | 0,80 |
| **Sum** | | | **1.80** |
| **Threat** | | | |
| · Public Knowledge of    Low X Tea products | 0,270 | 4 | 1.07 |
| · The multiplicity of competitors in the same field | 0,07 | 2 | 0,13 |
| · Price Competition | 0,13 | 3 | 0,40 |
| **Sum** | | | **1.60** |
| **Total** | **1** | | **3.40** |

Based on thecalculation of the IFAS scoring table 8, it was found that the product strength result was at a score of 1.32 and weakness at a score of 1.42, it was found that the difference between strength and

weakness was -0.1 (x-axis). then in the calculation of the EFAS scoring table 4.8, the odds were obtained at 1.80 and the threat at 1.60. Then a difference of 0.20 (Y axis) was found.

Based on the above results, a meeting point can be found in Quadrant II which means that the company faces opportunities but still faces obstacles to internal strength. So changes are needed to get out of the problem.
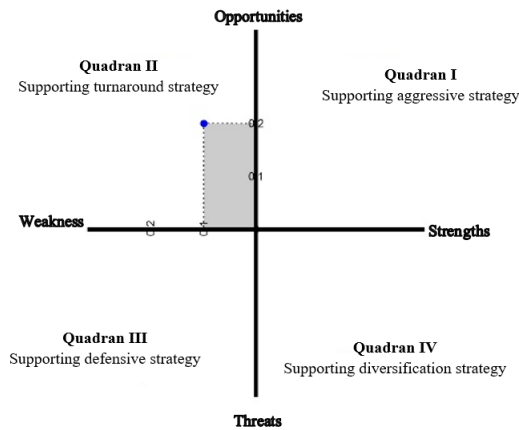


**Figure 2. Cartesian Diagram of Company X**

**Table 9. SWOT Matrix of company X**

| INTERNALFAKTOR<br><br>EXTERNAL FACTOR | STRENGTH (S)<br>1. Has a variety of types<br>2. Has achieved exports<br>3. Have a Big Name | WEAKNESS (W)<br>1. Ignoring Trends<br>2. Human resources too comfortable with old patterns |
|---|---|---|
| **OPPORTUNITIES (O)**<br>1. The amount of tea consumption<br>2. Souvenir products<br>3. Being in a Tourist Destination<br>4. Technological Advances | **S-O STRATEGY**<br>Harnessing the power for available opportunities, such as the availability of abundant products of good quality, is juxtaposed with the available market opportunities. | **W-O STRATEGY**<br>Minimize internal weaknesses to maintain existing opportunities, so that these opportunities can be utilized. Such as the use of advertising with social media, collaborating, and regulating prices so that they are not wild in the market. |
| **THREAT (T)**<br>1. Competitors' products are easier to find<br>2. Competitors' prices are cheaper<br>3. Low consumer knowledge of the product distribution is still limited | **S-T STRATEGY**<br>Make the strength of the product to avoid threats by providing brand knowledge of the variety of products, and quality to overcome competition. | **W-T STRATEGY**<br>To avoid floped it is necessary to know what are the factors that must be changed, developed and avoided not to overturn in product sales. Like still trying to increase sales even though sales are on a safe margin. With the direct market with social media, of course, it can increase the sales surplus again. |

7. **Initial Canvas Strategy Analysis**

The strategy canvas itself has the function of summarizing the current situation in the familiar market space. This allows us to understand where the competition is currently happening and understand what factors are used as competition events in products, services and delivery, as well as understand what customers get from competitive treatments on the market (Kim & Mauborgne, 2005). For canvas the initial strategy of the data used is the result of the average value of the questionnaire recapitulation as follows.

**Table 10. Average value of the questionnaire recapitulation**

| Variable | Tea Y | Tea X |
|----------|-------|-------|
| X1 | 3.27 | 3.38 |
| X2 | 3.31 | 3.48 |
| X3 | 3.27 | 3.14 |
| X4 | 3.17 | 2.65 |
| X5 | 2.92 | 2.44 |
| X6 | 3.23 | 2.1 |
| X7 | 2.87 | 2.92 |
| X8 | 2.87 | 2.73 |
| X9 | 2.83 | 3.54 |

From these results, a graphical calculation is carried out so that a canvas graphic of the initial strategy appears from the average results of the questionnaire answers as follows in the figure 3:
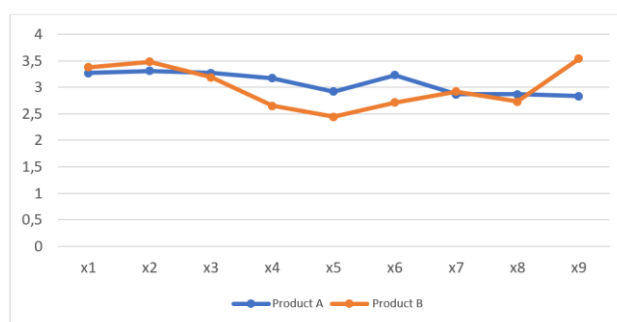


**Figure 3. Initial of Canvas Strategy Recapitulation**

Information:
X1 : Product Price
X2 : Product Variations
X3 : Product Quality
X4 : Corporate View
X5 : Related Product Advertising
X6 : Ease of finding Products
X7 : Social media activity
X8 : Related Product Promotion
X9 : Approval rate of product into souvenir product

From the Initial Canvas Curve above on figure 3, the level of competition with high value companies and competitors provides better offers to customers compared to PT Company X itself. The company's competition between competitors is quite fierce in several variables which indicates that the company is in the position of Red Ocean where there is very high competition. That way the company must create a new strategy in order to be in the Blue Ocean Strategy, by moving away from the focus of value offered today to stay away from competition. A move away/divergence is carried out because it is based on the initial strategy canvas that it is known that it tends to be similar between the two companies.

8. **Blue Ocean Analysis**

After the four-step framework is formed, a scheme of abolish reduce-enhance-create is created. As for the four-step framework scheme that has been created, as follows:

**Table 11. Four-step working scheme**

| Eliminate | Reduce |
|---|---|
| - | - |
| **Improve** | **Create** |
| Quality (x3) | Adding Narration to the Menu List |
| Display (x4) | |
| Advertising (x5) | Renew the Image of the Company (rebranding) |
| Ease of finding Products (x6) | |
| Promotions (x8) | |

Based the four-step framework scheme Eliminate – Reduce – Improve – Create on table 11, PT Company X in the eliminate framework scheme no variables are removed, in the reduced framework scheme no variables are reduced, both related to the product and its service aspects. In the improved framework scheme, there are five variables that need to be improved, namely the variables of product quality, company appearance, product advertising, ease of finding products, and promotion, this is because the four variables are still below competitors. Furthermore, for the create framework scheme, where there are two new variables created to dominate new markets with new advantages, the first variable is the creation of a new image of the company with the aim of building and being able to master market conditions. The second variable is the Addition of Narratives to the Product Menu List with the aim of providing information that has not been known to customers, customers do not need to be confused with the character of each product variety produced by PT Company X.

9. **Comparative Analysis of the New Canvas Strategy**

The following is the results of comparison between initial strategy between new strategy.
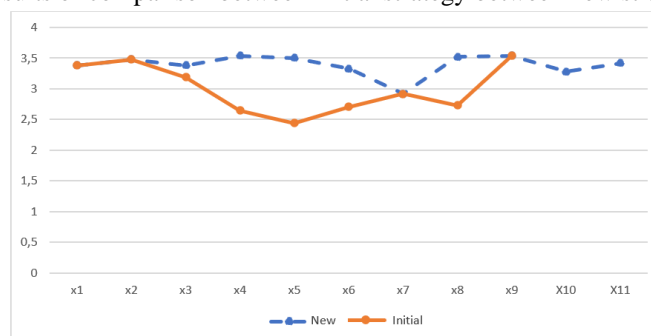


**Figure 4. Comparative Analysis of the New**

Information
X1 : Product Price
X2 : Product Variations
X3 : Product Quality
X4 : Corporate View
X5 : Related Product Advertising
X6 : Ease of finding Products
X7 : Social media activity
X8 : Related Product Promotion
X9 : Approval rate of product into souvenir product
X10: Creation of a new image of the company
X11: Adding narration to the product menu list

Based on Figure 5, it can be seen together that there are visible changes to the new strategy. There are aspects that have been improved, namely product quality from 3.19 to 3.38, the company's appearance has increased from 2.65 to 3.54, the Advertising Factor from 2.44 to 3.50, then for the ease of finding products from 2.71 to 3.33 and also the promotion factor has increased from 2.73 to 3.52, for the eliminate factor is zero because the variables are considered crucial to consumers. Fixed factors such as product prices, product variations and tendencies as souvenir products do not need to be changed because they are good, As for the addition of proposed strategies to exclude from competition such as:
1) Company rebranding
2) Added narration to the menu list.

With each for company rebaranding and adding narration to the menu list with scores obtained of 3.29 and 3.44

10. **Analysis of Three Characteristics of a Good Strategy**

   a) **Focus Strategy**

   Every great strategy must have a focus and a strategic profile or company value curve must clearly show that focus (Kim & Mauborgne 2005). In the case at the Nongkring Coffee Shop, the focus of the strategy is to increase the attributes that are still below competitors so that they can get out of the red zone of competition, these attributes are Product Quality, Product Advertising Company Display, Easy to find products, and product promotion. These attributes need to focus on the strategy because they have values below competitors.

   b) **Divergence Movement**

   It is also necessary to initiate a new strategy for the movement of away (Divergence), when the strategy begins to be formed reactively in an attempt to follow the rhythm of the competition, that strategy will lose its uniqueness. From competing products such as adding narration to menu lists and Rebranding. This is important because by adding product knowledge to customers to the variety of product variations so that it does not become confusing for customers when choosing a product (Blind Buy) Movement that is considered to be away or experiencing divergence in accordance with the performance of the four steps.

   c) **Alluring mottos**

   A good strategy certainly has a clear and alluring motto. A good motto is not only able to convey the message clearly, but also can honestly promote the product or service. Motto PT. Company X is "Coolness of X Brings You Back". Where this motto is good enough because it is able to convey the message clearly and cover all existing aspects. Of course, this motto is expected to influence potential buyers and can improve brand image. A good motto must also undergo changes in accordance with the times.

**CONCLUSION**

Based on the results of the study, obtained from the difference in scores between the strengths and weaknesses of the Internal factor analysis strategy (IFAS) matrix from PT. Company X, where the total strength score is 1.32 and the total weakness score is 1.42, then a difference of -0.1 is then used as the x axis. While the total score from the external factor strategy analysis (EFAS) matrix is an opportunity of 1.80 and the number of threat scores is 1.60, then the difference in score of 0.2 is obtained which is the number for hatching the Y axis. The SWOT diagram analysis shows that the company is in quadrant III, which means that it is necessary to make a change in strategy, namely by using the Blue Ocean Strategy to be able to get out of the competition. As for the draft proposal pthere is a framework carried out for the results of the analysis of the Blue Ocean Strategy:

 a. Eliminated factors

   No factors are eliminated

 b. Reduced factors

   No reduced factors

 c. Improved factors

   Some of the improved factors include Product Quality, Company faceview, Product Advertising, Ease of finding products, and product promotion factors.

 d. Created factors

   Addition of narrative to the menu list, and New Image (*Rebranding*) of the company

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