

# Improving Program Quality and Competitiveness Through House of Quality Driven Service in Wellness Startup

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## Keyword

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## Abstract

Wellness is a fundamental aspect that every human must achieve to become substantially human. The wellness industry itself, predicted to grow significantly for the next few years. Sadly, many people, particularly millennial workers, are unaware of wellness, including their own. Many millennial workers suffer from stress, sadness and anxiety. This is made even more worse by post-COVID-19 conditions that force workers to work from home, making it increasingly difficult for them to be able to separate their professional and personal lives. To solve the problem, Mealth is present by bringing programs and activities that aim to spread awareness about wellness itself and also implementing wellness into their lives. However, wellness itself has eight dimensions and Mealth has only adapted a few programs related to one of those dimensions. The aim of this study is to establish a new program so that Mealth can develop its program into other wellness dimensions according to customer preferences using the House of Quality framework. This study will use a qualitative approach, by selecting the informant sampling from Mealth customers and wellness enthusiasts through a semi-structured interview method. The result of the interview will be analyzed using the House of Quality framework as a tool to develop new Mealth services. This research finds that the new program that Mealth want to develop is related into three aspects, which is sport community partnership, environmental workshop & education, and creativity & new skill workshop.

## INTRODUCTION

In today's society, wellness is a powerful force that influences numerous laws and fashion trends. The use of wellness in a worldwide initiative that has been backed by SDGs number three, good health and wellbeing, is an example. The basic human rights to guarantee healthy lives and to advance wellbeing for all people regardless of age are concluded (United Nations, 2015). This fact was reinforced by data by Statista that the wellness business has experienced significant growth development and investment over the last ten years, with a Compound Annual Growth Rate (CAGR) of more than 60% from 2017 - 2022 and an increase of \$888 million as a result (Statista, 2022).

The emerging trends of wellness are not only felt by the world globally, but also have a domino effect in Indonesia. In 2027, forecasted that market volume of Indonesia wellness industry will hit around US\$2.33 billion in 2027, and the industry revenue is expected to rise at a 13.90% CAGR from 2023 to 2027 (Statista, 2022). All of the data indicates that wellness has significant potential to capture in the future, especially in Indonesia itself. Sadly, though, wellness has not yet been sufficiently adapted in Indonesia itself, particularly among the Indonesian employees. According to Putri et al. (2021), anxiousness, depression, and stress have been identified as Indonesian employees' top health concerns.

This issue was aggravated by the work-from-home systems, as a result of COVID-19 catastrophes that affected each individual, especially impacting the employees. Working from home raises stress levels due to extended work hours, difficulties separating personal and professional life, and a lack of social

interaction makes it even worse (Singh et al., 2022). The government-regulated work-from-home policy had a substantial impact on how stressful employment was as well. Many employees that were affected by work-from-home policy heavily relied on technology, leading to new working circumstances (Zhang et al., 2021). Because of widespread use of technology in daily life, it makes it more difficult for individuals to distinguish between their personal and professional lives and causes technostress (Maier et al., 2015). Technostress is a condition in which we experience bodily discomfort, restlessness, and exhaustion as a result of high-frequency use of digital gadgets and appliances like computers, and laptops (Arnetz & Wilholm, 1997).

According to BPS statistics, the majority of Indonesian employees were classified as millennials, typically aged between 25 and 54 years old (Badan Pusat Statistik, 2023). The millennials themselves tend to have their own priorities, proofed by the evidence that 80% of millennials are more likely prioritizing their health and wellbeing rather than the older generations (Texas Health, 2023). Although they are known for placing a high priority on health and wellness, millennials are less health than Generation X and Baby Boomer parents (Blue Cross Blue Shield, 2019). Despite placing a greater emphasis on health and wellbeing in their lives, the data above indicates that millennials are a long way from adopting wellness behaviors. Particularly for employees, in this study's example are the Indonesian employees.

Although the adoption and implementation of wellness itself is still low, authors see this condition as presenting significant opportunities to seize and as the key to utilizing the momentum when the wellness Industry expands rapidly in the future. Mealth, as a wellness startup, is present to overcome the problems through several programs and services that ultimately target and aim for Indonesian employees. Since wellness itself has many components, by this study, the writers wish to expand the range of services offered by Mealth in order to create and construct the best program that suits the preferences and needs of the customers. Wellness has several facets that go beyond physical health. These aspects include generally physical, intellectual, emotional, social, spiritual, vocational, economical, and environmental (Stowen, 2017).

## **METHOD**

The writers will use both primary and secondary data through a qualitative research approach. The primary data will be collected using semi-structured interview, and the secondary data will be collected using literature review. The primary data from semi-structured interviews requires writers to conduct various interview questions that will be asked to the clients while leaving the opportunity for unplanned queries (George, 2022).

Secondary data will be gathered through a review of the literature. The sources for the literature review will include academic journals, books, essays, and other sorts of scientific publications. The goal of the literature review was to assist authors in discovering some underlying ideas from a scientific method that will be utilized to gain a deeper grasp of the issue that will be explored, as well as discovering some theories that will be supporting arguments or answers.

Purposive sampling will be used to obtain data sources, which will need clients to supply particular qualities that meet the writer's requirements (Nikolopoulou, 2022). The study will be done in Bandung, and the informants will be divided into two groups: Mealth customers and wellness enthusiasts. Mealth customers are those who are aware of wellbeing, actively participate in wellness activities, and have attended at least four Mealth programs/events. Wellness enthusiasts are those who are aware of wellness, actively participate in wellness activities, but never attend Mealth programs. The interview questions are focusing on finding out the customer needs and preferences regarding wellness and all of those dimensions.

After conducting interviews, writers will analyze the result of the interview with coding analysis to get the customer preferences. Data's credibility will be determined through the triangulation method, by assessing the viewpoint on the answers to the questions posed from multiple points of view of the target informant (Patton, 1999). The analysis of the data will be analyzed and assessed by the use of the House of Quality framework, to get the relevant viewpoints from customer preferences, which are the services that Mealth was determined to build.

## RESULTS

### a. Determining Customer Requirement

The writers started the research by conducting interviews with the informants to determine the customer needs. After completing the first interview, authors use open coding and axial coding to examine the results to determine the subjects' requirements and preferences. The demands and preferences for each wellness dimension were successfully ascertained by authors using the axial coding results.

Table 1. Customer Needs Based on Voice of Customer

No.	Wellness Dimensions	Customer Needs
1.	Physical Wellness	Improving physical strength and endurance Sport activity with community
2.	Intellectual Wellness	Learn new creative skill
3.	Emotional Wellness	Management of emotions and feeling Speak with professionals to get feedback and solutions
4.	Social Wellness	Networking with new people with diverse backgrounds and expertise
5.	Spiritual Wellness	Increasing spiritual relationship with God
6.	Vocational Wellness	Learn new skills that will be useful in the professional world Time and priority management
7.	Financial Wellness	Financial planning for the future Household trash management and processing education
8.	Environmental Wellness	Environmental awareness campaign

As a result, authors conducted a second interview to obtain the important level from the consumer viewpoint and obtain the weighting criteria that will be added to the framework in order to obtain the weighting of customer importance based on their wants. Ordinal Scale measurement from 12 - 1 was used to determine the significance level.

Table 2. Customer Needs Weighting

	ASPECT OF CUSTOMER PREFERENCES															
	Physical		Intellectual		Emotional		Social		Spiritual		Vocational		Financial		Environmental	
	Improving physical strength and endurance	Sport activity with community	Learn new creative skill	Management of emotions and feeling	Speak with professionals to get feedback and solutions.	Networking with new people with diverse backgrounds and expertise	Increasing spiritual relationship with God	Learn new skills that will be useful in the professional world	Time and priority management	Financial planning for the future	Household trash management and processing education	Environmental awareness campaigns				
Informant 1	6	1	12	8	7	5	3	11	4	10	9	2				
Informant 2	10	11	6	4	12	9	5	2	1	3	7	8				
Informant 3	11	12	7	9	10	8	6	5	2	1	3	4				
Informant 4	5	4	11	6	7	12	1	9	8	10	3	2				
<b>TOTAL</b>	<b>32</b>	<b>28</b>	<b>36</b>	<b>27</b>	<b>36</b>	<b>34</b>	<b>15</b>	<b>27</b>	<b>15</b>	<b>24</b>	<b>22</b>	<b>16</b>				
<b>AVG WEIGHT</b>	<b>8</b>	<b>7</b>	<b>9</b>	<b>6,75</b>	<b>9</b>	<b>8,5</b>	<b>3,75</b>	<b>6,75</b>	<b>3,75</b>	<b>6</b>	<b>5,5</b>	<b>4</b>				

After calculating the average of each customer's requirements, authors conducted the analysis in the framework shown below. This stage was previously called as the WHAT step, which is connected to WHAT the customer's needs are. The following framework was supplemented with a relative weight % and weight chart to assist authors in identifying the most critical criteria that must be prioritized.

Table 3. Customer Requirements Weighting

Relative Weight	Customer Importance Weighting	Customer Requirements
10%	8	Improving physical strength and endurance
9%	7	Sport activity with community
12%	9	Learn new creative skill
9%	6.75	Management of emotions and feeling
12%	9	Speak with professionals to get feedback and solutions.
11%	8.5	Networking with new people with diverse backgrounds and expertise
5%	3.75	Increasing spiritual relationship with God
9%	6.75	Learn new skills that will be useful in the professional world
5%	3.75	Time and priority management
8%	6	Financial planning for the future
7%	5.5	Education on household waste management and processing
5%	4	Environmental awareness campaigns

### b. Technical Requirements

The examination of the House of Quality framework continues with the technical requirements after gathering the customer needs in the first stage. Because it establishes HOW we will satisfy customer requests, this stage is known as the HOWs stage. Based on customer requirements that had been translated into suitable words, the writers were performing the technical needs (Chan & Wu, 2002). Technical requirements that have been made were complemented by the direction of improvement in each part. The direction of improvement was represented by various symbols that summarized in Table 4.

Table 4. Symbol of Technical Requirements

Symbols	Direction of Improvements
▲	Maximizing Improvements
▽	Minimizing Improvements

### c. Planning Matrix

The Planning Matrix or Market Research sought to discover how customers see rivals in meeting their demands (Tsai, 2004). In the other sense, authors will undertake competitive research. The purpose of this planning matrix is twofold: first, to enhance awareness of what presently exists, and second, to discover opportunities to improve on what already exists (Tsai, 2004). Writers successfully discovered two competitors which has same business model and are competing in the same market.

#### d. Relationship Matrix

The major goal of the relationship matrix is to link technical specifications and customer demands in order to provide better services. The level of the connection is the critical input used to establish the significance between the technical features and customer requirements. In this phase, there are three relationships which are summarized and visualized in Table 5.

Table 5. Symbol of Relationship Matrix

Symbols	Numeric Value	Meanings
●	9	Strong relationship
○	3	Medium relationship
▽	1	Weak relationship

#### e. Technical Correlation Matrix

Technical correlations were an analysis that represented the writer's evaluation of which technical reactions are related and how strong these relationships are (Chan & Wu, 2002). This was regarded as the "roof" stage in the House of Quality structure. The technical correlation demonstrated the relationship between technical requirements. The correlation between technical requirements is described as follows in Table 6, followed by the result of correlation matrix in Figure 1.

Table 6. Symbol of Technical Correlation

Symbols	Meanings
+	Positive correlation
-	Negative correlation



Figure 1. Technical Correlation Matrix Result

#### f. Technical Matrix Evaluation and Goals

The final part of the House of Quality framework was the technical matrix evaluation and goals, which included a ranking of the technical requirements' importance that Mealth must give top priority. The technological requirements that Mealth may create new programs depending on client significance weighting. This part also concludes all parts of HoQ framework. The connection matrix and planning matrix were also included in the Figure 2, which summarized the findings of the technical matrix review.

Figure 2. Technical Matrix Evaluation, Planning Matrix, and Relationship Matrix



6	Applicable self-management guidelines & framework	133.654	7.4%
7	Community networking session	98.077	5.4%
8	Mindful meditation	92.308	5.1%
9	Journalling	82.692	4.6%
10	Knowledge sharing from psychologists	76.282	4.2%

## CONCLUSION

Customer requirements were accomplished in the Customer Requirement matrix, which is the first stage of the House of Quality framework, also known as the WHAT phase, which consists of WHAT are the customer demands. Writers adapt the customer's demands into activities and programs that might be deployed to create the Mealth program according to what the customer demands. The three technical requirements that was conducted from transforming customer needs into applicable activity/program with the highest ranking—sport community partnership, environmental workshop & education, and creativity & new skill workshop—are those that writers will choose as the next top priorities for Mealth to develop its program after picking up the order of technical requirements' importance rankings.

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