

Rubi Footwear, Adolescent Shoes in Indonesia: Is Customer Satisfaction or Brand Image the Reason for Consumer Purchase Decision on Product Quality?

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Abstract: This research aims to understand the influence of product quality on purchase decision through brand image, and customer satisfaction as intervening variable of Rubi shoes. The researchers employ quantitative methodology and analysis using SPSS 22.0 and SEM LISREL 88.0. The population as many as 384 respondents who buy and use the product are selected to be the sample. The result of hypothesis analysis shows that: product quality does not influence purchase decision; product quality influences brand image; product quality influences customer satisfaction; brand image influences purchase decision; customer satisfaction influences purchase decision.

Keywords: product quality, brand image, customer satisfaction, purchase decision.

INTRODUCTION

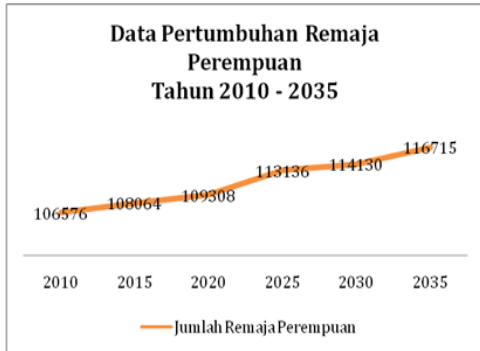
Today Indonesia’s economy and industry are growing rapidly. As a developing country, Indonesia is a potential market for retail industry. This has led to the phenomena of a very tight competition among retail business players and efforts to understand the purchase behaviour of Indonesian consumers. Since the opening of both international and regional cooperations, domestic market is gradually overwhelmed with imported goods. The global brands entering domestic market can influence the perception of prospective buyers in choosing products. Today imported shoes occupy around half of the domestic market. The Indonesian domestic market for shoes is IDR 2.7 trillion per month. [e].

Indonesia’s economy is growing steadily, with one of the non-gas and petroleum industrial sectors having significant contribution to the increase up to 2015. Among the subsectors that have high growth are textile, leather goods & footwear industries. Here is the growth of Non-Gas and Petroleum processing industry in the last three years:

Table 1 Growth of Non-Gas and Petroleum Processing Industry

Pertumbuhan Industri Pengolahan Non-Migas Menurut Cabang-Cabang Industri Tahun Dasar 2010					
NO	KELOMPOK KOMODITI	2013	2014	2015	% Perub
1	Pengolahan Kelapa/Kelapa Sawit	20.66,4	23.711,6	20.746,1	-12,51
2	Besi Baja, Mesin-mesin dan Otomotif	14.684,4	15.813,5	14.443,2	-8,67
3	Tekstil	12.661,7	12.720,3	12.262,6	-3,60
4	Elektronika	8.520,1	8.066,9	6.903,7	-14,42
5	Pengolahan Karet	9.724,1	7.497,5	6.171,4	-17,69
6	Kimia Dasar	5.083,5	5.703,4	4.150,7	-27,22
7	Makanan dan Minuman	5.379,8	5.554,4	5.597,0	0,77
8	Pulp dan Kertas	5.644,0	5.496,6	5.332,6	-3,02
9	Pengolahan Kayu	4.727,7	5.202,3	5.186,6	-0,20
10	Pengolahan Tambaga, Timah, dll	4.843,5	4.826,4	3.619,3	-25,93
11	Kulit, Barang Kulit dan Sepatu/Alas Kaki	3.933,1	4.090,3	4.615,4	12,84
12	Peng. Emas, Perak, Logam Mulia, Perhiasan	412.031,2	3.671,8	4.721,7	28,60
	12 Besar Hasil Industri	97.893,5	102.416,9	93.750,4	-8,46
	Industri Lainnya	15.136,4	14.913,0	12.886,5	-13,39
	INDUSTRI PENGOLAHAN	113.029,9	117.330,0	106.636,9	-9,11

It is seen from Table 1 that there is still market demand in the footwear or shoe industry. Nowadays shoes are not only used as foot protector but also as a part of lifestyle, prestige, character and other functions. This is because middle class people do not only buy cloths, foods and houses but they are also willing to pay more for certain brand or design. There are several factors influencing the sale of shoes. One of them is the growth of female people from year to year.



Source: www.bps.go.id

Figure 1 Growth of Female Adolescents in Indonesia 2010-2035

The total number of female people which is increasing from year to year can also enhance the people purchase power so that there is a need to buy something. Not only that. It also enhances people's lifestyle which is significant for fashion industry.

Indonesia has big potential for shoe industry, with market potential IDR 40 trillion per year. The growth rate of shoe industry can reach 20%-25% based on the statistics from Ministry of Trade. Most domestic markets are occupied by imported shoes about 60% of the total trade value. This condition explains that the shoes with global brands are preferred by most Indonesian customers (Ministry of Trade, 2015). In line with the globalization occurring in Indonesia, appearance has become one of the important needs of Indonesia people. One of the consumer's considerations in buying a product is the product quality, and most Indonesian consumers prioritize the aspect of product quality. Consumer's lifestyle varies in their material as well as non-material needs. Basically, products are offered to fulfill consumer's need. In the other word, consumers buy a product not only for its shape but also its benefit and function. Today the business competition in fashion is getting tighter and tighter with the increasing number of fashion brands pop out from both domestic and overseas.

Previously, the researchers carry out a pre-survey on 25 users of Rubi shoes to see and know the consumer opinion about the product quality of Rubi through interviews. The result is that 12 people say Rubi has low quality and 12 people say Rubi has good quality and 1 person says its quality is fair. Complaints from 12 people saying the quality of Rubi is not good can be seen from the following chart:

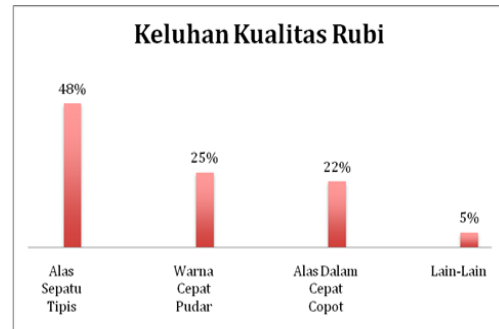


Figure 1.2 . Consumer's complaints

Source: Direct interview with Rubi users.

Gap Phenomenon

Rubi is a foreign brand from Australia. Various products of Rubi are offered such as shoes, bags, belts and some other women's accessories. Rubi enters Indonesia for the first time in 2013 and opens its outlet in Grand Indonesia. However, some consumers regret that the product variants of Rubi shoes in Indonesia are still limited, not as many as Rubi's outlet overseas. That is why consumers feel not so satisfied since especially in Jakarta Rubi products are only flats shoes and women's slippers [c] (www.forum.femaledaily.com, 2013). In addition to limited product variants, the number of outlets in Jakarta and other big cities are still very few.

Table 1.2 Number of Rubi Outlets in Indonesia

Location	Number
Jakarta	5
Surabaya	1
Medan	1

Source: www.facebookrubishoesind.com[b]

Based on the market potential of Indonesia, the existence of Rubi as a foreign brand is much liked by female adolescents. From the gap phenomenon as described above, it is seen that purchase decision is an important factor for the marketer. Therefore, it needs good product quality and brand image, as well as customer satisfaction, to attract consumers to buy the product and finally they decide to purchase. Seeing the gap phenomenon, in fact the product quality of Rubi shoes has a problem in the consumer's purchase decision, and according to the previous research by Dedi Nurdianto (2013) [3], product quality has influence on brand image, the better the product quality the better the brand image of the product. Thus, companies are expected to build product quality better than their competitors due to many global brands in the market. Based on the above data and analysis, this study is aimed at knowing how management makes a marketing strategy focusing on purchase decision.

Some other things becoming the management attention based on the above explanation, the phenomena the researchers find, are as follows:

1. Does product quality influence the purchase decision on the footwear using Rubi brand?
2. Does product quality influence the brand image of the footwear using Rubi brand?
3. Does product quality influence the satisfaction with the footwear using Rubi brand?
4. Does brand image influence the purchase decision on the footwear using Rubi brand?
5. Does satisfaction influence the purchase decision on the footwear of Rubi brand?

LITERATURE REVIEW

Marketing is more than just distributing goods to consumers. It is a process that begins before goods and services are produced. Marketers do market surveys in order to know consumer's needs and wants as well as the recent phenomena occurring in the market. Consumers will judge the goods and services they buy especially from the quality of goods and services received. Some consumers also consume based on the brand image strength of the goods and services offered in the market. All of this concerns the benefits experienced by the consumers when they decide to purchase a product or service.

Product Quality

According to Kotler and Amstrong [14] product quality is the ability of a product in performing its function, including durability, reliability, appropriateness, easiness to operate, and product repair as well as other product attributes. Although some attributes can be measured objectively from the perspective of marketing, quality should be measured from the buyer's perception. [11]

The measurement of product quality in this study uses the concept of eight dimensions of product quality as proposed by [2]. The following are the dimensions of product quality:

1. Performance
2. Reliability
3. Product feature
4. Durability
5. Conformity
6. Beauty

Brand Image

According to Kotler and Keller [13], brand image is the vision and belief held in the consumer's mind, as the reflection of the association retained in the consumer's memory.

There are three dimensions of brand image according to Joseph Plummer (in Anadia, [1] which consist of:

- *Product Related Attributes*
Those are the elements that make the product able to function, usually related to the physical composition or the requirements of a service being offered.
- *Non-Product Related Attributes*
Those are the external aspects of a product related to purchasing and consumption of a product or service, including the information on price, packaging and product design, people, peer group or celebrities who use the product or service.
- *Consumer benefit*
It is the personal value which consumers relate to the attributes of product or service. Product benefits consist of *functional benefits* which are related to the fulfillment of basic needs such as physical needs and security or problem solving, *emotional benefits* (the benefits of brand/product that can answer the consumer's affective needs such as secure feeling, self-confidence, love, and so on), *symbolic benefits* (the benefits of brand/product that can answer the consumer's illusive needs in actualizing and expressing the meaning of themselves and their life to the environment for the sake of their existence) and *social benefits* (the benefits of brand/product that can answer the consumer's spiritual needs in reflecting themselves and appreciating their life through positive contributions to their environment).
- *Brand Attitude*
It is an attitude or communication behaviour and brand interaction with consumers which influences the brand image.

Customer Satisfaction

Satisfaction is someone's feeling of like or being disappointed which occurs because of comparing the perceived performance (result) of a product with their expectation [12]. Irawan [10], states that there are three dimensions of customer satisfaction, namely:

A. Price

Usually reachable price is an important source of satisfaction. However, price does not always guarantee that a product has good quality.

B. Emotional Factor

Satisfaction is not only due to product quality, but also self-esteem or social values that make consumers satisfied with the brand.

C. Easiness

Usually, customer satisfaction is also influenced by the brand, which in turn can influence consumers to

buy a product, and the easiness to find a product, which gives certain satisfaction to them.

Purchase Decision

Sangadji and Sopiiah [24] define that the essence of consumer's decision making is an integration process which combines knowledge to evaluate two or more alternative behaviours and chooses one of them. Integration process is a choice presented cognitively as a want to behave. Consumers divide purchase decision into two dimensions [31], namely:

1. Priority in purchasing

The priority to buy a product being offered can be made by consumers if the company offers a product that is better than its competitors.

2. Purchasing frequency

When a consumer buys a certain product and feels satisfied with the performance of that product, then he will frequently rebuy the product whenever he needs it.

RESEARCH METHOD

This study is an explorative research using the method of causality by distributing questionnaire, test, and structured interview. The source of data used in this study is primary data which is specifically gathered by the researchers to answer the researchers' questions. Primary data is taken from the answers given by the respondents who fill in the questionnaire to obtain information. In addition, secondary data is also used in relation to the problems being studied, that is the influence of product quality on purchase decision through brand image and customer satisfaction with Rubi footwear products as the intervening variables. Due to limited time for this study, the researchers distribute questionnaire through internet using the application of Google form in Google drive. Subsequently the link of questionnaire is distributed to respondents. Some questionnaires are made in printings. This study is carried out by distributing questionnaire to respondents in Jakarta Indonesia. This is done because the outlets of Rubi shoes are more in the malls in Jakarta, the capital city of Indonesia.

Validity and Reliability Tests

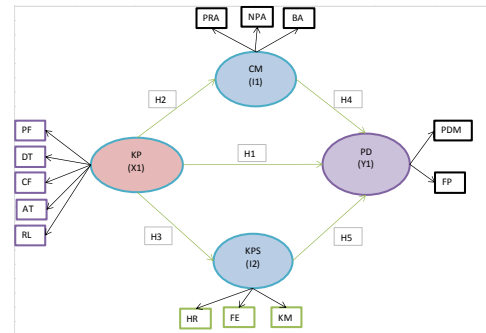
The techniques for testing frequently used for validity test are *Bivariate Pearson* correlation (Pearson Moment Product) and *Corrected Item-Total Correlation*. Validity test is useful for knowing whether the data of statements in the questionnaire should be omitted or replaced because it is considered as not valid. The instrument item is considered as valid if r calculation $>$ r table (Sudarmanto, 2013:78).

Reliability test indicates accuracy, appropriateness, and consistency of the questionnaire

in measuring a variable. A construct or variable is considered as reliable if it results in the value of *Cronbach Alpha* $>$ 0.70, however the value 0.60-0.70 can still be accepted (Hair et al as quoted by Latan and Temalagi, 2013:46).

Research Model

The research model in this study is as follows:



The research model used in this study is Structural Equation Modeling (SEM). According to Latan [16], Structural Equation Modeling is the second generation of multivariate analysis technique which combines the factor analysis and path analysis in order to allow the researchers to test and estimate simultaneously the relationship between *multiple exogeneous* and *endogenous* variables with many indicators. Data in this study is processed using SEM method. This study uses the applications of SPSS 22 (Statistical Product and Service Solutions) and LISREL 8.80 (Linear Structural Relationship). In this study there are three variables, namely independent variable using symbol KP (product quality), where KP has five dimensions: performance (PF), durability (DT), conformance (CF), aesthetic (AT), reliability (RL); dependent variable using symbol KEPEM (purchase decision) with two dimensions: Purchase Priority (PM) and Purchase Frequency (FP) and customer satisfaction (KK); and intervening (mediating) variable using symbol CM (brand image) with three dimensions: *product related attribute* (PDA), *non-product related attribute* (NPA), brand attitude (BA), and symbol KPS (customer satisfaction) with three dimensions: price (HR), emotional factor (FE) and easiness (KM).

RESEARCH RESULT AND ANALYSIS

A. Characteristics of Respondents

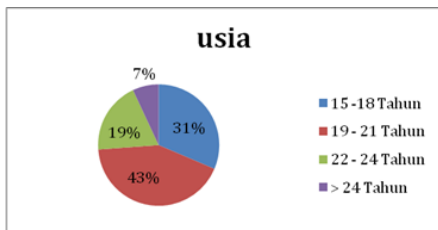


Figure 3 Age Category

The characteristics of respondents in this study is grouped by age, indicating the highest percentage of age is 19 to 21 years as many as 43%. In the second position is the age range of 15-18 years as many as 31% followed by age range of 22-24 years as many as 19% and >25 years as many as 7%. The age of 19-21 years is the category using Rubi shoes the most. This is because Rubi shoes are preferred by relatively young women, especially female university students. They use the shoes for going to campus, working (Sales Promotion) or taking a walk. In that range of age they feel important to have good appearance.

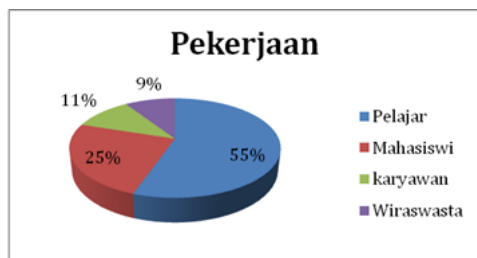


Figure 4 Types of occupation

The respondents being university students are 55% in the first position, followed by students as many as 25% in the second position, the third is 11% and the last position is only 9%. Thus, it can be concluded that the respondents by occupation who use Rubi shoes the most are female university students. They frequently use the shoes for going to campus or hang out. Female university students more frequently use flats shoes rather than other shoes for going to campus, different from the students who wear school shoes.

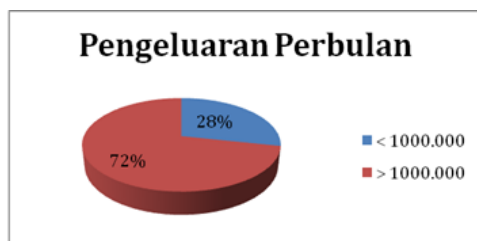


Figure 5 Monthly Expense

In this study, the profile of respondents based on their monthly expense is fairly varied. Monthly expense > IDR 1,000,000 holds the domination by occupying the first position as many as 72%, while in

the second position is the respondents with monthly expense < IDR 1 million as many as 28%. What is meant with the consumers with monthly expense > 1,000,000 are those who have studied in the university or worked, the older they are the more expense incurred for their needs.

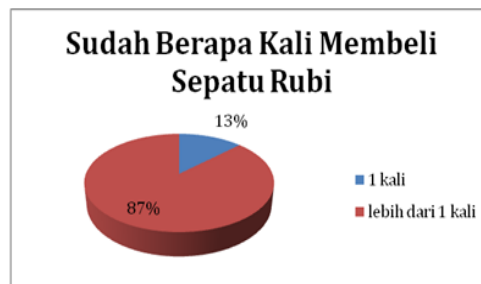


Figure 6 Purchase frequency

From the questionnaire distribution in this study, the respondents who have purchased Rubi shoes more than once are 87%. Whereas those who have purchased only once are 13%.

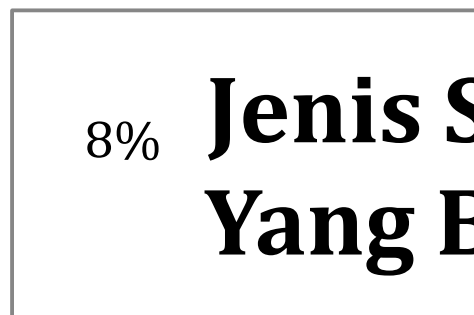


Figure 7 Types of shoes usually bought

In fact, the respondents who fill in the questionnaire purchase flats shoes more often, occupying the first rank with 69%, while shoes in the second rank with 19%. In the third position are slippers with 8%. And the last position is occupied by wedges as many as 4%. This is because flats shoes are frequently used by female university students for going to campus as well as for hangout, they like to have simple and relax appearance, not so formal as wearing wedges or others; flats shoes is adjustable with their clothes.

Result of Validity Test

Table 3 Result of Validity Test on Product Quality

Variable	Item of Question	Total Pearson Correlation	Value of r table	Remarks
	PF_1	0.528	0.1001	Valid
	PF_2	0.523	0.1001	Valid
Performance	PF_3	0.532	0.1001	Valid
	PF_4	0.564	0.1001	Valid
	PF_5	0.630	0.1001	Valid
	DT_1	0.658	0.1001	Valid
	DT_2	0.685	0.1001	Valid
Durability	DT_3	0.558	0.1001	Valid
	DT_4	0.641	0.1001	Valid
	DT_5	0.716	0.1001	Valid
	CF_1	0.580	0.1001	Valid
	CF_2	0.640	0.1001	Valid
Conformity	CF_3	0.706	0.1001	Valid
	CF_4	0.593	0.1001	Valid
	CF_5	0.689	0.1001	Valid
	AT_1	0.626	0.1001	Valid
	AT_2	0.589	0.1001	Valid
Beauty	AT_3	0.625	0.1001	Valid
	AT_4	0.565	0.1001	Valid
	AT_5	0.511	0.1001	Valid
	RL_1	0.535	0.1001	Valid
	RL_2	0.585	0.1001	Valid
Reliability	RL_3	0.589	0.1001	Valid
	RL_4	0.612	0.1001	Valid
	RL_5	0.599	0.1001	Valid

Variable	Item of Question	Total Pearson Correlation	Value of r table	Remarks
	PDM_1	0.628	0.1001	Valid
Priority In Purchasing	PDM_2	0.719	0.1001	Valid
	PDM_3	0.774	0.1001	Valid
	PDM_4	0.728	0.1001	Valid
	PDM_5	0.799	0.1001	Valid
	FP_1	0.745	0.1001	Valid
	FP_2	0.739	0.1001	Valid
Purchasing factor	FP_3	0.767	0.1001	Valid
	FP_4	0.770	0.1001	Valid
	FP_5	0.761	0.1001	Valid

Tables 3, 4, 5 and 6 show the results of all statements concerning customer satisfaction considered as valid because of the value of Pearson Correlation is more than the value of r table, that is 0.1001.

Result of Reliability Test

Table 7 Realibility Test

Table 4 Result of Validity Test on Brand Image

Variabel	Item of Question	Total Pearson Correlation	Value of r table	Remarks
	PRA_1	0.498	0.1001	Valid
Product Related Attribute	PRA_2	0.591	0.1001	Valid
	PRA_3	0.575	0.1001	Valid
	PRA_4	0.646	0.1001	Valid
	PRA_5	0.661	0.1001	Valid
	NPA_1	0.724	0.1001	Valid
	NPA_2	0.610	0.1001	Valid
Non Product Related Attribute	NPA_3	0.708	0.1001	Valid
	NPA_4	0.647	0.1001	Valid
	NPA_5	0.691	0.1001	Valid
	BA_1	0.703	0.1001	Valid
	BA_2	0.747	0.1001	Valid
Brand Attitude	BA_3	0.625	0.1001	Valid
	BA_4	0.641	0.1001	Valid
	BA_5	0.582	0.1001	Valid

Variable	Cronbach Alpha	N Items	Remarks
Product Quality (X1)	0.931	25	Reliable
Brand Image (I1)	0.918	15	Reliable
Satisfaction (I2)	0.946	15	Reliable
Purchase Decicion (Y1)	0.928	10	Reliable

Table 5 Result of Validity Test on Satisfaction

Variable	Item of Question	Total Pearson Correlation	Value of r table	Remarks
	HR_1	0.816	0.1001	Valid
	HR_2	0.720	0.1001	Valid
Price	HR_3	0.790	0.1001	Valid
	HR_4	0.743	0.1001	Valid
	HR_5	0.832	0.1001	Valid
	FE_1	0.788	0.1001	Valid
	FE_2	0.851	0.1001	Valid
Economic Factor	FE_3	0.734	0.1001	Valid
	FE_4	0.726	0.1001	Valid
	FE_5	0.755	0.1001	Valid
	KM_1	0.777	0.1001	Valid
	KM_2	0.665	0.1001	Valid
Easiness	KM_3	0.695	0.1001	Valid
	KM_4	0.728	0.1001	Valid
	KM_5	0.713	0.1001	Valid

Those variables have the value of Cronbach's Alpha above 0.60, so all the variables can be said reliable.

Table 6 Result of Validity Test on Purchase Decision

Result of Classical Assumption Test
1. Normality Test

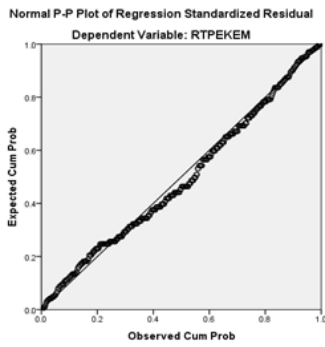


Figure 7 Result of Normality Test

Based on the data analysis using SPSS, normality test in this study uses path analysis between total average independent variable X1, and intervening variables I1 and I2 against dependent variable Y1. The data shows that the values spread around the diagonal line and follow its direction. Therefore, it can be said that the data is normally distributed.

2. Multicollinearity Test

Table 8 Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	RTPQ	0.34	2.939
	RTCM	0.313	3.195
	RTKPS	0.273	3.658

a. Dependent Variable: RTPEKEM

It is known that in the regression there is no multicollinearity or perfect correlation among the variables of product quality, brand image and satisfaction indicating its VIF value less than 10 and tolerance value more than 0.1.

3. Heteroskedastisitas Test

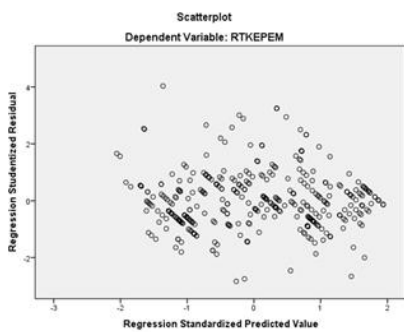


Figure 8 Heteroskedastisitas Test

Based on the data analysis using SPSS, in Figure 8, by examining the total average independent variable X1, intervening variables of I1 and I2, and dependent variable Y, the result indicates that the

dots spread above and below the value of 0 on the Y axis and do not make a pattern, so that it can be concluded that heteroskedastisitas does not occur.

Measurement Model

1. Product Quality Variable

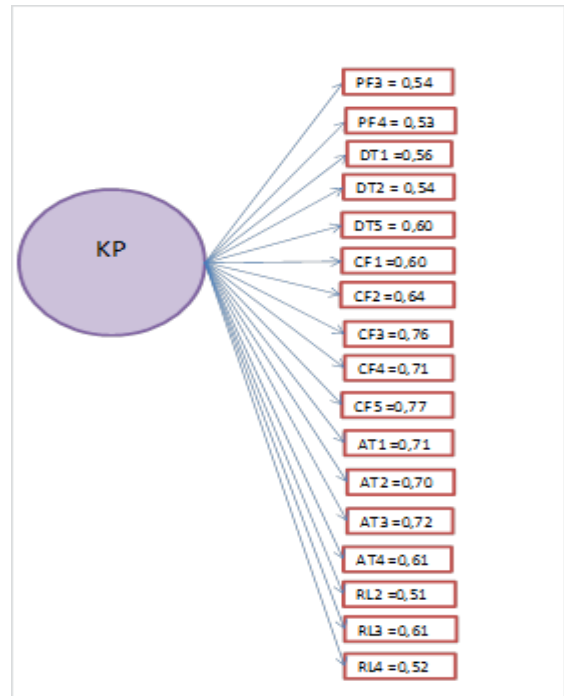


Figure 9 Result of Measurement Model Test on the Variable of Product Quality

2. Brand Image Variable

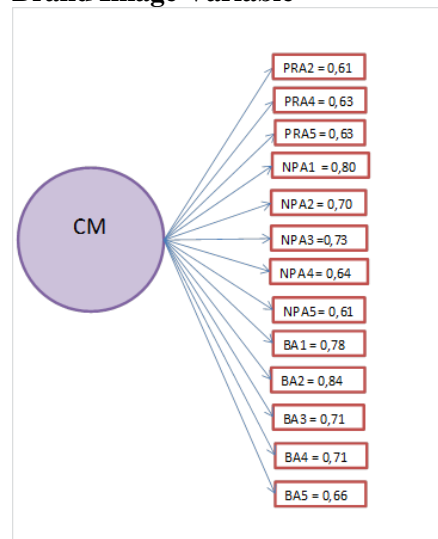


Figure 10 Result of Measurement Model Test on Brand Image Variable

3. Customer Satisfaction Variable

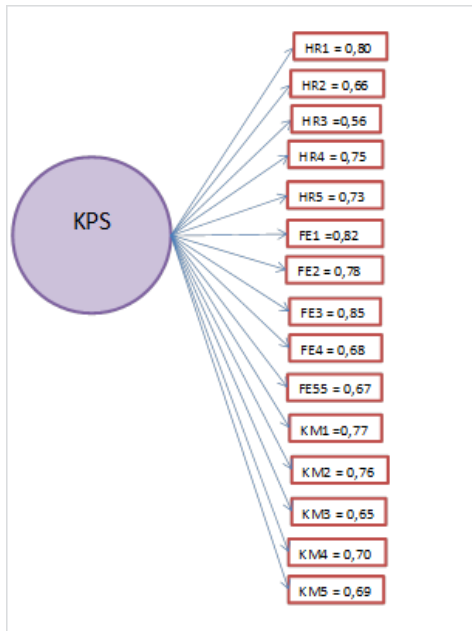


Figure 11 Result of Measurement Model Test on Customer Satisfaction Variable

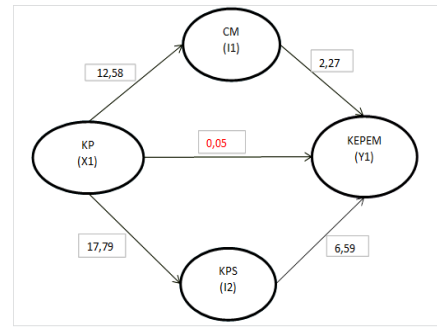


Figure 13 Structural Model

RESULT OF HYPOTHESES TEST

Table 3 Research Hypotheses

Hypothesis	Statement	T value	Remarks
1	Product Quality does not positively influence Purchase Decision	0.05	Rejected
2	Product Quality positively influences Brand Image	12.58	Accepted
3	Product Quality positively influences Satisfaction	17.79	Accepted
4	Brand Image positively influences Purchase Decision	2.27	Accepted
5	Satisfaction positively influences Purchase Decision	6.59	Accepted

Product quality variable does not significantly influence purchase decision. This can be seen from the T value 0.05. Based on the study, product quality variable in partial does not influence purchase decision. This is because the age factor of the respondents (female university students) in this study are still young and tend to prioritize trend or brand rather than quality. So, it can be concluded that the quality perceived by the consumers in buying Rubi shoes is more physical interest in the shape of product, so that the functional aspects do not much influence purchase decision.

Product quality variable significantly influences brand image. This can be seen from the T value 12.58. This study shows that product quality acts as a brand image builder; if consumers have experienced the quality of a product then the image or the brand of that product will always adhere in their mind. Likewise, consumers remember the brand image of Rubi shoes well.

Product quality variable significantly influences satisfaction. This can be seen from the T value 17.79.

4. Purchase Decision Variable

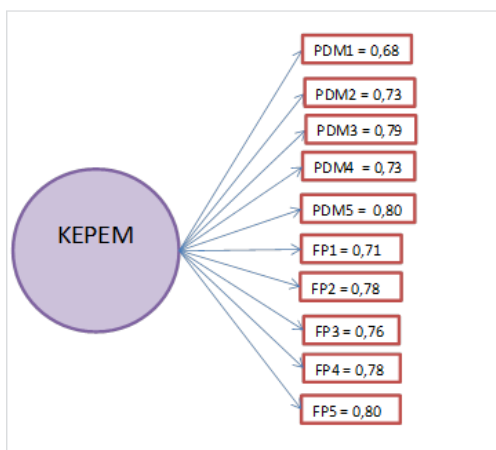


Figure 12 result of Measurement Model Test on Purchase Decision Variable

It is seen from Figures 9, 10, 11 and 12 that the statements are said to be valid because the value of loading factor is more than 0.05.

Structural Model

In this case, it can be said that applying affordable prices do not insist on the quality of Rubi shoes. Respondents assume that the quality of Rubi shoes equals the prices offered.

Brand image variable significantly influences purchase decision. This can be seen from the T value 2.27. In this case, Rubi shoes are available in stylish models so that respondents decide to purchase because they want to have a stylish appearance. With the frequent issuance of the newest Rubi models, consumers want to have a more and more fashionable appearance. If a product has a positive image and is believed by consumers to be able to meet their needs and wants, then it will automatically build the consumers' purchase decision on the product being offered. In the contrary, if the image of a product is negative in the consumers' eyes, then the consumers' purchase decision on that product will decline, even the consumers may not buy that product.

Satisfaction variable significantly influences purchase decision. This can be seen from the T value 6.59. The researchers see that pricing strategy is of Rubi's consideration because its target is female adolescents in the age of 18-22 years. Thus, Rubi created the concept of shoes for adolescents by offering *Flats shoes* with many color variations, shapes, and models suitable with the juvenile character. The newest models frequently issued become the main attractiveness for the target market and the reachable prices make female adolescents more interested to buy.

From the results of the tests and the above explanation, it can be seen that:

1. Product quality variable does not significantly influence purchase decision.
2. Product quality variable significantly influences brand image.
3. Product quality variable significantly influences customer satisfaction.
4. Brand image variable significantly influences purchase decision.
5. Customer satisfaction variable significantly influences purchase decision.

Based on the statistic test, several indicators are presented for discussion according to the result of loading factor test with the lowest indicator value because all variables are influential.

1. For the highest indicator value of product quality (PF3): the recommendation is to maintain the performance of Rubi shoes in order not to make painful when used in the first time by paying more attention on the material, such as rubber, so that the user's foot can make adjustment and not be chafed in the early usage. For the value lowest indicator value (PF4): the recommendation is to improve the performance of Rubi shoes in order

to be flexible when used. It is suggested to add elastic materials in some variations of shoes in order that consumers feel comfortable and can move freely when using Rubi shoes. Therefore, if management can maintain good performance and even provide reachable prices for consumers, then there will be customer satisfaction with Rubi's product. With the reachable prices consumers may get good quality and then decide to purchase to fulfill their needs.

2. For the highest indicator value (DT5), the recommendation is to maintain the durability of Rubi shoes by paying more attention to the raw materials, such as sole which is suitable with the type of shoes, and add stitching so that the shoes are not easy to break. And for the lowest indicator value (DT2), the recommendation is to enhance the durability of Rubi shoes by using quality raw materials. And for the shoe design, especially the accessories, it is better not to use paillete material which is easy to be detached. Therefore, if management maintain the product durability, then it needs to maintain the easiness in finding the suitable size so that consumers feel satisfied with the product they use and finally they will make decision to purchase.
3. For the highest indicator value (CF5), the recommendation is to make the model of shoes which is suitable with the consumers' character. Since the target market is female adolescents, the shoe models should be suitable with the character of female adolescents who like going hangout, that is a casual model in many variations. And for those who like doing outdoor activities, the model of shoes should cover the foot to protect consumers' foot from hot sunshine. And for the lowest indicator value (CF1), the recommendation is to adapt the size of shoes with the foot size of Indonesian people and add the information on the length (in centimeter) of the size number. This way, consumers can more easily know the length of shoes (in centimeter) according to their foot size. Therefore, it is necessary for management to have a conformance of model and size. Emotionally, this will make consumers satisfied, where they feel more stylish if they wear Rubi shoes. Management needs to maintain its up-to-date styles in order that consumers feel Rubi products can make their appearance more fashionable, and subsequently consumers make their purchase decision on their priority, that is a need to have a good appearance.
4. For the highest indicator score (AT3), the recommendation is to make many colour variations, presenting an innovation where a pair of shoes have four different colours. With many colour variations consumers may choose the

colours they like. And for the lowest indicator value (AT4), the recommendation is to improve the design in order to have a uniqueness compared to other brands. By making design that has typical features, consumers can identify the product by seeing the design. Therefore, if management maintains the aesthetics of Rubi products, then there will be customer satisfaction. Emotionally consumers will feel more stylish. Management also needs to maintain the consumers' pride of the Rubi brand, for example by frequently issuing the newest model of shoes. Thus, consumers will feel proud of different motives and models of shoes, and will not be bored with just one model. Subsequently, they will make their purchase decision on their priority, that is a need to have a good appearance.

5. For the highest indicator value (RL3), the

recommendation is to maintain the technique of neat stitching or quality control and the necessary raw materials. And for the lowest indicator value (RL2), the recommendation is to enhance the reliability of fabric material of Rubi shoes so that it can not be easily torn. The company may innovate using several fabric materials for shoes such as denim, full grain, nubuck leather which are strong, not easy to be dirty and easy to clean. If management maintains the neatness and improve the quality of fabric, meaning that management maintains the product reliability, then it will make consumers feel satisfied, proud of wearing Rubi shoes, and finally they will make purchase decision due to the positive impression of Rubi products.

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