

## **Synergizing Entrepreneurial Spirit and the Mindset of Branding Through Branderpreneurship: Evidences from Indonesia**

Bambang Sukma Wijaya, Suharyanti, Mirana Hanathasia and Dessy Kania  
Department of Communication Science, Faculty of Economics and Social Sciences,  
Bakrie University, Jl. HR Rasuna Said, Kav. C-22 Kuningan, Jakarta, Indonesia

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**Abstract:** This study examines the current research on the phenomena of branderpreneurship, a brand development-based entrepreneurship. Using comparative case studies, researchers analyze two SME brands in Indonesia from the lens of the circle of values development as the core of Branderpreneurship. Evidently, the brand that applies the most of elements in the circle of values development is more successful and developing faster. Branderpreneurship is an application of targeted and integrated brand development strategy by maximizing existing resources to support business development so that provides added value to entrepreneurship. To activate the branderpreneurship, at least there are seven steps and elements should be considered in developing brand values that are identifying values, creating values, distributing values, communicating values, maintaining values, evaluating values and updating values. Branderpreneurship Model can be used as a strategic tool to review business brand performance through self-reflexivity method as well as the parameter of measuring the mental set in synergizing entrepreneurial spirit and the mindset of branding.

**Key words:** Branderpreneurship, entrepreneurial spirit, mindset of branding, circle of values development, synergizing

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### **INTRODUCTION**

Kapferer (2008) submitted rhetorical phrase in his book *The New Strategic Brand Management*:

Does branding affect all companies? Yes. Are all companies aware of this? No. For many industrial companies or commodity sellers, the concept of the brand applies only to mass markets, high-consumption products and the Fast-Moving Consumer Goods (FMCG) sector. This is a misconception. A brand is a name that influences buyers and prescribers alike

This indicates that frequently an entrepreneur or a company is trapped in a dilemma between prioritizing business development and brand development. Many entrepreneurs, especially entrepreneurs whose businesses do not target mass markets or tend to be business to business companies, eventually choose to focus on business development and ignore the strategy of brand development activities. Obviously, the option is very easy to understand because entrepreneurs have to think about the Break Event Point (BEP) of their business. The faster the BEP returns, the better it is. As a matter of

fact, business development and brand can be synergized, no matter what the business type is as both may support each other. Business runs fine because brand performance which is owned by the company grows well, vice versa. Doyle (2008) illustrates how important a brand to company:

In today's information-based economy, intangible assets are usually much more important than the tangible assets that appear on corporate balance sheets. Intangible assets are of various forms but in many industries, the equity in the company's brand is the most important. The value arises from the trust that customers place in the company's brand. This trust creates a relationship between the brand and the customer that encourages preference, brand loyalty and a willingness to consider the new products and services that the company may offer in the future under its brand name

This study will explore how an entrepreneur or a company may have an opportunity to develop business and brand in synergic path, see the upcoming advantage from business development based on brand development and what necessary important steps in developing brand

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**Corresponding Author:** Bambang Sukma Wijaya, Department of Communication Science,  
Faculty of Economics and Social Sciences, Bakrie University, Jl. HR Rasuna Said, Kav. C-22 Kuningan,  
12920 Jakarta, Indonesia

value so that it will deliver good impacts on business development. Two local SME brands, Maicih spicy chips and Waxing Corner beauty care will be discussed as evidences using Branderpreneurship approach.

**When branding and entrepreneurship marries:** What is brand, anyway? Wijaya (2013) defines brand as “a mark left on the minds and hearts of consumers which creates a specific sense of meaning and feeling”. Thus, brand is more than just a logo, name, symbol, trademark or label that allows consumers identifying a product. Brand is a seller or manufacturer promise (Morel, 2003) that continually delivers a unity display, advantages and services to buyers. Brand is a relationship (McNally and Speak, 2004) that involves a kind of trust. A brand is amount of an entity, a psychical connection creates a bond of loyalty with a buyer or prospective buyers and offers and it often includes a layer of perceived added value (Post, 2004).

Meanwhile, branding is the process of creation or legacy of certain trail signs in the minds and hearts of consumers through a variety of communication ways and strategies so that creates specific meaning and feeling which affect consumers’ lives (Wijaya, 2013). Thus, the branding activity is the implementation of brand communication strategy and a part of the brand (value) development process. It takes no little time to build a brand to be a very strong one. Kapferer (2008) mentioned two routes in doing brand development, namely: the brand evolves from product development, communication focuses on functional benefits (tangible values) of the product, then moves toward emotional benefits (intangible values) or otherwise from intangible values to tangible values.

Branding process and its effects have certain levels that also indicate to which extent the brand development in relation to proximity to the consumer (Wijaya, 2011, 2013). This level is called the AKIELS Model of Hierarchy of Branding (Fig. 1).

Briefly, the hierarchy could be explained as follow: at the first launch, the brand is still in the phase of knocking on consumer awareness, so the consumers may know only about the brand on the surface. This phase is named as ‘brand awareness’. The more known the more attributes and benefits that are acknowledged by

consumers, consumers do not only just recognize but also learn more about the brand (product). This phase is called as ‘brand knowledge’. With the intensive communications, the consumers then have a certain perception and associate something to the brand to construe the certain image in the consumer’s mind (‘brand image’).

Over time and also incessant communication, certainly consumers have tested the products or contacted directly with the brand, so the consumers have a certain experience related to the brand which creates new meanings and feeling associated to the brand. This phase is called as ‘brand experience’. The combination of positive image and attractive experience that gives meaning and a special feeling ultimately strengthen brand positioning in the consumers’ minds and hearts, hence the brand has a good equity. Brand equity is the perception or desire that a brand will meet a promise of benefits. Operationally, Raggio and Leone (2007) conceptualized brand equity as a moderator of the impact of marketing activities (products, advertising messages, etc.) on consumers’ actions (consideration, purchase, etc.). A brand that has a good equity tends to bind the loyalty of consumers so that they are not easy to switch to another brand. In other words, it prevents consumers to be ‘opportunist’ and encourages them rather to become a ‘loyalist’ (Wijaya, 2013). This stage is called as ‘brand loyalty’.

More than loyal in the end the consumers are not only loving a brand but also have a strong sense of belonging to the brand, penetrates into adopted life values and affects their perspective toward life. At this stage, spiritual happiness and obtained life values related to the brand they love and then try to be divided and distributed to other consumers, so that they feel and experience as theirs become part of their environment and together achieve happiness collectively in a strong community. This is the climax achievement of a brand in the hearts of consumers when a brand becomes the answer to the spiritual needs or become part of consumer life values, that is to say ‘brand spirituality’ (Wijaya, 2011, 2013).

Thus, it can be said that the stages from brand awareness to brand image are the stages for gaining mind-share while brand experience is the stage for gaining market-share, brand loyalty is for gaining heart-share and brand spirituality is for gaining social-share. The phase of brand loyalty to brand spirituality is the ultimate journey because at that stage the brand already has a high brand value. Brand value represents what the brand means to a focal company (Raggio and Leone, 2007) and it depends on the ability of brand owner to enhance the brand equity. Brand value obviously affects shareholder value (Raggio and Leone, 2007). Hence, it can be said that the

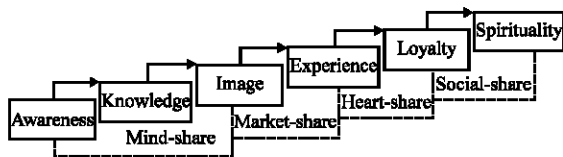


Fig. 1: AKIELS Model of Hierarchy of Branding (Wijaya 2011, 2013)

brand development gives significant advantage for brand owners or entrepreneurs because brand with high value contributes immensely to the business advancement.

Sharma *et al.* (2010) remarked that an entrepreneur has opportunity to build his/her business based on strong brand promise through entrepreneurial branding. Entrepreneurial branding is a matter that relates to the continuity, totality (seeing and trying a various of branding techniques not just one) be responsible for many things, open minded, understanding the business in totality both in their own work environment or in the affiliate business environment and so on (Sharma *et al.*, 2010). Here, Sharma *et al.* (2010) attempted to combine between branding practice and attitudes or entrepreneurial behavior but it has not explained yet in detail any steps or strategies should be done to integrate them in a synergic path of brand and business values development.

But what is entrepreneurship, anyway? Zimmerer and Scarborough (2008) argues that applying creativity and innovation to solve problems and to exploit opportunities that people face every day can be defined as entrepreneurship. From this point of view, the nutshells of entrepreneurship are creativity and innovation to solve problems and effort to exploit the existing opportunities. Creativity is the ability to develop new ideas and to discover new ways of looking at problems and opportunities while innovation is the ability to apply or exemplify creative solutions toward problems and opportunities to enhance or to enrich people's lives (Zimmerer and Scarborough, 2008). In short, the three main things that drive the growth of entrepreneurship are the idea, human resources and money (Lodish *et al.*, 2001).

An entrepreneur has a strong mentality in facing challenges of risk and uncertainty and also at the same time has the intuition and vision in seeing the opportunities that can be utilized to achieve profit and growth of his business (Majumdar, 2008). Thus, entrepreneurs have strong beliefs about a business opportunity and organize their resources effectively to accomplish the outcome that changes existing interactions (Sharma *et al.*, 2010).

One of those opportunities that can be exploited by an entrepreneur in developing a business is the opportunity to create more values through business' brand development both corporate (Rode and Vallaster, 2005) or product brand, even himself/herself as personal brand (McNally and Speak, 2004). Brand development

with a focused, smart and integrated communication strategy will give a more lasting benefit (Abimbola and Vallaster, 2007) because a strong brand has the potential to create strong brand equity that benefits the company and consumers continually (Wood, 2000). Various branding opportunities that can be applied by entrepreneurs can be seen in Table 1.

**Branderpreneurship Model:** It is undeniable that having a great product (high quality) is not enough in today's modern competition era (Kapferer, 2008). It is needed a brand development since, it creates value for consumers (consumer value) assisting them in the product selection process (Doyle, 2008). Hence, the branderpreneurship application is worth to be considered by entrepreneurs.

Wijaya (2011) defines branderpreneurship as a tendency of the mental attitude to synergize the entrepreneurial spirit with the mindset of branding by optimizing values development to support 'high-impact' business performance. As a strategic model, branderpreneurship is an application of targeted and integrated brand development strategy by maximizing existing resources to support business development so that provides added value to entrepreneurship (Wijaya, 2011). Inspired by Doyle (2008), DeBonis *et al.* (2002) and Wijaya (2011) proposed the strategic steps in the development and management of brand values as the core of branderpreneurship. This process is called the circle of values development (Fig. 2).

**Identifying values:** Before starting business or bringing forth a product/service, an entrepreneur should excavate information from consumers and market situation about what is really wanted, needed, coveted, obsessed, either consciously or unconsciously by the consumers related to the business idea/product/service that will be launched. This process is called consumer insights. An in-depth and good understanding of consumers will minimize the failure of product launching as well as has potential to form emotional bond effectively, since the consumers feel what is offered by brand seemingly understanding who they actually are.

**Creating values:** Based on the good insights, the entrepreneur then starts developing his business/product/service by modification toward an initial idea. This can be an addition or replacement of features and product attributes, modifying location, time, packaging or the way to consume or the way to involve. In short, the

Table 1: Opportunities of branding in the entrepreneurship sphere

Branding type	Business types*	Brand types
Personal branding	B2B, B2C, C2C	Owner, senior executive, employee
Product branding	B2C, C2C	Main product, ext-products, variants, features
Corporate branding	B2B, B2C	Company, community organization

\*B2B: Business to Business, B2C: Business to Consumers, C2C: Consumer to Consumer; Wijaya (2011)

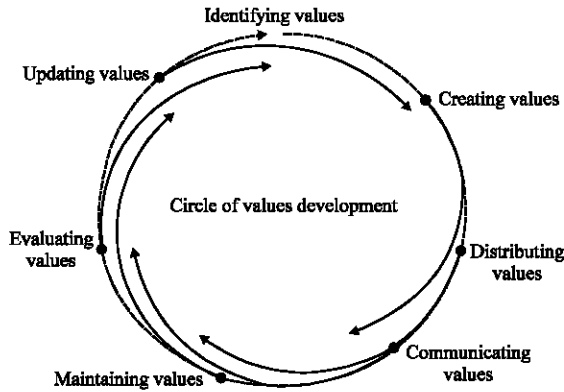


Fig. 2: The circle of values development in branderpreneurship (Wijaya, 2011)

value creation is based on consumer insights that related to the product content and context. In this stage, an entrepreneur also dialoging the findings with the competition situation, so that what was decided to be offered to consumers not only in line with the consumer needs and wants but also has a sharp differentiation and competitive advantage.

**Distributing values:** After modifying the ideas of offering by creating businesses/products/services benefits, an entrepreneur then packages and delivers them to consumers through various distribution channels according to the consumer insights. Here, the distribution function and delivery/sales channels of brand values keep a major role. By understanding consumer habits and places and the way of distributing that makes consumer convenient (both online and offline, tangible or intangible), an entrepreneur can manage his business more efficiently and effectively, since the entrepreneurs do not need to do trial and error to get the impact or good response from the consumer. Again, the consumer insights role in identifying values stage is the most important in supporting the success in each stage of the values development.

**Communicating values:** If the service product delivery has definitely and streamlined which is not less important is communication. The values in form of the offer and benefits will be gained by consumer are communicated appropriately and creatively, so the brand is known faster (brand awareness), known more (brand knowledge), good perceived (brand image) and well perceived/experienced (brand experience) thus makes the consumers as the loyal customers (brand loyalty) and even help share values they felt/experienced to other

consumers and communities at large through various media (both online in the form of social media and personal web blog or offline in the form of traditional word of mouth as well as other communication media). The media selection is certainly cannot be separated from the consumer insights. If the consumer or potential users of our product are more frequently and comfortable in using social media, this media is exactly should be the main media. Thus, a brand communication should not use traditional mass media such as television, newspapers, radio and so on. Meanwhile, brand and marketing communication tool that can be used also do not have to be a conventional advertising in the costly based mass media. The brand owners can use advertisements in alternatives and creative media such as ambient (multi) media, online direct mail, creative publicity, sponsorships, brand placement, guerilla advertising and much more. The key is focus, creative and integrated based on a good consumer insights.

**Maintaining values:** If the values offered by the brand has been communicated and successfully attract a number of customers, the next task is keeping the consumers in order to continue enjoying the values have been offered by the brand. This means, the strategy must be developed is to convert the consumers into customers. Various programs can be made by the brand/business owner, it can be a retention program, loyalty program or the brand community program.

**Evaluating values:** In given period, an entrepreneur must take evaluation to what he had been done. Are the offers given still relevant? Do any new developments (technology, disaster, etc.) change the way consumers to interpret what is offered by the product/service/business? How is about the competitors? How do consumers response to them? All requires evaluation in the form of brand audit and consumer research. This function can be integrated with the consumer insights functions. Not to be costly. An entrepreneur can do it himself/herself or take benefit of the existing resources.

**Updating values:** From these evaluation results then improving the offer value of product/service/business so that consumers always gain something new and pleasurable. The novelty and pleasurable of what is offered to them finally will make their life even more fresh and valuable, so that to strengthen emotional bond with the brand they use is important. Updating values may include an additional features and functional benefits, emotional, symbolic and social or it can be the packaging

of the updates, lay-out of the room, adding the branches, franchising as well as new more creative communication in order to provide a new added value for consumers.

According to Wijaya (2011), the steps in the circle of values development are not deterministic and strictly linear. It is liked some kind of circuit that connects every point of strategy. Therefore, under certain conditions, strategies for creating values can possibly direct to communicating values. Meanwhile, delivering values can be run in parallel with maintaining values as well as communicating values can go hand in hand with or direct to evaluating values. Maintaining values can possibly work at the same time with updating values and evaluating values simultaneously performs the role of identifying values that can be directly to creating values. Lastly, of course, updating values closely associated with the activities of creating values. The connection of the circuits of strategy can be seen in the Fig. 2.

## MATERIALS AND METHODS

The existence of SMEs in Indonesia is more associated with their classical role that is coping with unemployment and income distribution. During a financial global crisis in 2008, the SMEs sector has contribution to the economic and Indonesia development. Afiah (Wijaya and Hanathasia, 2012) stated that the entrepreneurship factors play an important role on increasing the SMEs capability in Indonesia such as innovative, creative thinking and ability to take risks. In such a context, the SMEs actors need specific strategies that can provide an added value for their business development, one of which is the brand development strategy. The brand, identity and organization reputation is often associated with large companies but in fact it is also relevant to the SMEs (Abimbola and Vallaster, 2007). The brand development provides a significant benefit to the brand owners, since a brand that has high value contributes the most to company progress.

Nilson (1992) and Gilmore *et al.* (1999) conceptualize an added value in the needs compliance context and consumers desires by offering product or service that has high perceived-value. They argue that it is not only a part of the big companies “work” but also a necessity for SMEs. Keller (2012) also does not agree that brand strategy just proper to be developed by the large organizations, since SMEs are able to develop well the brand strategy in a practical ways. SMEs will get more benefits in their efforts to develop the brand and establish the identity and organization reputation, since the strong brand will foster an intimacy and trust, reduces the

risk and becomes the dialogue foundation and the involvement between individuals in one hand and customers and manufacturers, on the other hand.

Current study examines the cases of two local SME brands, Maicih (spicy chips product) and Waxing Corner (beauty care service) from the lens of brandpreneurship. Using literature review and qualitative approach, data and information obtained from secondary sources through a search of the document such as articles in the journal and magazine and other sources of documentation both online and print.

## RESULTS

**Evidence 1 (Maicih spicy chips):** Since 2010, the name Maicih has been widely recognized as a pioneer of traditional snacks (cassava chips) with a spicy taste and has become one of the most preferred snacks by Indonesian society. In addition to the product of thin chips with crispy texture, Maicih is also unique in its spiciness level, start from level three, five to ten, the most spicy. Thus, consumers can choose the spiciness level of Maicih products according to their taste.

In communicating brand, Maicih created issues about the spiciness through owner’s kinship networks which then caused word of mouth (Supriadi, 2014). As a result, the product was positively responded by kinship circle. They did not hesitate to endorse Maicih chips through their respective twitter accounts. About 2 months on, the demand for level three and five jumped sharply. Consequently, the production of chips was better reproduced for the two levels.

Seeing the effectiveness of the friends’ tweets in cyberspace then the owner decided to focus only communicates through tTwitter@infoMaicih, facebook: Maicih and the site [www.maicih.co.id](http://www.maicih.co.id) (Siregar, 2012). As explained by the owner, the number of Maicih followers currently has reached >354 thousand while the number of fans on fan page Facebook reached >49.000. For that reason, people better do not expect to find Maicih physical outlets.

According to the owner (interviewed by @bukalapak) (Netpreneur, 2013), Maicih are indeed deliberately not building physical stores. In terms of operational costs are very high and most importantly, physical outlets are not able to create interaction between Maicih brand with consumers. To communicating and selling, apparently, Maicih has a series of “Generals” a term for a seller or reseller Maicih troops. The respective Generals who served their Twitter twittering about the locations which will be visited by a car carrying Maicih chips to be sold. And, every day the visited-locations

always move or nomadic. The concept of nomads selling seemed to tickle the curiosity and also sparked the consumers' enthusiasm (Siregar, 2012). The impact, many youngsters just wait for the tweets from the Generals and hope their campus locations or homes will be visited by Maicih cars. Through this nomadic concept, Maicih wants to create prestige within the consumers who can consume Maicih. Even, it is a prestige if they could be Icihers (Maicih fans).

Next step, the owner then continued creating a prestige of becoming a General. Being a Maicih General definitely is not easy. The selection is very strict. There are three batches that offered to prospective Generals. That batches are distinguished by spending on Maicih chips. For the first batch, the Generals' spending value should be at least IDR 5 million (about USD 400) per week. Batch two, the spending value of Maicih product is minimum IDR 10 million (about USD 800) per week. While for batch three, a new category, the minimum spending value is IDR 100 million (about USD 8,000) per week. The Generals are free to innovate in marketing Maicih products (Noorastuti *et al.*, 2011).

The most important thing is the candidates of Maicih generals must come to Bandung for interview and follow the Maicih General Academy. There, prospective Generals are being trained about team work, innovation, character building and other soft skills. In short, the General candidates must be able to become Independent Business Owner (IBO). Maicih Generals are required to think innovatively about the effective ways to market Maicih chips in their respective areas. The owner did not technically support funds even a dime to the Generals. Alone they must be able to build Maicih brand and market it in their respective areas. For example, Cirebon area has different characteristics compared to Jakarta area. In Cirebon (The second largest city in west Java), communication is more effective through the radio as a medium. Thus, the Generals there cooperate with a number of local radio stations to roll talk shows around Maicih. Whilst in Jakarta, when the owner was invited to attend one of Metro TV and Trans7 programs (Metro TV and Trans7 are two of the leading private national TV broadcasters in Indonesia), demand for Maicih rocketed directly. Different again with Bekasi (a suburban city near East Jakarta), the approach there should be in personal manner (Wulandari, 2011).

The hard work of the Generals who are youngsters born during the 80s were not useless. Now, Maicih already circulated throughout Indonesia from Aceh (Indonesia's westernmost region) to Papua (Indonesia's easternmost region). In fact, Maicih also reaches out to other countries such as Japan and

Singapore. Not surprisingly with initial capital of only IDR 15 million (about USD 1,200), now Maicih turnover swells. Per month (just a year after launching), Maicih chips turnover obtained from the expenditure of the Generals has penetrated IDR 10 billion (about USD 800,000) (Noorastuti *et al.*, 2011).

For batch two Generals, their minimum weekly spending is around IDR 200 million (about USD 16,000) and IDR 300 million (about USD 24,000). The highest contribution is still in big cities such as Jakarta, Surabaya, Yogyakarta and Semarang. So, the owner has succeeded on his second mission: to build a prestige of becoming Maicih general. This is evidenced by the huge number of youngsters who want to become Maicih Generals. In 1 day, more than a thousand people who want to register as a Maicih General and there among young celebrities who have become Maicih generals (Wulandari, 2011).

Thus, it can be said that in the hands of the General is the Maicih reputation and brand's fate hangs. The owner claimed not to be arbitrarily accepting the Generals (Noorastuti *et al.*, 2011). Beside reseller, the Generals also became Talker or Maicih's brand endorser as well. Therefore, the selection of the Generals is made very tight. Apart from have to have the mindset of the IBO and graduated from Maicih General Academy, the owner prefers areas that are still empty from players and have a market potential.

However, Maicih started to gain competitors after having successfully dealt in social network and covered by numbers of electronic media, print and online. In Bandung for example, no <30 chips brands with the same variant type started to aggressively market their products. Because of that, Maicih cannot remain silent. At the beginning of 2012, Maicih re-packaged and launched a new variant, namely Cheesy Seblak. In re-packaging and launching of new variants, the owner and team had boiled several event concepts. Not only that, Republic Maicih would become much more aggressive as a speaker at the seminar or workshop be a resource in electronic media, print and online and headed for hold a corporate social responsibility program (Wulandari, 2011).

**Evidence 2 (Waxing Corner Beauty Care):** Waxing Corner consistently engaged in the beauty treatments business since its launch firstly in January 2011 that is waxing and spa for women. Waxing Corner offers beauty care services like waxing or body hair removal using modern ways. The meaning of 'modern' here referred to hair removal process using wax mixed with natural materials such as melon extract, sunflower seed and banana. Waxing known by mostly Indonesians is usually uses a liquefied sugar (caramel) as medium for body hair removal.

Waxing Corner not only offers waxing services but also waxing treatment itself. "Waxing treatment" service means someone who uses this service will be treated not for waxing only but also for treatment before and after waxing which Waxing Corner provides skin tranquilizing cream before waxing, then after body hair removal process is given cream adjusted by skin reaction after being waxed whether the skin is relatively normal, sensitive or very sensitive. After that it provides serum that has function to slow down the hair growth process and makes the next body hair regrow is finer than previous. Thus, Waxing Corner not only offers services such as waxing but also pays attention and responsible to the continuation of skin treatment after waxed. For spa treatments, Waxing Corner offers a luxury relaxing spa consists of various options like chocolate, green tea, milk, yam, facial acupressure, acupressure facial with hot stone, waxing spa for hands and feet, manicure and pedicure spa. Waxing Corner also prioritizes the customer comfort by providing a sense of calm and relax accompanied by classical music so that customers can enjoy the services while relieving stress at Waxing Corner.

The first idea of Waxing Corner business was started from the owners' difficulties in finding a cheap and comfortable waxing place (Wijaya and Hanathasia, 2012). To solidify their ideas they then followed Salon Management Course held by one of the beauty equipment producer. Next step was looking for information through the internet related to the raw materials of waxing. From the internet, they got information that there are two types of waxing, sugar waxing and modern waxing. Based on that information, they agreed to use a modern type of salon waxing as this method is more safe and painless. The waxing raw material is imported from Spain. They identified their consumers are workers women (ages 22-50), upper middle, aware of lifestyle (appearance) and foreign or expatriate women as they have already familiar with modern waxing (Wijaya and Hanathasia, 2012). So far, their consumer target is already appropriate, even in the last few months the consumer segment extends to high school teenagers.

Meanwhile, owner's understanding to their consumer targets was implemented in variety of ways (Wijaya and Hanathasia, 2012) including: interior design of their salon. The ambient color is dominated by purple color reflects a dynamic modern women, naming of Waxing Corner. Understanding that workers women have only a short time for waxing among their routine work, using 'corner' term is suitable to describe as a transit place (should not take long) and installing the soft music. The musical accompaniment is suitable for making Waxing Corner as a comfortable "runaway".

Waxing Corner offers its services directly through the salon outlets in the business district. However, high price is the obstacle in hooking more consumers. Some prospective consumers feel the price is more expensive than competitors. To solve this problem, Waxing Corner gently educates consumers about the benefits using modern waxing compared to competitors' method. However, it does not mean Waxing Corner never spoiled the consumers with a more affordable price. Several times Waxing Corner offers special discount voucher through online shop websites and it was always sold out (Wijaya and Hanathasia, 2012).

As a new business brand, Waxing Corner does not have communication plan. The brand message was delivered simply, standard and minimalist in traditional ways through brochure of price list and limited social media, like Twitter and blogs. Another communication program is sending promo information via SMS to the customers or member card holders. However as recognized by the owner, currently it is quite a lot of consumers who review Waxing Corner on the internet sphere (Wijaya and Hanathasia, 2012). In managing and maintaining its customers, Waxing Corner launched membership card program serves as discount card. Waxing Corner also educates consumers through Twitter and blog that modern wax method is much better and does not cause irritation than sugar waxing. Due to the lack of knowledge on branding, Waxing Corner does not evaluate brand performance systematically. Waxing Corner only monitors its brand by googling on the internet randomly.

To increase its business brand values, Waxing Corner plans to create its own wax raw material or to be a supplier of raw material import so that the prices can be reduced (Wijaya and Hanathasia, 2012). Meanwhile, for long term, Waxing Corner is planning to develop a waxing treatments brand for men, this means touching a new market segment, metrosexual cosmopolitan men who like paying attention to skin care and personal appearance. Business expansion through brand franchising also will be considered in the near future.

## **DISCUSSION**

Deep understanding of consumers and the market is important as a step of identifying values to obtain the information and inspiration what the most proper value is to offer to prospective customers. Maicih understands the insights of young people who enjoy challenges have a curiosity and high interest to be different from the others. Referring to these insights, then Maicih created values by offering spicy chips product with challenging level of spiciness. Spicy chips are already a lot in the market but

spicy chips that explore why people love spicy chips are not a lot yet. Maicih found that ‘challenge’ is the key and then generated the idea of ‘chips with the degree of spiciness’.

The idea of creating values from the challenge insights is then also applied consistently in distributing values by creating unique marketing system. Maicih operates a ‘walking store’ system through mobile outlet and the position or location is communicated through social media. Thus, Maicih does not have a permanent outlet. In this way, Maicih created a different consumer shopping experience and tickles the curiosity of consumers while creating one kind of the challenging ‘adventurous shopping’. Not only that, in distributing values, Maicih also built a challenging ‘marketing empire’ that involves the consumer to become a marketing agent as well as distributor through networking and leveling (batch) system. The agent or reseller called as General is required to go through Maicih General Academy and encouraged to be entrepreneurs or independent business owner. This certainly challenges consumers to improve their status from the market object (target) to become market subject (marketer).

Maicih also tried to be different in communicating values by using ‘low-budget high-impact’ communication via certain issue creation that eventually made word of mouth, it would direct or through community of friends as well as Twitter and other social media. Each reseller is encouraged to do its own promotion so that networked communication system is becoming increasingly widespread. However, with increasingly strong Maicih brand in the market, competitors sprang up, both by using different brand name and positioning in the same category or by imitating or copying and pasting of products and systems of Maicih (‘wannabe brands’), even they claim as Maicih or in other words, fake Maicih. In this stage, then Maicih performed evaluating values to see the competitors as well as its own market which has potentially of saturation. Therefore, Maicih updates its values by offering a new variant, repackaging, new market

exploration in new territories and strengthen the brand further through wider communications (Table 2).

A different fact was showed by Waxing Corner. Not all of the elements contained in the circle of values development which are the core of branderpreneurship are run by Waxing Corner. This makes the balance between business development and brand development to be not optimal. Business development is only focused on the business’ BEP (Break Event Points) alone while the development of the brand goes without foundation and a clear and focused strategy.

Waxing Corner is less creative in managing and developing the communication, so that the unique service as its competitive advantages becomes unremarkable. Product education is also less performed, only limited to the delivery of information through the limited channels, not in an integrated strategy and creative so that the potential market is less explored. As a result, the market is very slow growing due to potential consumers are less being persuaded.

However, some elements have been pursued well (although, still needs to be maximized) and potentially contributing to the success in the future that is consumer understanding and sense of market foresight. Attempts to use the internet and social media marketing also give an opportunity for Waxing Corner to grow uniquely and nicely. Product education that has been carried out also need to be widened on the education of “waxing’s lifestyle” thereby potentially expand the market because of potential consumers who previously did not aware of the need for waxing will be needing or that was previously having half the intention of becoming intend unanimously to waxing.

If the “waxing awareness campaign” has been successful then the prices problem is no longer an obstacle. Waxing Corner will be also imaged as a brand that has the expertise and competence in this business category, due to the consistent and continuous efforts in educating market and communicating values related to beauty treatments through waxing.

Table 2: Comparative branderpreneurship review

Value development	Maicih	Waxing Comer
Identifying values	From the insight: urban youngsters love challenge have big curiosity and proud to be different	From the insight: needs a cozy and accessible place to get waxing care
Creating values	By offering spicy chips product with the degree of spiciness	By offering modern waxing treatments in a cozy place with relaxing ambience
Distributing values	Through ‘walking’ stores that create ‘adventurous’ shopping experience, resellers called General	Through ordinary salon outlet at the business area
Communicating values	Using Twitter and other social media, blog, web, word of mouth	Educating consumer about the advantages of modern waxing via blog, promo via online shop and buzz via social media
Maintaining values	Through Maicih General Academy program and Ichiher community	Launching membership card program
Evaluating values	By reviewing competitors, followers, Maicih wannabes, market saturation	By monitoring brand talks and publicities on Google
Updating values	By developing new variant, re-packaging, new market exploration	Reducing price by buying raw material directly from manufacturer, plan to extent brand to men segment

Authors’ analysis based on Noorastuti *et al.* (2011), Wulandari (2011), Wijaya and Hanathasia (2012), Siregar (2012) and Supriadi (2014)



## CONCLUSION

It is clear that Maicih much more branderpreneurial than Waxing Corner. Effort and performance shown by Maicih are very creative, innovative and inspiring. In almost every element in the circle of values development, Maicih has the good points and meets the indicators of success of a brand. Maicih is very familiar with its consumers and it really understands how to communicate effectively and provocatively with them. Not surprisingly, the developments of the brand and the business of Maicih are much faster.

On the contrary, Waxing Corner is very slow, very ordinary, less innovative and less able to communicate well. Although, the chances for success are actually quite large because of the uniqueness of the product and the market players are still small in number but Waxing Corner does not make the most of. Consequently, Waxing Corner is underdeveloped. Therefore, Waxing Corner needs to learn to Maicih on how to synergize its business development and brand to provide maximum impact and long-term not just focus on business' BEP because after all, brand development is urgent today in the midst of intense competition and rapid changes.

It is undeniable that currently most entrepreneurs are indeed still seeing branding as a cost not investment because for them branding is communicating costly through conventional media. Whereas in fact the use of communication medium should not be costly because the media and communication strategy based on consumer insights can be more effective and efficient. The chosen medium will be really precise and focused according to consumer audience behavior and context such as maximizing word of mouth, social media, guerilla media, creative publicity and many more.

On the other side, several entrepreneurs also still assume branding is only for products of consumer goods or FMCG (Fast Moving Consumer Goods) only thus a Business to Business (B2B) sector does not require branding. As a matter of fact, branding is necessary for all kinds of businesses with the target audience or customer according to the type of business. For FMCG, audiences and consumers are mass market, so the developed brands mostly are product brands while for B2B, the consumers are corporate and Small-Medium Enterprise (SME) so that the developed brand is corporate brand or/and the owner's personal brand.

Whatever the form of the brand, all requires brand development strategy in a bid to provide added value for business. The concept of branderpreneurship through the steps in the circle of values development can be useful as a reference for entrepreneurs in synergizing their business

development with owned brand development thus not only make the business becomes more effective and efficient in reaching the goal but also can provide a sustainable advantage through owned brand value.

In addition, branderpreneurship can also be used as a business brand performance analytical framework to see how much effort or strategy is used in developing brand and business simultaneously through branderpreneurship framing analysis. Not only that, the prospective entrepreneurs can also create a planning model of branderpreneurship as part of their business plan by formulating the ideas of strategy and creative that will be implemented according to the elements in the circle of values development. Thus, the systematic and strategic steps of business and brand development can be prepared early to anticipate the obstacles and challenges that will be faced in running a business.

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