

## PLANTED WITH WORD-OF-MOUTH, FLOURISHED WITH SOCIAL MEDIA COMMUNICATIONS: HOW A SMALL BUSINESS BRAND IN INDONESIA GROWS GLOBALLY IN THE 'LAND' OF BRANDERPRENEURSHIP

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**Abstract:** *The power of communications through Word-of-Mouth (WOM) and the efficacy of social media in communicating the brand values are also used by Small and Medium Enterprises (SME) or small business brands in Indonesia. This research examines a small business brand, Maicih Spicy Chips (known with the global brand 'Spicy Granny'), which is able to demonstrate a phenomenal performance, with the spirit of Branderpreneurship. Using the case study method, the researchers saw the main strengths of Maicih are on identifying and communicating values. Besides good at capturing insights of urban youth who like a challenge and associate it with a spicy level of the chips product, Maicih also succeeded in communicating the brand values through word-of-mouth and strengthened by the use of social media to reach a wider audience, as well as in expanding the distribution network of its brand values globally.*

**Keywords:** *Social Media Communications; Word-of-Mouth; Small Business Brand; Branderpreneurship; Indonesia*

### INTRODUCTION

The role of social media today received the greatest place in the realm of modern communication. This is because "Social media introduce substantial and pervasive changes to communication between organizations, communities, and individuals" (Kietzmann *et al.*, 2011, p. 250). More than that, social media communication "describes a variety of new sources of online information that are created, initiated, circulated and used by consumers intent on educating each other about products, brands, services, personalities, and issues" (Blackshaw and Nazzaro (2004) in Mangold and Faulds, 2009, p. 357).

This makes social media a new 'toy' for various groups ranging from children, teenagers, adults, professionals, corporate executives to the elderlies. An ancient form of communication that has timeless efficacy, namely WOM or word-of-mouth, increasingly finds its channel with the presence of social media. WOM can be an

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appetizer or dessert for communication activities in social media. It is because traditional WOM can be a stimulus for discussion and dissemination of messages through social media, and can also be a result, the consequences and the extension of a conversation in social media. This makes WOM and social media as a pair of lovebirds who are able to give birth to a new force in the world of marketing communications and branding, especially in optimizing the role and participation of consumers. Blakeman and Brown (2010) explained that:

Personal and professional networks such as Twitter, Facebook and LinkedIn are where many people now exchange news and information. It is where they share gossip and ask questions about both minor and major issues. People share videos and photos on YouTube and Flickr. Social media is where they let off steam if they get bad service in a restaurant or an airline lets them down. And if they are really annoyed they may resort to a hate campaign via a blog: quick and easy to set up and picked up almost immediately by search tools such as Google or Bing. It is no wonder, then, that many companies and organizations of all types and sizes are using social media to monitor and respond to negative feedback and also as a marketing tool (p. 47).

In Indonesia, social media began to enter and popular since the presence of Friendster. Although Friendster appeared in early 2002, but in Indonesia Friendster reached its heyday in 2004. It was followed by the inclusion of Facebook in Indonesia in 2007, coincided with the microblogging site Twitter. At the beginning of the emergence of two social media in Indonesia, the users still showed relatively small numbers. However, based on survey data collected in 2013 by APJII - the Association of Indonesian Internet Service Providers, about 63 million people in Indonesia have been connected to the internet, and 95% of activities were accessing social media. Widespread use of the Internet in Indonesia is caused in part by the rise of smartphones at an affordable price. In addition, internet service providers are also competing in terms of tariffs, causing the use of internet in Indonesia continues to increase.

Based on the survey conducted by Global Web Index in 2013, the percentage of social media activities in Indonesia reached 79%, making Indonesia as the country with the highest access of social media in Asia, beating the Philippines (78%) and China (67%), even the countries with more advanced technology such as Japan (30%) and South Korea (49%). Jakarta has become the 'capital city' of social media, because it is the largest contributor of social media activities around the world, survey said (OnDeviceResearch, 2013).

The rapid growth of Facebook users in Indonesia occurred in September of 2012, approximately 19.14%, higher than the global user growth of only 10% (Stratego, 2012). In addition to Facebook, Twitter has also become popular sites. Referring to the results of research by *We Are Social*, Stratego (2012) mentions 80% of internet users in Indonesia access the Facebook site, and 41% of the total also accesses the Twitter site. Twitter has become a popular social media site in the world, with the number of users more than 180 million are active users.

OnDeviceResearch (2013) exposes the results of *Semiocast*, showing one billion or 7.5% of all tweets in June 2013 are from Indonesia, which means there is sending 385 tweets per second, it makes Indonesia the third largest of Twitter users in the world (Rindu, 2013). Survey also demonstrated 92.9% of the internet population in Indonesia use Facebook, while 75% of Facebook users access it via their mobile phone.

Twitter users in Indonesia are also often making trending topic, it is caused by users who are active in large numbers. Then the Twitter users in Indonesia usually act as citizen journalism. They share information and events through Twitter. With re-tweet function, Twitter is allowing users to share information to other users, so that any news would be easily to spread. However, it also has a weak side, because the credibility of the information cannot be guaranteed, so that sometimes many emerging news or information that turned out to be hoaxes or false.

In addition to citizen journalism, which is currently emerging trend is the use of social media, especially Twitter, as a means of marketing. Many social media accounts devoted to market something. It is marked by numerous online shops in the social media, which are competing to get customers. The number of users, ease of use, the amount of content on offer, and the speed of response are some of the reasons why marketers use social media to market their products.

However, social media is not just the media for buying and selling goods, or promoting a product, but more than that, social media can be a medium to build relationships between brand and consumers. Singh and Sonnenburg (2012) expressed their view that,

Social media has not just helped people make zillions of connections (via the social media website Facebook) and inspire Hollywood (as evidenced by the movie *The Social Network*) but also transformed the way consumers interact with brands. Consumers can read or provide reviews and information of brands, watch or upload their favorite advertisement of the brand, make an advertisement of their own, 'Tweet' or blog about the brand in social media. Technology, Internet, and social media have made it possible to share consumer-generated brand content with friends, other users, or a virtual community (p. 195).

Social media even have a significant effect in improving the brand image related to identity, association, personality, behavior and attitudes, as well as the benefits and the competence of a brand through participation, openness, conversation, community, and connectedness that are characteristics of social media (Wijaya and Putri, 2013). Meanwhile, Blakeman and Brown (2010, p. 49) showed some of the real benefits of social networking media use for business: 1) acquiring new customers, 2) gathering feedback from customers or community, 3) raising awareness of the community efforts and connections, 4) building community network, and 5) fund raising.

The power of social media in popularizing a brand and in increasing business performance apparently also lured many entrepreneurs to use the social media in

communicating their brand, not least in Indonesia. Becomes interesting when the mindset of branding collaborates with the spirit of entrepreneurship to promote SME business, it is because both these domains are similar in meaning of the importance of innovation and creativity to achieve the success of a performance. Zimmerer *et al.* (2008) stated that entrepreneurship is applying creativity and innovation to solve problems and to exploit opportunities that people face every day.

From this definition can be said the important things in entrepreneurship are (1) creativity and innovation to solve problems, and (2) effort to exploit the existing opportunities. Creativity in the perspective of entrepreneurship is the ability to develop new ideas and to discover new ways of looking at problems and opportunities. Let us see this example: while the urbanites are too preoccupied by work and routine activities that attenuate the opportunity to socialize, subsequently an idea comes on how to create a social network without ever leaving the workplace. When many men wondering about status and various things related to women they like, but psychological and social barriers become a setback, so is needed a media that can access various important information about status and someone's current activities.

Meanwhile, innovation is the ability to apply or exemplify creative solutions toward problems and opportunities to enhance or to enrich people's lives. From the ideas that emerged by the problems and needs to socialize without leaving the place and the need to know the status and someone's activities that is liked without hassle of using service from a matchmaker, so came Facebook as a creative solution that helps many people in solving problems and making their lives more comfortable. Facebook is innovation.

At least there are three key phrases in entrepreneurship (Tranggono, 2011), namely: firstly, chasing trends and environmental changes that cannot be seen and noticed by someone else. Secondly, innovation changes, reform, transform and introduce new approaches, new product and new way of doing business. Thirdly, the pursuit of growth through hard work while keep an eye on trend, innovation, and new approach. 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, according to Zimmerer *et al.* (2008) is one who creates a new business in the face of risk and uncertainty for the purpose of achieving profit and growth by identifying significant opportunities and assembling the necessary resources to capitalize on them. Therefore, an entrepreneur is someone who 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). 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 & Vallaster, 2005) or product brand, even himself (personal brand). Brand development with a focused, smart and integrated communication strategy will give a more lasting benefit (Abimbola & Vallaster, 2007), because a strong brand has the potential to create strong brand equity that benefits the company and consumers continually (Wood, 2000).

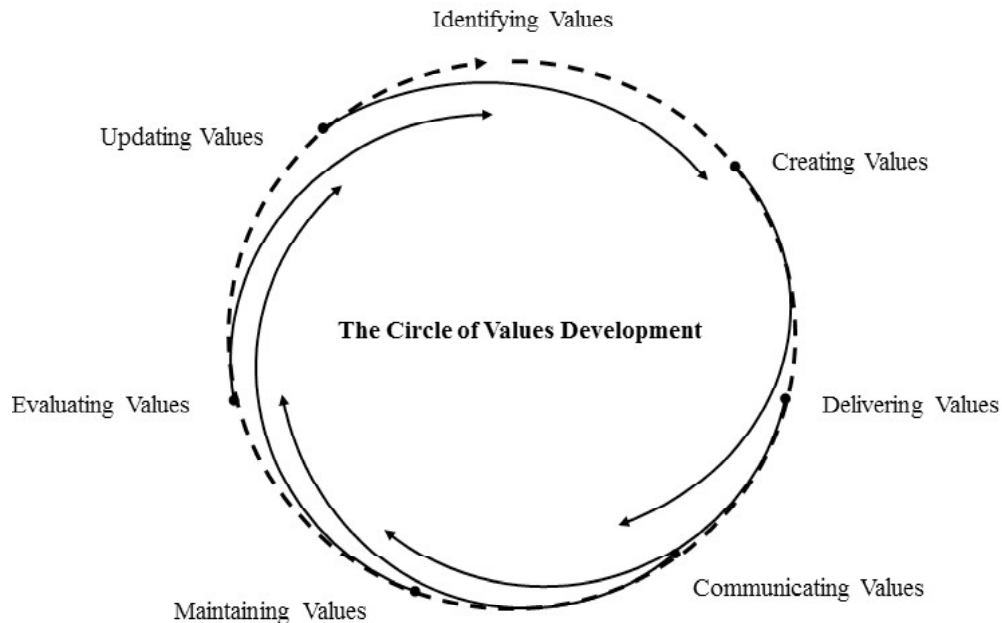
Various opportunities of branding (from personal to corporate branding) in the entrepreneurship sphere can be applied by entrepreneurs for various business models and brand development (Wijaya, 2011). Business types for personal branding for example, includes B2B (Business-to-Business), B2C (Business-to-Consumers) and C2C (Consumer-to-Consumer), while personal brands that can be developed are owner, senior executives and employee. For product branding, in the realm of B2C and C2C includes main product, extension products, product variants and product features. Corporate branding can be applied for business types of B2B and B2C that covers company, organization and community brands within the company. Thus, the entrepreneur has many choices of branding activities that can be developed separately or in an integrated manner in order to maximize the effect of branding.

## **THEORETICAL BACKGROUND**

As noted earlier, that Zimmerer *et al.* defined entrepreneurship as the application of creativity and innovation to solve problems and make the most of opportunities. It involves applying focused strategies to new ideas and new insights to create a product or a service that satisfies customers' needs or solves their problems (Zimmerer *et al.*, 2008). Nevertheless, having a great product (high quality) is not enough in this modern era of competition (Kapferer, 2008). Brand development is required because the brands create value for customers (Salinas & Ambler, 2009) by helping them navigate the choice process (Doyle, 2008). Hence the application of *branderpreneurship* is worth to be considered by entrepreneurs.

*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). As attitude model, *branderpreneurship* also can be defined as a tendency of the mental attitude to synergize the entrepreneurial spirit with the branding mindset by optimizing values development to support 'high-impact' business performance. Inspired by Doyle (2008) and DeBonis *et al.* (2002), Wijaya (2011) proposed the strategic steps in the development and management of values that becomes the core of *branderpreneurship* as seen on the figure below, thus the maintained brand can support the development of a business. This process is called *the circle of values development*.

Figure 1: The Circle of Values Development in Branderpreneurship



### Identifying Values

Before starting a business or giving birth a product, an entrepreneur should dig up information from the consumer or the market about what is really wanted, needed, desired, obsessed, both consciously and unconsciously by consumers regarding the business idea/ product to be launched. This process is called *consumer insights*. A good and deep understanding on consumer will minimize the failure of product launching, and has the potential to create effective emotional bond as well, because consumers feel what is offered as if they are being truly understood.

### Creating Values

Based on good consumer insights, an entrepreneur then begin to develop a business/ product by modifying the initial idea. This can be either the addition or replacement of product features and attributes, modification of location, time, packaging or the way of consume and the way of involve. In short, a value that is created based on consumer insights can be related to the content and context of the product. Also in this stage, an entrepreneur dialogues his finding with the situation of competition in the market, so that what is decided to be offered to consumers is not only in accordance with consumer insights, but also has a sharp differentiation and competitive advantage.

### **Delivering Values**

After modifying idea and creating values, then an entrepreneur wraps and delivers to the consumers through various channels that are suited to consumer insights. Here the function of distribution and sales channels/deliveries of the brand value hold the central role. By understanding consumer habits and places and delivery manner which comforts the consumers (either online and offline, tangible or intangible), an entrepreneur can run his business more efficiently and effectively, because entrepreneurs do not need to conduct trial and error to get the effect or good response from the consumers. Once again, the role of *consumer insights* at the stage of *identifying values* is very important in supporting the success at every stage of development value.

### **Communicating Values**

When product delivery is obvious and smooth, which is not less important is the communication. Values in the form of offering and benefit to be gained by consumers are communicated appropriately and creatively, so that the brand is known faster (brand awareness), acknowledged more (brand knowledge), perceived good (brand image) and is felt or experienced in a good way (brand experience), thus help consumers to become loyal customers (brand loyalty) and even help in selling experienced values to other consumers and society widely through various mediums (either online in the form of social media and personal media or offline in the form of traditional word-of-mouth and communication media). Media selection is obviously should not be separated from consumer insights. If a consumer user or prospective user of our product is more often and comfortable to use social media, so the stated media should become the main media. Thus brand communication should not always use traditional mass media such as television, newspaper, radio and so on. Meanwhile, marketing and brand communication tool that can be used should not always in the form of conventional advertisement in mass media that tend to cost a lot. Brand owners can use the advertisements in alternative media and creative such as ambient media advertising, online direct mail, creative brand publicity, sponsorships, brand placement, guerrilla marketing, and many more. The key is focus, creative and integrated based on good consumer audience and medium insights.

### **Maintaining Values**

If the brand values have been communicated and managed to attract a number of customers, then the next task for brand owners is to keep the consumer in order to continue to enjoy the values that have been offered by the brand. This means, the strategy that should be developed is to change *consumers* into *customers*. Various programs can be created by the brand owner/ business, ranging from retention programs, customer's loyalty programs to brand community programs.

### **Evaluating Values**

In certain periods, an entrepreneur should perform evaluation towards what he has done. Are the given offerings still relevant? Are there any new development (technology, disaster, etc.) that changes the way consumers interpret what is being offered by products/ business? What about competitors? What about followers? What about me-too products? How consumers respond to them? All requires evaluation in the form of brand audit and consumer research. This function can be integrated with the functions of consumer insights. It does not have to be costly. An entrepreneur can be a jack of all trades or utilizes existing resources.

### **Updating Values**

From the result evaluation is then performed an update in product/ business offering value so that consumers always receive something new and fun. New and fun things from what are offered to them will eventually make their lives fresher and valuable, thus strengthens emotional bonding to the brand they use. Updating values may include additional features, functional, emotional, symbolic or social benefits of the brand, or can also be a renewal packaging, room lay-out, branch addition, franchising, as well as new way of communication which is more creative so that delivers new added values for consumers.

### **METHOD**

This paper aims to describe how an entrepreneur or an SME brand's company may have an opportunity to develop business and brand in synergic path using WOM and social media communications, see the upcoming advantage from business development based on brand development, and what necessary important steps in developing brand values so that deliver good impact on business development and entrepreneurship effort. *Maicih*, a spicy chips brand from Bandung (the capital city of West Java, is about 140km from Jakarta, known as Parijsvan Java in the Dutch colonialera), Indonesia will be discussed as a case study of *branderpreneurship* implementation, as the brand has proven to be very successful in developing the business and brand simultaneously in a short time.

Using literature review and qualitative method, data and information obtained through in-depth interviews to the owner of *Maicih* Spicy Chips, Reza Nurhilman, to uncover the history and strategy of an SME brand in synergizing brand and business development using WOM and social media communications. In addition, data is also obtained through a search of the document such as articles in the magazine and other sources of documentation. Meanwhile, data analysis were performed using *branderpreneurship* framing analysis, by analyzing data and information from the frame of *the circle of values development* which is the core of *branderpreneurship*.



## RESULT AND DISCUSSION

### **'Global' SME Brand, WOM and Social Media Communications: Case Study**

Since its launch late June 2010, *Maicih* chips becomes one of spicy issues and phenomenal among urban youth, particularly the cyberspace surfers. Understandable, how to market *Maicih* chips is really different compared to other spicy chips –that in fact had already been circulated in Bandung. Initially the owner marketed three variants of *Maicih*: cassava spicy chips, *seblak* (type of traditional chips made from tapioca flour and fried traditionally, processed using fire wood with a mixture of natural ingredients), and *gurilem* (a traditional tube-shaped crackers in small pieces with seasoning and a lot of chili powder), through networks of friends and family. Through kinship networks, *Maicih* tried to create issues which then caused word-of-mouth. One of them is through the chips level of spiciness, starts from level one to five, and directly straight to level 10 as the highest level of spiciness. As a result, with such differentiation, the product was positively responded by the owners' kinship circle. They did not hesitate to endorse *Maicih* chips through their respective twitter accounts.

Two 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 his friends' twitters in cyberspace, then the owner decided to focus only communicates through twitter @infoMaicih, facebook: Maicih, and the site *www.maicih.co.id*. As explained by the owner, the number of *Maicih* followers currently has reached more than 354 thousand, while the number of fans on fan page Facebook reached around 49.000. For that reason, people better not expect to find *Maicih* physical outlets. According to the owner, *Maicih* are 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. Then, how *Maicih* can be communicated and sold? 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, each day the visited-locations always move, or nomadic.

The concept of nomads selling seemed to tickle the curiosity and also sparked the consumers' enthusiasm. The impact, many youngsters just wait for the twitters from the Generals and hope their campus locations or homes will be visited by *Maicih* cars. Through this nomadic concept, *Maicih* want to create prestige within the consumers who can consume *Maicih*. Even, a prestige if they could be *Icihers* (*Maicih* fans). That means, if people do not know and try *Maicih* yet, arguably they have not entered the category of 'groovy'. 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 were distinguished by spending on *Maicih* chips. For the first batch, the Generals' spending value should be at least Rp 5 million (about USD 500) per week. Batch two, the spending value of *Maicih* product is minimum Rp 10 million (about USD 1,000) per week. While for batch three, a new category, the minimum spending value is Rp 100 million (about USD 10,000) per week. The Generals are free to innovate in marketing *Maicih* products. In addition to spending requirements, 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). Do not be surprised, if the *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. He gave an 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 radios to roll talk shows around *Maicih*. Whilst in Jakarta, when the owner was invited to attend one of Metro TV and Trans 7 programs (Metro TV and Trans 7 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.

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 western most region) to Papua (Indonesia's eastern most region). In fact, *Maicih* also reaches out to other countries, such as Japan and Singapore. Not surprisingly, with initial capital of only Rp 15 million (about USD 1,500), now *Maicih* turnover swells. Per month (just a year after launching), *Maicih* chips turnover -obtained from the expenditure of the Generals- has penetrated Rp 7 billion (about USD 700,000) (Wulandari, 2011). For batch two Generals, their minimum weekly spending is around Rp 200 million (about USD 20,000) and Rp 300 million (about USD 30,000). 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 one day, more than a thousand people who want to register as a *Maicih* General, and there among young celebrities who have become *Maicih* generals. However, the owner claimed not to be arbitrarily accepting the Generals. Because, in the hands of the General is the *Maicih* reputation and brand's fate hangs. 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.

Having successfully dealt in social network and covered by numbers of electronic media, print and online, *Maicih* started to gain competitors. In Bandung, for example, no less than 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, *Maicih* Republic 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.

Now *Maicih* has spread its wings to the fields of global markets. Since September 2013, *Maicih* has officially expanded on its first overseas market, Singapore. The next target is to export to some countries which are the biggest exporter in the world today such as the EU, China, USA, Japan and South Korea (Intana, 2013). Australian market and other ASEAN countries are also being targeted *Maicih*. To smooth the market growth abroad, *Maicih* use the global brand 'Spicy Granny'. According to Axl, *Maicih* name is unpronounceable by tongue of foreigners.

Spicy Granny chosen for two reasons, namely the icon grandmother or granny has chips cook art, and the word 'spicy' which shows *Maicih* has unique spices and levels which are very famous (Supriadi, 2013). Spicy Granny name reflects the brand of *Maicih* completely and considered more easily recognizable to foreign markets.

### ***Branderpreneurship Analysis***

Based on the case study above, it is clear that *Maicih* understood urban youth very well as energizer and influencer of its product brand. Brand owner of *Maicih* understood the insights of young people who enjoy challenges, have a curiosity and high interest and happy to be different from the others. 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. 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 was born the idea of 'chips with the degree of spiciness'. The 'challenge' idea in creating values is then also

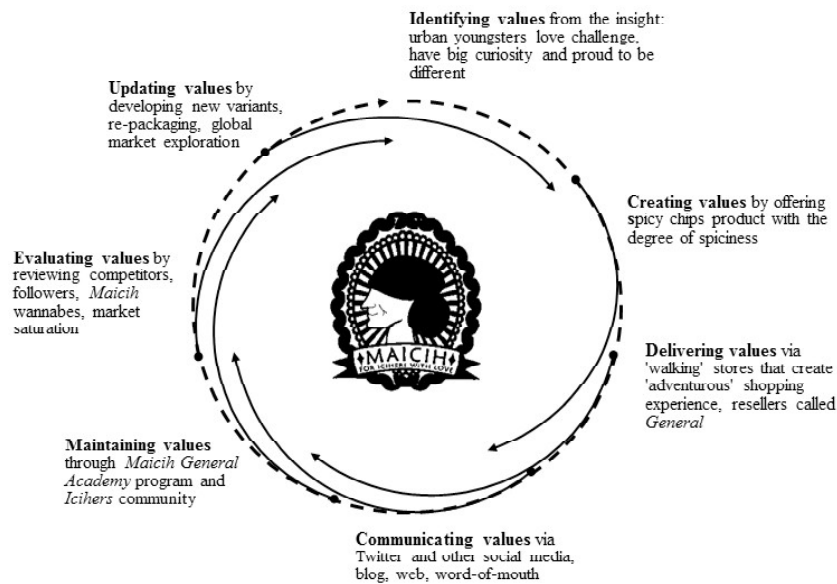
applied consistently in delivering values by creating unique marketing system. *Maicih* does not have a permanent outlet, but operates a 'walking store' system through mobile outlet and the position or location is communicated through social media. In this way, *Maicih* created a different consumer shopping experience and tickles the curiosity of consumers while creating one kind of challenging 'adventurous buy'. Not only that, in delivering values, *Maicih* also formed a challenging 'marketing organizations' that involves the consumer to become a marketing agent 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 is certainly challenging consumers to improve their status from the market object (target) to become market subject (marketer).

In communicating values, *Maicih* tried to be different from the others by using 'low-budget high-impact' communication via certain issue creation that eventually made word-of-mouth, be it direct or through community of friends as well as Twitter and other social media. Each reseller is also doing 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 the brand and positioning are different but 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* conducted values updating by offering new variant, repackaging, new market exploration in new territories and strengthen the brand further through wider communications. Its expansion to Asian countries, Australia, Europe and USA with the global brand 'Spicy Granny' is the next breakthrough after successfully dominating the domestic youth market in its category. In the era of globalization, global marketing and branding for SME brand in developing countries is not impossible because every citizen of the world is more easily connected, both by advances in communications technology and better development of transport facilities and infrastructures. How *Maicih* develops its brand values can be seen in the following figure.

### **Managerial Implications**

*Branderpreneurship* study contributes to the importance of synergizing business and brand development strategically to maximize the business performance. *Maicih* has proven that identifying, creating, delivering, communicating and maintaining values creatively can obtain a 'high-impact' business result in the short time. The challenge for *Maicih* is how to update its values after evaluating market competition, its latest brand performance and consumer insights to avoid market saturation and brand switching. *Maicih* needs to contemplate over what exactly the core value

Figure 2: Maicih's branderpreneurship analysis



of its brand, what the brand's soul that affect its nature, and how the development of consumer reactions to the values offered so that these values can be modified creatively according to the new consumer insights. Thus, the values offered *Maicih* will always be relevant to the consumer and the brand has a longer lifecycle. Strategically, 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 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 & 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.

## CONCLUSIONS

Entrepreneurship may have an added value by synergizing business development strategy and brand development or branding strategy. Several entrepreneurs

see branding as *cost*, not *investment*, because for them branding is communicating through costly conventional media. Whereas in fact the used communication medium should not be costly, because the choice of medium that is based on consumer insights can be more effective and efficient. The chosen medium can 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. Several entrepreneurs also consider branding is 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.

To amplify the concept of *branderpreneurship*, the author suggests more case studies with more varied objects -both successful and failed should be reviewed and analyzed to understand the patterns of *branderpreneurship* application in the industry as well as to explore important factors that determine success and failure of *branderpreneurship* implementation. Besides that, the author also suggests subsequent empirical researches. Firstly, the explorative study to discover how far is the awareness and concern of entrepreneurs as well as obstacles and their vision toward brand development by conducting depth-interview or focus group discussion that involves different types of entrepreneurs, from small, medium and large.

Secondly, the verifying survey to small and medium entrepreneurs throughout Indonesia to measure their level of awareness and concern on brand development. The goal is to see constraints as well as *branderpreneurship* potentiality amongst Indonesian entrepreneurs so it can be a reference for government and business community in making SME development policy based on brand development in Indonesia.

Additionally, apart from academic circles, the author suggests wide-ranging discussion and implementation of *branderpreneurship* amongst industry and government to support the nation's competitiveness in facing global competition. As is known, Indonesia and other developing countries still left far behind, both in terms of entrepreneurship rate as well as in giving birth of strong brands that can compete globally, as has been successfully accomplished by some Asian developed countries such as Korea, Japan, Taiwan and China.

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