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## Changing the Mindset in the Culinary Business Environment: From Entrepreneur to *Branderpreneur*

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# Changing the Mindset in the Culinary Business Environment: From Entrepreneur to *Branderpreneur*

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**Abstract.** In this era of branded business environment, it cannot be denied that brand has an important role in business development, both as a signifier of the quality of products and asset that is always maintained by the owner. Not surprisingly, many franchise brands are currently emerging and professionally managed by collaborating with local partners. However, not all partners seem to have a mindset as partners. Some of them want to launch their own brand. This paper explains how an entrepreneur turns into a *branderpreneur*, a person who has a mental attitude to synergize the entrepreneurial spirit and branding mindset in order to improve business performance. Using case study methods, we observed and interviewed in depth the example of a *branderpreneur* who developed his own brand of business by changing the role from local partner of franchise brand to the owner of franchise brand. Results demonstrated a *branderpreneurial* pathway, factors that motivate a person to become a *branderpreneur*, challenges and strategies, as well as an insightful *branderpreneurship* analysis that can be applied by other entrepreneurs.

**Keywords:** franchise brand, business environment, branded business, business transformation, branderpreneurial, branderpreneurship

## 1. Introduction

*“As high as your position, you remain an employee, as low as your business, you are the boss”*  
(Bob Sadino –entrepreneur)

This motivational quote from a legendary Indonesian entrepreneur seems appropriate to describe today's phenomenon in which more and more people are motivated to leave the world of office work and move on to the entrepreneurial business world. This indicates a tendency of change from the mindset of labourer to employer, the subordinate mindset to superior, the mindset of company's employees to the owners of company, where the change of mindset leads to a culture in creating new businesses with entrepreneurial spirit. Not only the change of mindset from being an employee to be a businessman, the transformation also takes place in business development, given the increasingly tight competition and the rapidly changing business environment, both in terms of market, technology and creativity. There are at least three business transformation models [1], namely operational transformation, core transformation and strategic transformation. The first involves a better performance change, the second about changing the way business operates, and the last is business

model shift fundamentally. Further, transformation can also be explained with Kurt Lewin's Change Theory [2], [3], [4] which seeing changes from the emergence of pressures on organizations, individuals, or groups. This model is divided into three stages: unfreezing, changing or moving and refreezing. *Unfreezing* is the stage of the creation of motivation to recognize the need for change, *changing or moving* is the stage of creation of new conditions, and *refreezing* as a stage of developing, creating and maintaining change or can be called a stabilization stage of change.

Various companies that have successfully carried out the transformation include PT Pos Indonesia, which transformed from mail service to network company [5]. In addition, PT Angkasa Pura also transformed from infrastructure provider into the service company [6]. Another example is the transformation of Apple from computer firm to the gadget company, Amazon from retail to cloud computing company, or Google from advertising to driverless cars [1]. Not only large companies, the transformation also occurs in the local franchise business environment, as experienced by Mrs. Suryati, a franchise business partner 'Bakso Kepala Sapi' restaurant [7]. Encouraged by the bitter fact of declining turnover in the seventh month of partnership, Mrs. Suryati improvised by adding a new menu which then made her business rise again. Despite changing the direction of her business through content modification, Mrs. Suryati did not necessarily release her partnership with 'Bakso Kepala Sapi'.

Different things were done by Syafril, who made a big leap in business transformation by changing status from franchise business partner to be owner of franchise brand. Kaufmann [8] defines franchising as a marketing and distribution system run by small business institutions (franchisees) guaranteed by paying a fee, a right to market access by the franchisor with established operating standards under the franchisor's assistance.

What Syafril did, transformed from a 'brand X' franchise business partner to be a brand owner 'Kebab Papito' is a form of brand development-based entrepreneurship, which Wijaya calls as *Branderpreneurship* (in [9], [10], [11]). According to Wijaya [12], *branderpreneurship* is "an application of targeted and integrated brand development strategy by maximizing existing resources to support business development so that it provides added value to entrepreneurship" (p. 131). Not just a strategic model, *branderpreneurship* is also an attitude model, which is "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" (p.131).

This paper will further address the phenomenon of Syafril as an entrepreneur who transformed into a *branderpreneur* by answering the following questions: 1) Why and how did Syafril transform his mindset and business model? 2) What lessons can be learned from Syafril's transformation model?

## 2. Research Methods

This research is a case study with a biographical approach. The case study according to Yin [13] is an empirical study that examines contemporary phenomena in depth and in a real-life context. Case study research has several characteristics, among which tend to study a phenomenon (such as events, situations, programs and activities) specifically and learned from its natural context. In addition, case study research is also descriptive, because it is based on deep and diverse sources. Therefore, case study research is appropriate to answer research questions that use the word 'how' and 'why'.

Meanwhile, research with a biographical approach seeks to collect and analyse the intensive account of a whole or a portion of one's life through in-depth and unstructured interviews [14]. The data in this study, thus, was collected through in-depth interviews, observations and document tracking in both archival and artefact formats, online and offline, focusing on one main subject, Syafril, brand owner of 'Kebab Papito', and supported by additional informants, namely employees and spouses who had been involved, either directly or indirectly, in the course of Syafril's entrepreneurial career.

### 3. Results and Discussion

Syafril's entrepreneurial spirit was already growing since college when he was successful in running the Internet cafés. The business was stopped because he wanted to focus on completing his studies and then getting married. After married, to meet his family's daily cash flow, Syafril opted to become an administrative clerk at a well-known construction company. From half the salary collected for three years, Syafril then thought to run the business after discussing with his spouses, Naomi.

I resigned from the office after accumulating capital for running business again. However, at that time I still no idea what a good business to run. After thinking about it for a few days, I finally got the idea of doing culinary business, and because I like to eat kebabs, so I tried one by one of the kebabs to compare the taste. Finally I chose 'brand X' which became my favourite because it tasted good and its tortillas was more crispy (*interview with Syafril, July 1, 2017 in Jakarta*)

When partnering with 'Brand X', Syafril was offered sharia method with a variety of benefits and was promised to help his business not fail or go bankrupt. In Sharia method or profit sharing, Syafril was quite relaxed because the party who managed the business was 'Brand X' and every month he would get 1.25 million to get capital return for 3 years. However, in reality for 5 months he partnered, his business was not developed well. The turnover was low and the promised help was just a mere relocation solution.

Finally I moved to an independent method. Because if independent, 100% income to me. And I also had an idea to add a flavoured variant to the kebabs, because customers were bored with the taste that was not much choice. After experimenting, I finally found 2 flavours that were barbeque and black pepper. When I went to the 'Brand X' office to ask for approval to apply those two variants, they rejected my idea, because they did not want their distinctive flavour to change. But I still applied the variant secretly, and it's true that customers preferred the new flavour rather than the original flavour. After that I thought why not run my own business without using 'Brand X'. However, at that time I had not found what the brand name, suddenly I got the idea to use the word 'papito' which was my dear child's call to me as his father. So be branded 'Kebab Papito' (*interview with Syafril, July 1, 2017 in Jakarta*).

Naomi, as spouses, supported Syafril to open a business with his own brand. Naomi thought, with having his own brand, Syafril did not have to bother to ask permission with the 'Brand X' if he had an idea to grow his business. "I remember when there was a consumer who requested another taste –because she was bored with the existing variants, but the request could not be fulfilled because it was not approved by the 'Brand X'," Naomi said (*interview July 3, 2017 in Jakarta*). In fact, according to Mullins & Walker [15], customer satisfaction can be seen from "customers expectations and preferences concerning the various dimensions of product and service quality (such as product performance, features, reliability, on-time delivery, competence of service personnel and so on)" (p. 35). Not to mention the good image driven by good experiences and relationship [16].

Tatang, who was an employee of Syafril from the start doing business, also supported because he felt sorry for his boss who did not get as much profit as expected. He finally decided to get out of 'Brand X' and remain an employee of Syafril on Kebab Papito. "I asked Boss not to be paid first, but Boss refused. Boss even had an idea to buy a new cart to expand his business," Tatang told (*interview July 4, 2017 in Jakarta*).

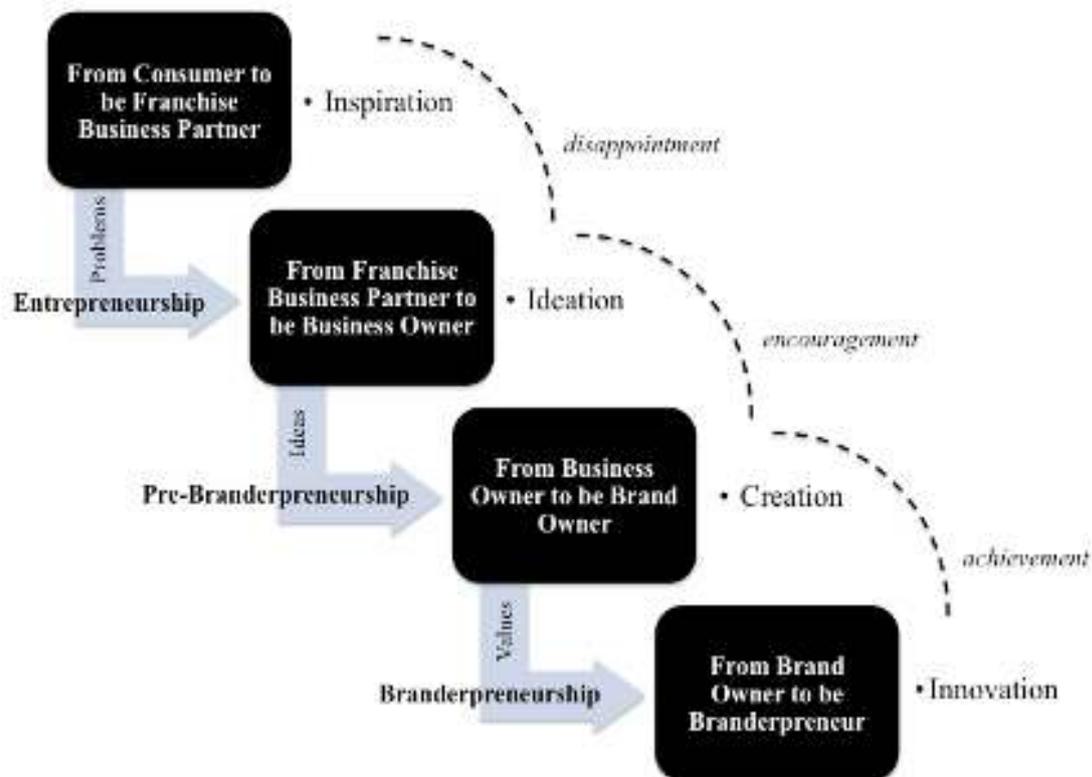
After having own brand, Syafril continued to develop Kebab Papito business by adding some new menu, such as *Sister Roll* which adds specially cooked eggs and sausage, *Korean Hot Spicy* which was kebab with Korean flavor, also *Ul Lala*, Sister Roll kebab with more size large, as well as the *Meat Addict*, a kebab whose contents were all meat with larger tortilla sizes. Syafril also added a burger menu in his business. In addition to adding new menus, he also increased the number of carts by rebranding 'brand X' into Kebab Papito for selling in different areas.

Seeing his business start growing, Syafril ventured to franchise the Kebab Papito brand. The idea was first raised by his wife to reduce the cost of infrastructure in business development such as the purchase of new equipment. Syafril then got the first franchisee or the person who was paying the royalties to get permission to open the business with Kebab Papito brand in other areas. After 3 years of running business, Syafril finally began to create a website for promotion and getting widespread publications after being exposed by some media.

Successfully developing a kebab business, Syafril then expanded to set up a new business that could be paired with kebab business, which is milk beverage with a flavored variant that he named Cucu Mamio. Mamio was taken from his dear child's call to Naomi, his wife. Seeing this 'side-business' growing, Syafril finally created a menu design combined with Kebab Papito to show the synergy between Cucu Mamio and Kebab Papito. Syafril also explored by adding new variants in 2 different categories, namely Milk Ice and Ice Blend. Cucu Mamio, was then planned to be franchised as a business development strategy.

Success achieved by Syafril, according to Naomi, because Syafril is a person who always wants to change being better and listens to the opinions or wishes of others both from employees, spouses and especially the voices of consumers. Thus, consumers feel satisfied and then tell others. As Peter & Olson [17] noted that, "if consumers are satisfied with a product, service or brand, they will be more likely to continue to purchase it and tell others about their favorable experience with it" (p. 387).

From the story above, we can see that Syafril, which was initially only a consumer of 'Brand X', transformed into a franchise business partner of 'Brand X'. After partnering with 'Brand X', he was disappointed, because the 'Brand X' did not help in developing his business. Finally Syafril decided to transform into a business owner by launching his own brand of Kebab Papito in simple idea: came from his dear child's call. After doing brand extension by launching new brand Cucu Mamio, a variety taste of milk beverage, Syafril then transformed again from brand owner to be *branderpreneur*. Having strong mental as an entrepreneur, supported by a simple branding mindset, and intuition as well as vision in viewing opportunities is the key which making Syafril's business performance more optimal. In accordance with the concept of *branderpreneurship* 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" (p. 131) [11],



**Figure 1.** The transformation model of Syafril's *branderpreneurial* mindset in the culinary business environment

The figure explains that Syafril's *branderpreneurial* career story can be classified into four phases: transformation phase from employee and consumer to be franchise business partner, transformation from franchise business partner to be business owner, transformation from business owner to be brand owner, and transformation from brand owner to be *branderpreneur*. In the first phase, 'inspiration' becomes the opening button that paved the way for Syafril's business career. In the second phase, 'ideation' becomes the push button that encourages entrepreneurial spirit of Syafril. In the third phase, the 'creation' becomes an important pull button in attracting entrepreneurial value development potential through the formation of branding mindset, while in the fourth phase, 'innovation' becomes the release button that optimizes the branding mindset in inflating values to higher.

#### 4. Conclusion

What we can learn from Syafril's transformation story are: first, disappointment and failure is not the end of everything. Precisely it becomes a motivation to rise up and think of other better ways. In order to turn the disappointment into gasoline that burns motivation, then the disappointment must be converted to the encouragement, and the encouragement is improved to be the achievement. How to convert is by ideation. Ideas are developed and communicated through in-test and out-test processes. In-test is the inward maturation process, while out-test is the outward maturation process. As Syafril exemplifies by experimenting with new flavours and getting feedback from his environment, then performing market tests to see his predictions of success. The ideas, thus, are developed in the creation path and are improved through innovation to gain achievements. Second, problem is insights, not constraints, because problems make us know what to do to improve or making better. From the insights are then developed into relevant business ideas and become the solution of the problem. However, ideas are not enough, because the idea must be heated and hammered into values. That is why innovation plays an important role, because innovation gives birth to values.

Third, in today's hyper-mediated and branded world, creating business is not enough. Making a profit is no longer the end goal. Now it takes technology that can provide added value for the business, so profit turns into a valuable capital that continues to live and grow in the meaning spaces of stakeholders. Therefore, the spirit of creativity must be coupled with the spirit of innovation in technology of meaning to produce new values that are always relevant to the ever-changing situation. The spirit of entrepreneurship must be developed into the spirit of *branderpreneurship*, namely the spirit of creating value-added contextual through the technology of meaning that activates various entrepreneurial hardware and brand-development software equipped with the microchip of communication intelligence.

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