COMPANY ANALYSIS
“LOCAL BRAND”

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PANEL OF EXAMINERS
APPROVAL SHEET

Herewith, the Panel of Examiners declare that the thesis entitled “Company Analysis “Local Brand”” submitted by Yessy Octavia majoring in Entrepreneurship, Faculty of Business Administration and International Relations was assessed and proved to have passed the Oral Examination on Tuesday 9 October 2012.

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This thesis entitled “Company Analysis “Local Brand”” prepared and submitted by Yessy Octavia in partial fulfillment of the requirements for majoring in Entrepreneurship, Faculty of Business Administration and International Relations, has been reviewed and found to have satisfied the requirements for a thesis fit to be examined. We therefore recommend this thesis for Oral Defense.

Cikarang Baru, September 2012

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DECLARATION OF ORIGINALITY

I declare that this “Company Analysis “Local Brand”” is, to the best of my knowledge and belief, an original piece of work that has not been submitted, either in whole or in part, to another university to obtain a degree.

Cikarang Baru, September 2012

Researcher,

Yessy Octavia
EXECUTIVE SUMMARY

“Local Brand” is a company that located on Jl. Kyai Maja No. 37-E, RT 012 RW 002, Kelurahan Gunung, Jakarta Selatan. It was founded in 2010 by Sayeed Muhammad, in which is now a CEO of the company.

The current condition of creative industry in Indonesia especially in fashion industry has undergone rapid changes due to the government program, which stimulates the creative industry in fashion. As a creative fashion industry company, “Local Brand” faces the high competition due to such applicable government program, this forces “Local Brand” and other creative industries to apply the best strategy of marketing to survive in carrying out their businesses.

In formulating the best strategy, “Local Brand” requires assess the determining factors, in which it must analyses both external and internal environment of the company, thus “Local Brand” will be able to assess the weaknesses and threats of their operational activities.

Analysis of “Local Brand” focuses on the strategy that gives the explanation about the affecting factors to the business activities in “Local Brand”

The research gives the conclusion that the presence of best strategy especially in the promotion sector defines the progress of the company. “Local Brand” only uses internet as the promotion media, and it makes the researcher to suggest “Local Brand” to improve and quantify the promotion through the addition and extension of the media.

The researcher feels that the innovation in “Local Brand” is still in the low level. Besides, “Local Brand” has unclear and less organized system of rewards, punishment and recruitment.
Based on the analysis and conclusion, the problem of promotion could be solved by making the cooperation between “Local Brand” and other both electronic and press media, thus the audiences could be more well-informed. The problem in innovation could be solved in creating a special department that handles the web developing and assessment to improve the services both for tenants and customers.
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CHAPTER I
INTRODUCTION

1.1 Background

There are so many sources that can be used by modern people to gain any information they need, these sources can be gained from books, magazines, televisions, newspapers, radios, and the most popular information media among many people – especially adolescents – the internet.

By internet, everyone could get any kind of information from all over the world. People do not have to travel around the world to get the information of the current events; they can instantly get the information by using their gadgets, which provide modern facilities to access the internet wherever and whenever they need.

Internet can be considered as a new kind of information media for the people in Indonesia, it started to become popular in 1994. It grows overtime; internet can give the benefits due to its amazing speed to bring the new information. Recently, the role of press media (newspaper) as the source of information has been decreased among adolescents. In facts, there are over 35 millions of internet users, most of them are the adolescents all over the world. Due to this significant increase of the number of the users, it pushes the emergence of internet online media.

This condition can be said as the revolution in media information and cyber culture of internet plays the role of new journalism media for the people.
According to www.internetworldstats.com, the total number of the users reaches the point 55,000,000 of 245,613,043 in 2011 (accessed in July 23rd 2012 at 04:48 pm).

As the increase of internet using, some people take this chance as the advantage to get the needed information and to make it a promotion or advertising media. One way to spread the information is by making weblog or blog.

The growth of online web in Indonesia still increases, it is in accordance with the fact that the total number of Indonesian bloggers is one of the highest in the world. There are even some bloggers who use m-blog that ease them to simply access their blog through their mobile phone (http://www.detik.com/read/2009/06/12/152240/1146930/398) (accessed in July 20th 2012 at 02:52 pm).

Shopping is the common daily activity among people, they come to the marketplace to purchase what they need, and mall can be considered as one of the popular marketplaces. The presence of this popular marketplace is very common in some big cities in Indonesia, especially in Jakarta, where the city are recently surrounded by over than 20 malls. Mall provides anything we want to purchase as long as we can afford. As the shopping center, mall can be considered as one stop shopping, which provides the comfort for the costumers to purchase all they need in all-in-one place. We can find any kind of products; the clothes, electronics, foods, etc.

Customers can directly go to the mall and visit all the shops within to pick up and purchase the goods that we need. By this direct conventional shopping, the
customers are able to see the needed goods directly, thus they could directly know the quality of the goods they need. Besides, conventional shopping allows the customers to conduct the transactions in direct face-to-face to the sellers, thus they have the lower risk to experience cheated. This conventional way is very common among people to conduct their buying and selling activity.

Recently, it is undeniable that the technology of communication has been growth rapidly all over the world. This growing of technology gives the advantage to the people; it eases the people to conduct the daily activities, especially in getting or giving information among us without being limited by distances and time.

One of the rapidly growing communication technologies is the internet; it is the worldwide method to exchange the information and to communicate through the connected computers. The internet works as its functions whether as the servers or as the clients. There are many kinds of computers all over the world; all of them are connected in this network, called the internet. This is how the internet could be accessed by people in all ages thus the social status can be conducted in anytime (Oetomo and Wibowo, 2007:64)

In recent years, online shop or web shop is favored by businessmen who see its advantages and convenience to run this business. This allows the businessmen to save the cost of they business; they do not have to rent or buy the conventional shop and they also could open their shop 24 hours a day without the need of the shopkeepers. The online shop allows customers to purchase the goods easily; they could save their time and they do not have to leave their houses or offices to go to shops, all they can do is just sitting before their computers and looking for the goods
they need, they could just simply move their fingers – and all they want to purchase is available. The shopping activity can be conducted anytime, people could only browse the internet sites for shopping 24 hours a day.

Online shop or web shop sell so many kinds of products and services that needed by the customers. For example, [www.indowebster.com](http://www.indowebster.com) sells many kinds of electronic devices such as camera, netbook, printer, and other devices, we can also visit dirt age that sells inexpensive unique hand made necklaces, and there are still other interesting online shops we could visit on the internet. In this research, the researcher is interested to examine the online shop phenomenon that sells many goods to the customers in Indonesia, especially the “Local Brand” goods such as clothes, accessories, or shoes, which primarily sold to the teenagers/adolescents as the main customers.

Recently, there are small businesses that sell their products in online social network such as multiply, facebook, twitter, myspace, and many more. Nowadays, facebook is one of the most accessed sites among the people in Indonesia, according to [www.checkfacebook.com](http://www.checkfacebook.com), there are 3,300,000 Indonesian people who have facebook account in May 2009, and in the end of April 2009 this total number still increases with 159,000 new members every week. According to [www.wordpress](http://www.wordpress), social network can be defined as the network of social relation that can be examined in public society. In online social network, we could look for the relations without being affected by distance and time. Facebook itself is an online social network that provides interesting facilities for the members such as personal webpage, thus the members could post their photos into their photo albums, it also allows the members to be in connected with their friends. Most of the target market of such online
business is women, as we know it, women can not be separated with ‘shopping’ and ‘beauty or fashion’. They also never be satisfied with their stuffs they had, for example, they never feel being satisfied although their suitcase is filled with various outfits collection.

For this reason, there are many online sellers tend to sell women stuffs such as clothes, shoes, and women accessories. They sell their goods in popular social networking among adolescents. The customers could easily find unique goods in relatively lower prices, they just pick up the stuffs that they want to buy and then they follow the simple instructions in case they want to order them on the internet. After all, they transfer money as the price of their bought stuffs to the online seller and the stuffs will be delivered in few amount of time.

In this descriptive report, the researcher will discuss how webs and blogs as internet-based media could be one of the spearheads of creative industry in Indonesia, which in the end it could be one of the successful business.

Based on this phenomena, the researcher is interested to examine the utilization of “Local Brand” as a creative business that take advantage from this method, which using these medias as the spearhead to conducting advertising and transaction with their customers. The researcher puts the attention on how the “Local Brand” keeps its function and position among other creative industries in Indonesia.

We must also realize that there are many challenges that will be faced by “Local Brand” in their business activities to keep the continuity of such creative business. These challenges include; there are still many people in Indonesia who do
not understand the e-commerce, there is still social negative opinions about e-commerce service due to the relative high rate of cyber crime.

1.2 Problem Identification

As one of the creative business actors in Indonesia, “Local Brand” is facing both problems and challenges in business competition. In order to solve the problem, the actors have to increase the quality of service, human resources, and the quality of its facilities. Furthermore, the actors also have to improve the effectiveness of positioning, target marketing, and advertising. These steps must be conducted in accordance with the proper strategy thus the business activities can be carried out successfully and right on target. The selection of appropriate strategy is highly needed to survive in the competition of this industry in order to improve the effectiveness and the efficiency of its operation.

In this research, the researcher will discuss the weakness of outer and inner condition of “Local Brand” in developing the business to compete in the industry.

1.3 Limitation of Research

The limitation of research is helpful to direct the process of writing, thus the discussion will be focused on the problems. These are the following of research limitations:

1. The research only focuses on “Local Brand”.
2. The research only discusses the aspect of marketing of the “Local Brand”, not the functional problem.

1.4 Research Objective

Based on the title and the problem formulation, the researcher has some of the following objectives:

1. To examine the utilization of alternative media or internet as the media of business transaction, which we call e-commerce.

2. To evaluate and give the suggestions to the business actors in case the researcher finds the new strategy as the valuable reference in making the analysis of business plan.

3. To examine the opportunities, threat, strength, and weakness of the company through the SWOT analysis method.

4. The result of SWOT analysis can be used to solve the problems of the research.

1.5 Research of Method

The researcher uses the descriptive method of research that designed to both examine and explain some of the research aspects, which the hypothesis is more temporary and speculative. The development of hypothesis could give the clues for the researcher through the given detail explanation of the research problem. This
kind of research does not stop at the data collecting; instead those data must be analyzed and examined to give the useful information (Aaker, Kumar, and Day, 2006:76)

The researcher uses qualitative and interpretative method to provide subjective assessment to marketing strategy of “Local Brand”. Qualitative research is the research that produces both oral and written explanations of the examined object.

The source of data of this research comes from both primary and secondary data. Primary data is the data that gained in accordance with the objective of research. In this research, primary data is gained through direct interview from the respondents who involved in the “Local Brand” business.

Secondary data is the data that collected from the previous existing data for other particular purposes beyond the objective of the research. Secondary data can be classified into internal records; which internally comes from the company such as the financial reports, price list, and selling performance data, and external record, which comes from other sources beyond the object of the research such as journals, literatures, internet, and so on.
1.6 Systematic of Writing

The systematic of writing is aimed to provide the general description and divide the discussion into several chapter and sub-chapter.

CHAPTER I INTRODUCTION

In this chapter, researcher explains the background of the research, problem formulation, the scoop of the research, objectives, research method and systematic of writing.

CHAPTER II THEORITICAL FRAMEWORK

This chapter explains the supporting theories that used in the examined cases and gained from the source of references. Each discussion can contain more than one relevant theory; this research uses some theory including theory of environmental analysis, SWOT analysis, marketing mix, etc.

CHAPTER III BACKGROUND OF INDUSTRY AND COMPANY

In this chapter, the researcher briefly discusses the creative industry and the profile of “Local Brand” in Indonesia. It encompasses the history of “Local Brand” and vision and mission of the company.

CHAPTER IV ANALYSIS AND DISCUSSION

In this chapter, the researcher analyzes and discusses the observational data of “Local Brand”.
CHAPTER V CONCLUSION AND SUGGESTIONS

The researcher draw the conclusion based on the analysis and discussion, which is useful to recommend and suggest the proper marketing strategy for the company.
CHAPTER II
THEORETICAL FRAMEWORK

2.1 Definition of Service

Nowadays, service is the important part of the business, it even has important role in the society. Many related experts and institutions have made the definition of service. These are the following definitions of service:

“Service is activity, benefits, or satisfaction, which intended to be sold or provided relating to the selling of goods” (American Marketing Association, Committee of Definitions, 190:21).

“Service that include all economic activities whose output is not a physical product or construction, is generally consumed at the time it is produces, and provides added value in forms (such as convenience, amusement, timeliness, comfort, or health) that are essentially intangible concerns of its first purchaser” (Quinn, Baruch and Paquette, 1987).

“A service is any act or performance that one party can offer to another that is essentially intangible and doesn’t result in ownership of anything. It is a production may or may not be tied to physical product“(Kotler, 2003:196).

There are so many definitions of service that can be understood by the people in the common terms, and those definitions have intangible common element and can be consumed at the time of being produced.

2.1.1 Characteristic of Service

Based on the existing definitions, we can elucidate some elements of those definitions and those elements are the general characteristic of service (Papastathopoulou, 2005).
a. **Intangibility**

The main characteristic of service is intangibility; the customers of service would be difficult to distinguish one service from another. This is due to the intangible service is quite different from tangible products, the service could not be seen, felt, touched, or heard until it is consumed or used. The service could also be the ideas or concepts.

b. **Inseparability of production and consumption**

This characteristic shows that the process of service production and consumption is conducted simultaneously, therefore it cannot be stored.

c. **Heterogeneity**

The combination of intangibility and customer participation in the process of service affect the different form of service for the customers. The interaction between customers and producers in producing the service allows the increase of human experience complexity. In service, work activities is commonly oriented on human not on things.

d. **Perishability**

Service is the disposable commodity, this is because service could not be stored and it could be perishable if it is not used. The customers of service maximally could be challenge for the management of company; it is because the customers always demand the variation of service. In other words, service has to be produced and consumed based on the demand.
2.2 Marketing

According to Kotler (2003:10), marketing can be defined in two different concepts, they are social concept and managerial concept, and these are the following of the definition of marketing in terms of social sphere:

Marketing is the social process in which both the individual and group of people could gain what they need through the process of production, dealing, and products and service trading independently among people and group of people.

Marketing is often considered as the art of selling, in other side, selling is not the most important part of marketing, instead, according to Peter Drucker, understanding the customers is the most important, which could be in accordance with the needs of customers.

This is the following of definition of marketing:

“Marketing is the process of planning and executing conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational goals” (American Marketing Association, 1960).

Marketing has some core concepts, which could be separated from its own definition and its core concepts, it helps us to more understanding the marketing. Some of the notable core concepts are the concept of marketing program through marketing mix and target market and segmentation.

According to Kotler (2003:17), marketing mix is a kind of marketing tool that used to achieve the set goals in the program. Marketing mix consists of four important elements of marketing; they are: product, price, place, and promotion (Ehmke, Futon and Lusk, 2003:1).
a. Product

Product is the service that offered to the customers. The good product is being produced to satisfy the needs of targeted customers. Regardless of physical form of the product, there are some elements that useful to capture the customers’ attention such as packaging, quality, good features, service and guarantee, and brand. Examing the customers is the key element to build the effective marketing mix. The information about target market and competitors provides the advantages to offer the interesting products to customers and to avoid the improper financing.

b. Price

The good and proper products must be offered with the reasonable price. Price itself shows how much bill to afford either products or service. Indeed, pricing is not the easy process.

c. Place

Place shows the distribution flow that used to deliver products to the customers. The type of available products could affect the distribution flow of goods and services. There are two choices of conducting the distribution; they are through the direct selling to the customers or through vendor.

d. Promotion

Promotion could briefly provide the information in advertising and selling from the marketing about how to communicate the goods and service to the customers. The purpose of promotion is to making people understand about the products and its benefits and the reason of why they are informed to purchase. To
make promotion become more effective, it must contain the direct and clear message that specifically targeted to the audiences through the proper channel.

2.3 **SWOT Analysis**

SWOT is considered as one of the analyzing tools to analyze the strategy, which is quite simple and intuitive. SWOT analysis is aimed to separate important problems that expected to increase the choices of strategy.

Many strategic fail that could be fixed with the variations of SWOT analysis, it is because SWOT provides the simple tool to summarize the important points in organization; the strength (S), weakness (W), opportunity (O), and threat (T). This method eases managers to examine the advantages, weakness, and potency of the company. SWOT is a situational analyzing tool to examine the important this in strategy, thus the result of analysis could be immediately evaluated. SWOT often plays the role as the framework that is useful to find ideas, surveys, and alternative efforts to look for information.

2.3.1 **The Problem in SWOT Analysis**

Despite so many companies or organization use SWOT analysis, but there are still flaws though, especially in the subjectivity of the analysis. It tends to too simplify the problems by categorizing the internal and external factors. For example, the organizational culture could be both the strength and weakness in business. Organizations with good strength often assumes the change of environment as the
opportunity, while in contrary, organizations with its weakness often assumes it as the threat (Luke and Plummer, 2004:49)

Another problem in which we could see as the result of analysis often does not provides the clear result and decision. Some companies have only strength and opportunity, but others have mixed of all SWOT factors. SWOT analysis is also a description of short-term, not long-term condition of gains and loses.

2.3.2 Matrix SWOT

Matrix SWOT is the way to formulate the simple strategy, which could help us to visualize both the external and internal factor. Besides, this matrix could help us to mix opportunity and threat with strength and weakness in order to identify the alternative strategy.

By knowing the threat, strength, weakness, and opportunity of the company, thus we could determine the strategy, including:

a. By utilizing the strength to get the advantages of existing opportunities.

b. By utilizing opportunity to solve the integrated weakness.

c. By utilizing the strength to avoid the potential threats.

d. By minimizing the weakness and avoid the threats.
2.4 E-Commerce

According to Nugroho (2006:5); “e-commerce is electronic trading as the media to sell and purchase the goods and services through the network of internet, which encompasses many aspects”.

According to Budi (2009:16) in his book titled Bisnis Lewat Internet: “e-commerce can be defined as electronic trading, which is conducted in network of internet. The presence of e-commerce in the internet can easily be seen by these characteristics; advertising, selling, and service support for the all customers, which is carried out in the full time web-based online shop.

Based on the researcher’s conclusion, of e-commerce is a process of online buying and selling that conducted in the internet and operated 24 hours a day, in which both the seller and buyer never directly meet to each other, this kind of process is considered as the effective and efficient process of buying and selling.

2.4.1 Advantages and Disadvantages of E-Commerce

According to Nugroho (2006:20), the advantages of this e-commerce for the customers are:

1. Effective

Costumers could get the information of the goods and service they need effectively, and they also could conduct the transaction effectively and efficiently.

2. Physically Save

   a. Customers do not have to come to the conventional shop, and it enables customers to do the save transaction.
3. Flexible

Customers could make a transaction anywhere they want, from their houses, offices, internet café, and so on. They could also make online access anytime they want.

However, according to the book titled Pengantar Teknologi Komunikasi Internet (Oetomo and Wibowo, 2007:308), this electronic trading has also some weaknesses:

1. *It does not allow the customers to test the product before they purchase.*

   It is difficult to ensure the customers to make direct transaction, most of Indonesian people is hard to be ensured to make an online purchasing due to the their low level of trust. Commonly, the people of Asia, especially Indonesian people tend to be more ensured in conventional transaction, most of them think that in conducting the business they have to meet face-to-face directly with their business partner. The people of Indonesia tend to be more ensured after they touch, feel, see the products directly before they purchase. They feel less satisfied if they just see the products through the pictures of them.

2. *Low level of trust*

   This low level of trust of the customers is related to the proliferation of the cyber crime, such as credit card number stealing or bogus online shopping. Indeed, this cyber problem will be solved as the internet security level is always being increased over time, besides, the people will be more opened and educated to understand the advantages of online transaction.

3. *More effective customers switching*

   Customers just do some clicks, and they could see the goods they want to buy, they also could compare the prices of the product among the shops. This makes the business competition become so tightly competitive.

   According to Nugroho (2006:22), the disadvantages of e-commerce are:

1. *Increasing individualism*

   In electronic commerce, we could make transaction or conduct buying and selling process without being met to each other. This condition makes the people to become more selfish and individualistic; they will tend to feel that they do not need other’s presence in their life.
2. Sometimes e-commerce create some measure of disappointment

What the customers see at the monitor is sometimes different with they directly see in the conventional shopping. It sometimes disappoints the customers when they receive the products they order, which are different with the products they saw at the monitor.

3. Less humane

People often come to the trade center of mall not only for shopping, but also for refreshing and socializing with their friends of colleagues. If we see from this point, the e-commerce has failed to fulfill this atmosphere. Indeed, we are still able to do online chatting with others in the internet, but we will be unable to shake their hands or any conventional gathering.

2.4.2 Transaction Step in E-Commerce

According to Oetomo in the book titled Pengantar Teknologi Informasi Internet (2007:319), the steps of transaction in e-commerce are:

1. Selecting Goods

In this step, the customers first collect the related information of the goods and service that they need through the web site of seller.

2. The Requisition Process

In this step, after the customers have chosen goods or services they need, they should requisite them by do some clicking as instructed in such web sites.

3. Waiting for Approval

After the customers requisite the goods they need, they should wait for the approval from the seller. The seller will give the approval for the requested goods or services through the web site.

4. Creating The Purchase Order

When the customers receive the approval, the seller will automatically give the digital purchase order to the customers that must be paid by the customers.
2.5 The Process of Online Shopping

According to Oetomo and Wibowo (2007:316), the steps for online shopping are:

1. Looking for and choosing the seller in the internet

One of the important things in online shopping is the seller web site; we should examine its popularity, credibility, and its experience. This is really important to be concerned because the high rate of online fraud. Another important thing is price; the customers in fact could compare the prices of the products among the e-commerce sites, thus the customers could get the most reasonable price.

2. Searching and choosing the products

An e-commerce site does commonly have catalogue page, the customers should visit such page to choose the products they want to purchase through the online catalogue, which contained the pictures of offered products.

3. Considering the characteristics and specifications of products

Before the customers make a transaction, they should ensure that the products are accordance with they really need. In some e-commerce sites, they provide the review columns for the customers to give testimonials about the products they purchased. Therefore, these reviews and testimonials could be the consideration for other customers.

4. Transaction

After the customers have chosen the products they want, then they could make the type of transaction, which has usually determined by the seller.

2.6 Fashion

Simply, fashion is the recent popular style or the trend that accepted by people. Fashion is a complex phenomenon in the point of psychology, sociology, culture, or commercial. Fashion also represents the social and psychological respond. If we make a definition of mode, it means that we will also discuss the quality due to the mode represents personal identity. It has function to express style and also to
manipulate public image to the situation and hope from others. The mechanism of mode is triggered by two purposes, they are imitation and differentiation.
3.1 Industry Analysis

According to the general director of middle economic enterprises, the growth of creative economic industry in Indonesia is considered to be the leading factor to reach the economic growth as 6.8 percent of RABN of 2013; it shows that the creative industry especially in fashion industry gives the significant contribution to the non-oil revenue, AFTA, and globalization. Globalization shows that the market will be dominated by the business enterprises that could give the excellent products and utilize the market opportunity, and this condition also applies to the creative industry in Indonesia. In the application of such industry, government has made a preparation to face the globalization by stimulating the non-oil industry specifically the creative industry (fashion), for example, government has been making Indonesia as one of the trendsetter among ASEAN and Asian countries.
Table 3.1

Value Added by Sub-Sector, 2001-2009 (Billion Rupiah)

<table>
<thead>
<tr>
<th>Sub-sektor</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
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<td>4551</td>
<td>4414</td>
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<td>1847</td>
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<td>1883</td>
<td>1906</td>
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<td>533</td>
<td>512</td>
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<td>1450</td>
<td>1411</td>
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<td>537</td>
<td>593</td>
<td>545</td>
<td>535</td>
<td>545</td>
<td>897</td>
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<tr>
<td>23 Batu bara, minyak dan gas bumi, dan bahan bakar nuklir</td>
<td>48</td>
<td>40</td>
<td>54</td>
<td>48</td>
<td>52</td>
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<td>24 Kimia dan barang-barang dari bahan kimia</td>
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<td>1020</td>
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<td>1422</td>
<td>1487</td>
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<tr>
<td>26 Barang galian bukan logam</td>
<td>1657</td>
<td>1612</td>
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<td>1507</td>
<td>1523</td>
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<td>27 Logam dasar</td>
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<td>223</td>
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<td>211</td>
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<tr>
<td>28 Barang-barang dari logam dan peralatannya</td>
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<td>930</td>
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<td>880</td>
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<td>29 Mesin dan perlengkapannya</td>
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<td>8</td>
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<tr>
<td>31 Mesin listrik lainnya dan perlengkapannya</td>
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<td>247</td>
<td>249</td>
<td>252</td>
<td>279</td>
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<td>32 Radio, televisi, dan perlatan komunikasi</td>
<td>141</td>
<td>167</td>
<td>206</td>
<td>219</td>
<td>191</td>
<td>227</td>
</tr>
<tr>
<td>33 Peralatan kedokteran, alat ukur, navigasi, optik, dan jam</td>
<td>69</td>
<td>52</td>
<td>49</td>
<td>47</td>
<td>47</td>
<td>61</td>
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<tr>
<td>34 Kendaraan bermotor</td>
<td>216</td>
<td>270</td>
<td>256</td>
<td>281</td>
<td>262</td>
<td>336</td>
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<tr>
<td>35 Alat angkutan lainnya</td>
<td>354</td>
<td>329</td>
<td>334</td>
<td>323</td>
<td>297</td>
<td>380</td>
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<tr>
<td>36 Furniture dan industri pengolahan lainnya</td>
<td>1914</td>
<td>1898</td>
<td>1855</td>
<td>1856</td>
<td>1865</td>
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<td>37 Daur ulang</td>
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</table>


On the other hand, it can not be denied that the shopping activity is often made public; they shop to meet the needs of everyday life. One of the places for the public to shop is a shopping center or Mall. As we realize with the habits of the society that was described above, we could prove that the presence of malls in Jakarta are surrounded with shopping centers. However, as the development of a dense urban community activities make the time narrower, including ancillary needs to spend in the household as well as in the book. Online shopping site later became an alternative shopping because it is practical, quick, easy, and more reliable. Provider of online shopping ranges their concepts from online shop to department...
store online. Indonesia is now the fifth on the order of internet users around the world. China to be ranked the first (338 million internet users), Japan (94 million), India (81 million), South Korea (37.5 million) (http://promosakti.com/indonesia-masuk-lima-besar-pengguna-internet/).

Based on the findings of the Couponsherpa.com, the online buyers are dominated by women; it reaches 63% of the total on-line buyers (http://promosakti.com/trend-belanja-online-makin-bergairah/).

Looking at the most recent statistical data, gross domestic product (GDP) for Indonesia at this time was still dominated by the oil and gas sector. Meanwhile, the GDP of the new internet industry sector reached only approximately 1.6 percent. Indonesia is one of the countries with the largest internet in the world, after the United States, China, India, Brazil, and the Netherlands. According to Arnold Sebastian Egg, the founder and Chairman of Tokobagus.com, he stated that in the future, Indonesia will be one of the business centers of the world, especially in online businesses, such as e-commerce. It is what makes Arnold feels convinced that Indonesia will be the center of the online business world, along with the number of new players that expands on this business. However, the entrepreneur who has lived in Indonesia for the past 12 years mentioned that to be able to succeed in e-commerce business, many things are needed to be done with the potential of e-commerce business on its own. With the number of visitors that has reached 10 million visitors per week, the number of visitors’ in online store still outweighed by the number of visitors to the great Mall 14 in Jakarta, with the average of 35 thousands visitors every day (http://teknologi.vivanews.com/news/).
Online-based business has been growth to become industry that based on the economical principals. One of the prominent characteristics is its competitive feature, which becomes the basis of development of this industry. Without such basis, it is difficult for creative industry in Indonesia to compete with the conventional market, which still dominates the business world in Indonesia.

On the other hand, “Local Brand” tries to make new innovations in which start to venture to the online retailer, it is because of the lack of understanding of market and distribution technique among the investors and the producer in creative industry, in this case fashion industry. “Local Brand” becomes one of online retailers that produced by Indonesian designers, and it tries to recruit the business actors and to educate the knowledge of online trading.

3.2 Company Profile

There were some college students who have similar hobby and interest, which is fashion, and they founded an enterprise named “Local Brand”, it is like a community, organization, and company that run the virtual-based creative industry especially in fashion industry. According to Sayeed Muhammad, a founder and a CEO of “Local Brand”, the main concept of “Local Brand” is creating the online mall, in which it does not limit the creativity of the owners or particular brand that has being our tenants and clients.

“Local Brand” is initially founded by these three amazing person; Sayeed Muhammad, Vidya, and Risman. They recruit one more person named Adi as the operational staff while Risman served as the finance staff.
Before the “Local Brand” has been created, they started to make a project named www.local.co.id, but they felt that this name is lack of positive responds from the people, and in March 2011 they was reviewing the name of the brand until it was in July 2011, they finally changed the name to www.localbrand.co.id. “Local Brand” is now a limited company that has 13 employees of three departments, which is operational, strategy, and finance.

Local product is one of the identities of the products in “Local Brand”, therefore “Local Brand” always tries to highlight their local product and designers as identity and uniqueness of their products.

The name “Local Brand” was also taken from the real meaning that reflects the rise of the domestic product, in which represented by the products of “Local Brand”.

They also face some obstacles in creating their innovation, according to Sayeed Muhammad, the process of concept realization is the most difficult thing, from the making of business plan, to capture the sponsorships. “Local Brand” is now funded by its own.

Company name : PT “Local Brand” indonesia
Ceo : Sayeed Muhammad
Email : info@localbrand.co.id
Phone : (021) 3025 3333
Office : Jl. Kyai Maja no. 37-E, RT 012 RW 002, Kelurahan Gunung, Jakarta Selatan
Web : www.localbrand.co.id
Number of employee : 13
3.2.1 Tenants of “Local Brand”

- Al Terego
- Allura
- Anonymous
- Argyle Oxford

B

- Bazoo
- Biel's
- Blancvie

C

- Canvas Living
- Cenik Renik
- Chain Reaction
- Chickhorse
- Cocoon
- Cotton Candy
- Cut and Paste

D

- De.cada.dia
- Djody

G

- Grace et Mercy
- Greedy Sassy

H

- His Daughter
- Hurrycane

I

- Idiots
- Iluvia
J

- Junkiee

K

- ka
- Karma
- Kegou
- Kleio

L

- Leaf
- Labelous
- Lashka
- Le Peep
- Loveliness

M

- Mabibili
- Magistus
- Malca
- Mecca570
- Mithras
- Monstore

N

- Need
- NeedleTales
- Neon
- Nikicio

O

- Odeoni
- Original Quzzy
3.2.2 Vision and Mission

Visions of “Local Brand” are:

a. Becoming prominent online business in Indonesia that based on fashion world as the standard benchmark in Indonesia.

b. Becoming trusted business partner for other partners and customers.
c. Becoming the prominent actor in fashion business in Indonesia that carrying the originality of the products and representing the masterpieces of Indonesian designers.

Missions of “Local Brand” are:

a. Create market power of “Local Brand” to support market domination of local products in Indonesia’s fashion industry

b. Support local fashion brands to grow and be widely known in the nation for their quality and uniqueness

c. Empower “Local Brand” to go international and show the world the goodness of our products.
CHAPTER IV
FACT AND DISCUSSION

4.1 Organization Structure

4.1.1 Organization Structure: Fact

Figure 4.1
Organization Structure

Name of board and commissioner:

CEO : Sayeed Muhammad
STRATEGY MANAGER : Vidya
OPERATIONAL : Adi
FINANCE : Risman
**Job description:**

**CEO**

CEO of chief executive officer (director) is the most leading figure in “Local Brand” whose job description is to make strategic decisions for the company.

a. Managing the company and making the strategic decisions that oriented to the interests of the development of the company.

b. Directly supervising 3 departments and managing each of them to be integrated and professionally operate the jobs.

c. Conducting as the public relation to communicate with the media and the third parties.

d. Conducting as the person to be responsible for the legal activities in the company.

**Finance Department**

As the common department of finance, this department manages all the processes of financing and has a role to presenting the financial report for the company including the report of accountancy and budget financing for each department.

a. Professionally managing the financial matters in the company and being integrated with other departments thus it could optimized the maximum output.
b. Being responsible for all financial reporting to the CEO and board of directors.

c. Being integrated with the strategic departments in the process of transaction and violations.

**Operating Department**

Operating department is the key position to manage the daily activities in the company, this department encompasses four sub-departments, which is administration to make selling and buying records and to check the stock of goods in the warehouse, customer service, photo shoot, and IT.

a. Being responsible for the daily activities in the company.

b. Being responsible in the operation of the company such as web operation and customers’ order and complaints.

c. Routinely checking and conducting the web maintenance to keep the stability of the web.

d. Being responsible for the delivery and distribution process to the end users.

e. Being responsible for the web access to the tenants.

f. Being responsible for the process of photo shoot.
Strategic Department

a. Being responsible for the process of tenant recruitment.

b. Conducting the screening to control the quality.

c. Being responsible to control the process of goods distribution from the tenants to the “Local Brand”

d. Managing the relationship with the tenants.

e. Managing the process of promotion through the events and promos.

4.1.2 Organization Structure: Discussion

Based on the interview and direct observations, the researcher makes these following conclusions:

a. The organizational structure in “Local Brand” can be considered as quite simple; Sayeed as the CEO still often has difficulty to integrating the information and the performance among the departments.

b. “Local Brand” has not yet conducted the good job description, and it negatively affects the output and the optimality of the company, this is because of there are still position with double functions and it of course negatively affects the concentration of works.
4.2 Competitor

4.2.1 Competitor: Fact

Companies need to find all the information that is needed for planning the marketing strategies to compete with the competitors effectively. Companies must constantly compare products, prices, distribution channels, and less with the nearest competitor. This way, the company could find the competing advantages and of potential drawbacks. Companies could launch marketing efforts more effectively, and deal with competitors as well as set up the strongest defensive pressure in dealing with competitors.

According to the CEO, the “Local Brand” is the only actor in this business; he said that the “Local Brand” is totally different with other fashion retails, however there are still competitors in which have similar characteristics of “Local Brand” named RatiMaya.

These are the tenants and brands that cooperated with RatiMaya:

1. Kivee
2. Grey
3. Area
4. Noah
5. Eats
6. AppleHappa
7. Teabag
8. Monstore
9. Robinet
10. Zazazu
11. ColoRiotAnd MeGoeie
12. Dreulona

Ratimaya is one of the experienced online retailers in Indonesia. With the new comers of designers, Ratimaya is also considered as online boutique among youngsters in Jakarta. According to the CEO of “Local Brand”, the position of “Local Brand” is still above the Ratimaya; the “Local Brand” has more click rate that the Ratimaya. The significance differences between them are:

1. Ratimaya does not have the feature in product arrangement, this arrangement is conducted by the clients, and however Ratimaya still determine the theme of the products, while the “Local Brand” allows the brands to independently arrange their e-catalogue to keep the originality.

2. Ratimaya limit the number of tenants in which they use vendor system to each of product category, while “Local Brand” does not make this limitation.

The strategy that conducted by “Local Brand” to compete with the competitors is by maximizing and innovations in the web, “Local Brand” also tries to keep the original concept and at the same time the “Local Brand” also takes into account of market to satisfying the customers and tenants. Besides, “Local Brand” also makes routine evaluation to examine and evaluate the performance and customers and tenants’ satisfaction.
4.2.2 Competitor: Discussion

“Local Brand” allows their tenants to make the concept of their website, while the competitor doesn’t allow such ability and this will be the advantages of “Local Brand”. Meanwhile it will make the tenants stay using a “Local Brand”.

Based on the result from the interview and observation, the researcher draws these following conclusions:

a. The visualization and presentation of the products in the web of “Local Brand” is more interesting and interactive than the Ratimaya’s.

b. As described above, the “Local Brand” not only as the online mall, it also gives the total independency to the designs, products, display, colors, raw materials, and models.

c. “Local Brand” is more than just online store, they have e-magazine and blog to communicate the customers about up to date information in fashion and mode. This is the differentiating factor of “Local Brand” to the other competitors, and it becomes the surplus point for the “Local Brand” to capture the attention and interests of customers.

“Local Brand” allow the tenants to make contribution in web design, while other competitors do not make this strategy, it thus become the benefits in which makes the tenants are loyal to join with “Local Brand”
4.3 Product

4.3.1 Product: Fact

“Local Brand” is the fashion retailer; it means that the products come from the brand and resold to the customers.

Basically, the products of “Local Brand” do not come from the production in the “Local Brand”, therefore the products’ characteristics such as design and quality come from each brand. The uniqueness of the products in “Local Brand” has its own independency of creativity that comes from each brand.

There is not any special requirement in the process of product and tenants selection; however the strategic department of “Local Brand” selects the brands.

In the products segmentation, “Local Brand” put itself as the shop that accommodates the domestic designers who do not possess the distribution channel and skill to market their products. The selected brands will entrust their products to “Local Brand” as their only distributor.

Based on the interview and observation, the commodity that marketed by “Local Brand” are the fashion products for both men and women, in which they are produced by only Indonesian designers. The prominent market segment is the women in age-range between 18 – 30 years old, it is due to the empirical study that most of the potential buyers are the women with the monthly income around 3 million rupiahs. The most demanded product is women shoes, besides; “Local Brand” also provides other women products such as shirt, skirt, and so on. Based on the interview with the CEO of “Local Brand”, the most prominent market segment
is the women, and the best selling items are the products in price range around 200,000 – 300,000 rupiahs.

“Local Brand” as a retailer has important role in the process of transaction with the designers, producers, and customers, thus “Local Brand” has its own distribution channel. The distribution channel is the deal mechanism between the brands and the “Local Brand”, “Local Brand” has the role as the third party in the transaction between the brands and the customers.

Figure 4.2
Distribution

4.3.2 Product: Discussion

a. Completeness and the simplicity to access the web is the power of “Local Brand”, its interactive web site that supported by user-friendly applications really eases the customers and it makes “Local Brand” is difficult to exceed by competitors.
b. The direct access for the brands to make display design and arrangement is the power to make the brands stay loyal to “Local Brand”.

c. The low cycle of web site design of “Local Brand” is a weakness, it makes the customers have to see the web site by its own, and that condition has to be improved by “Local Brand”.

d. Web site is one of the powers of “Local Brand”, which includes the accessibility, interactive features to ease customers in selecting the products, brands, and information related to “Local Brand” is easy to be accessed, and it becomes one of the main powers of “Local Brand”.

e. The direct access for the brand and tenants to their own displays is a special feature of “Local Brand”, but it sometimes makes the creativity of each brand is not in accordance with other brands, thus it makes difficulty to determine the agenda and the season of fashion in the website.
4.4 Price

4.4.1 Price: Fact

Price system that applied by “Local Brand” tends to refer to the tenants for their products; it is because the “Local Brand” only accept the consignment as 30% of the price. This policy is listed in the contract. “Local Brand” pricing system is not different with the pricing system of other competitors’. This indifference put “Local Brand” as the competitive distributor with its tenants.

4.4.2 Price: Discussion

Sayeed Muhammad said that the system of pricing is based on the price from the brands, it makes the price will always be competitive. Because there are so many unique products that only sold in “Local Brand”, the customers will not find these products in other online shops.

4.5 Place

4.5.1 Place: Fact

The office of “Local Brand” is located on Jalan Radio Dalam. “Local Brand” does not have factory to produce products, it does only have studio feature and computer for the process of uploading to the web of “Local Brand” named www.localbrand.co.id. In the presence of the address of office, the customers will be ensured to make transaction; they will also be helped by customer service of staffs if
they want to make complaints. This feature and services is rarely possessed by other online shops, they usually do not possess the representative office as the “Local Brand” does that integrated in the workspace, meeting room, editing room, and studio.

4.5.2 Place: Discussion

Generally the office of “Local Brand” can be deemed sufficient with the existence of big room and equipped by meeting room, studio, editing room, and warehouse. However, the office of “Local Brand” located in Radio Dalam still has several weaknesses, such as:

a. The location of office which is not in the side of the street and there is no street sign, which shows the office or it’s precise location as the office is located in the narrow street or alley. Despite, the fact that the location of the office can be passed by car, however, it can be stated that the office location is easy to be spotted and found.

b. The office of “Local Brand” can’t have any special space for accepting any guess, where by all the guesses is accepted in the meeting room where there are still few materials, which shouldn’t be seen by people who aren’t in the internal part of “Local Brand”.

c. “Local Brand” didn’t applied “Local Brand” attribute except nameplate that made of 2X5 meters billboard in front of the office that surrounding by housing. This office supposed to be become a promotion tool because of it’s decoration or the message that support the “Local Brand”.
4.6 Promotion

4.6.1 Promotion: Fact

Promotion that conducted by “Local Brand” can be explained by two kinds of service in the service industry, which are internal marketing and external marketing.

Internal marketing is the marketing system that applied to the employee to serve the customers professionally. This application of internal marketing is conducted by utilizing the information system in “Local Brand” that needed to be communicated to all the employees such as the information about the new services, rules, and policies, therefore the employees are able to adapt with the new standard of service.

External marketing is the marketing system that applied to the customers in the creative industry; the creativity is highly required to capture the interests of either the customers or potential customers.

“Local Brand” focuses on alternative media to promote their products; this alternative media includes online social media such as twitter, blog, and facebook. The presence of interactive web and direct links allows the customers to surf the web, and it provides the potential customers to access the web.
4.6.2 Promotion: Discussion

The promotion method that applied by the “Local Brand” can be considered as simple method, in which its process contains some weakness, “Local Brand” only uses one channel media, which is internet. But this is also able the “Local Brand” to save the cost of promotion.

The role of media social indeed becomes the main factor to advertise the products to the users of alternative media. This single method does not enough to improve the promotion mechanism due to the utilization of only-one promotion channel.

The promotion by media publishing could really helps the existence of “Local Brand”. The relationship with the press and electronic media has to be conducted by “Local Brand” to improve the popularity among the public as the audiences.

Another problem is the cost of promotion, this condition is recognized by the CEO of “Local Brand”, in which “Local Brand” does not have sufficient capital to make promotion campaign as the other department stores or other fashion businesses do, “Local Brand” tends to focus only one single media, that is internet media.
4.7 SWOT

4.7.1 SWOT: Fact

A SWOT analysis provides a framework to collate and review investigative information. The real purpose of the SWOT for “Local Brand” is to use the information to determine how capitalize upon company internal strength, using them to create opportunity and potential or to determine how strength could be best employed in order to overcome threats in the market. It is not always easy to assess internal weakness but facing up to issues that might to be holding a business back is vitally important. Again the idea is to address weakness in order to ensure that opportunity is not being missed.

**Figure 4.3**

**SWOT**

<table>
<thead>
<tr>
<th>Strength</th>
<th>Weakness</th>
</tr>
</thead>
<tbody>
<tr>
<td>- “Local Brand” is the first online retail in Indonesia that allocates the system of online mall.</td>
<td>- The people in Indonesia are not used to make online transaction.</td>
</tr>
<tr>
<td>- “Local brand is the first online retail that applies system of 7 days of guarantee.</td>
<td>- The low level of trust in people to the online shop.</td>
</tr>
<tr>
<td>- “Local Brand” has one division to make customer more easily to make any complaint and order.</td>
<td>- The human resource is still limited to make expansion in promotion and business coverage of “Local Brand”.</td>
</tr>
<tr>
<td>- “Local Brand” is the only online mall that has cash-on feature.</td>
<td>- The low level of competitiveness and the image of Indonesian brands compared to the imported products.</td>
</tr>
<tr>
<td>- As a retailer that has concept of selling “Local Brand” is considered as the main actor.</td>
<td></td>
</tr>
</tbody>
</table>
- As the presence of unique features compared to other online shop and retailers, “Local Brand” is one step further than other competitors.
- Localbrand.co.id name represent the original Indonesian brand and the co.id represent the originality resources of Indonesia.

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threat</th>
</tr>
</thead>
<tbody>
<tr>
<td>- As the increase of creative industry level and popularity, thus e-commerce will be positively affected.</td>
<td>- Low level of awareness and knowledge about online shop among people in Indonesia.</td>
</tr>
<tr>
<td></td>
<td>- There are so many coming competitors due to the development of technology and information.</td>
</tr>
<tr>
<td></td>
<td>- “Local Brand” does not make getting committed properties with the tenants.</td>
</tr>
</tbody>
</table>

4.7.2 SWOT Matrix

Strength to Opportunities

We could draw these following conclusions of the analysis:

a. The utilization of influential technology in the placement of “Local Brand” market position, in which the predominant features of “Local Brand” are not possessed by the competitors. In reality, the market
prospect is still so wide and extensive because it is targeted to the 55 millions of internet users in Indonesia.

b. The opportunity could also be maximized through performance optimization of “Local Brand” from the aspect of technology including; the presence of ‘cash on delivery’ feature, in which the internet users gain the new experience in online shopping while other online shops do not possess such amazing feature.

c. The last concern point is that the competing capability of “Local Brand” is quite relatively better, in which it is able to maintain and even increase their services as the only online shop with the concept of ‘one stop shopping in online mall’, yet it does not make any limitation for the creativity of each tenant or brand.

Strength to Threat

Strength is the main tool to overcome the weakness, thus it must be optimized to make good defense that overcomes the external threats;

a. Uniqueness

“Local Brand” prioritizes the concept of local independency; it means that the tenants have full access to manage their products and the images within. As the writer described, online mall is the concept of online shopping that provides every product from different and various tenants.
b. Development Strategy

In the process of business development, “Local Brand” will continue to conduct the external and internal development, which including the development of worker scheme and career. This will improve the employee’s performance to reach the optimal effort for maximal intentions.

From those two factors, “Local Brand” has to design a kind of ‘barrier to entry’ for the competitors, in which it prioritizes the uniqueness and development strategy in the business competition to optimize the existing resources.

Weakness to Opportunity

However, there are still some obstacles in the opportunities that possessed by “Local Brand”, but fortunately, “Local Brand” still have the relatively bigger market if they are willing to redesign these following factors;

a. Security

Some customers feel unconvinced by negative rumors of online market; the rumors said that the security of data and transaction is still insecure from leakage by irresponsible parties.
b. Timeliness

The timeliness factor is highly required by the customers. Thus, it must be improved to maximize the market targeting that expected by the customers and the market share of “Local Brand”.

c. Comfort

The process of shopping is still the main factor; consequently, the market still prefers the conventional shopping due to its presence of direct guarantee between the buyers and the sellers.

Weakness to Threat

There are several factors that indicated the connection of weakness of “Local Brand” with threat from external factor, which is:

a. Society

The knowledge of e-commerce it’s self is being the main concern, as we know that the society still prefer to choose conventional shopping in life with the growth of technology the transition of this habit now become the new phenomenon as long the growth of social media. This factor means no matter how well the technology of “Local Brand” if the people or society not have good understanding it will slow the growth of “Local Brand” it’s self.
b. Technology

Technological factor is the key in developing the business of “Local Brand”. Technology plays the important role either as the tool or as the media in the process of communication and transaction with the market and tenant as the main system for them. The technology have a problem when it face with the competitor analysis that, internet have wide spread that “Local Brand” cannot hold the entry level of this alternative media. This means “Local Brand” should optimal the resource that they have to get maximal output to compete in e-commerce.

c. Human Resource

The human resource is becoming one of main power and advantages that make the “Local Brand” keep growing. The creativity that local brand have are the eligible power to compete with the competitor.

4.7.3 SWOT: Discussion

Technology is one of the resources in which the company has to utilize it for the better operation. Technology has been applied in some or every business enterprise of manufacture and services. Online-based creative industry is also the industry that highly depended on the development of technology, especially in operating their webs, photo editing, catalogue making, and even in the integrated online business transactions.
Information technology in the cyber world for business has always been changed over time. Considering the rapid development of technology, its impacts on every aspect of human life, and also the emergence of free market pushes the business community to compete each other in producing goods and services.

As we know, the technology plays important role in the development of business in “Local Brand”, when we examine the completeness and simplicity of “Local Brand” web site, we will consider it as the power that possessed by “Local Brand”. The interactive web site with high quality images and friendly-user applications of web site of “Local Brand” tend to be more satisfied compared to the web site that possessed by other competitors.

The presence of direct access for the brands to arrange their pages or electronic display as they want makes the brands have their independency in creativity that offered by “Local Brand”. These two features become the power of “Local Brand” in technology. The infrastructure of “Local Brand” office is also comfortable, it has studio room, editing room, meeting room, 25 employees, and fast internet connection, they could support the work activities for the staffs and employees.

The researcher finds some weakness, especially in the time-consuming layout and changing frequency of its web site, the researcher also finds that the web cycle is not scheduled properly in the process of updating; therefore the customers have to browse inefficiently to look for the information.

As for the opportunities that gained from the point of people includes the good level of purchasing power of people, social economic condition, market target,
and public knowledge and awareness to the online shopping makes the positive opportunities for “Local Brand”.

On the national scale, the development of creative industry particularly fashion industry is increased, it is indicated by the support from the government in this industry, but it has some obstacles in the point of customers; online business seems must be socialized to the public due to the low level of knowledge about online shopping among people, they tend to believe that online shopping does not guarantee its security.

“Local Brand” also has other opportunities and chances, in which the tenants entrusted to make “Local Brand” as their distribution channel, this is the very important asset for “Local Brand”. But this is also could be a threat for “Local Brand” as an agent or distribution media, “Local Brand” does not directly intervene the design, promotion, and even the price of the products. Therefore, the image of “Local Brand” is highly determined by the quality of the products that produced by the tenants.

Another threat comes from the competitors, in which there are so many growing online sellers that start to build their business, the online business does not require big amount of capital and also difficulties in making business licensing. This condition could be a threat for “Local Brand”, thus “Local Brand” has to build barrier to entry to potential competitors.
CHAPTER V
CONCLUSION AND SUGGESTIONS

5.1 Conclusion

Based on the discussion in Chapter IV, the researcher could draw the conclusions, which are the answers of the problems of this research:

We clearly understand that the website could be the strength for “Local Brand”, which determined by its easy-access, interactive features, and its user-friendly, therefore it gives the customers to easily access the product and information. The web site of “Local Brand” could be easily accessed by the customers and it could be one of the main strengths of “Local Brand” as the actor of online-commerce. But on the other hand, “Local Brand” has still the main problems; it has less innovation and promotions. If “Local Brand” only use internet to carry out its business, then it requires a special department that is in liable to assess, evaluate, develop, and make innovation for its website.

Another weakness comes from the sector of promotion; “Local Brand” relies solely on the internet media for the process of promotion, in which such media even have significant numbers of users as described in previous chapters is unfortunately still not the primary information media for most people in Indonesia to access the information.

People as both the audiences and the customers is the main factor to become the opportunity for the business development of “Local Brand”, in which the “Local
Brand” requires to market their products and also to create the strategy to educate the market target about online commerce, and consequently, it will help “Local Brand” to advertise their goods and services as the their online-based products.

As we discussed in the previous chapters, the level of trust of the people to the online shopping is quite low, the condition are caused by some factors; fraudulences and difficulty for customers in accessing the quality and the condition of the online-based products. Customers often experience error in the ordering process, for example: in the conventional buying process, the customers still often find products with wrong size and some defects, and they tend to be more potentially exposed to experience this error in the online selling-buying process.

“Local Brand” is considered to be the online seller that could solve such problems through these following solutions:

1. “Local Brand” provides guarantee for the customers to change their wrong-ordered products within a specified period.

2. “Local Brand” provides Cash-on-Delivery feature for the customers who domicile in Jabodetabek.

3. “Local Brand” provides integrated system of customer service for the customers to communicate with “Local Brand”. 
5.2 Suggestions

Based on the conclusions of the research, the researcher offers some suggestions, which could be some considerations for “Local Brand” to develop its business.

a. “Local Brand” needs to immediately improve the standard of services and skills to compete with other competitors in the globalization era. Explication of vision and mission, system and procedural completeness, discipline and obedience to the system and procedures, explication goals, proper functional management and mechanism of employment would help to build the strength of “Local Brand”.

b. “Local Brand” needs to make special space to accept guests for making them to comfortable and to gain the advantage point for “Local Brand” as a professional company.

c. “Local Brand” should educate the market to gain more customer trust in shopping online.

d. “Local Brand” should make a street sign to increase people’s awareness on the “Local Brand” it’s self and direction of “Local Brand’s” office.

e. “Local Brand” should decorate their office to gain and create awareness to their guest, whereby their decoration doesn’t need to be expensive but it can be replaced by putting their flier at their office.
wall so the customer or guests will always notice for “Local Brand’s” product, vision and culture.

f. “Local Brand” has to improve the effectiveness of human resource and quality management. Therefore, the performance and competitiveness of the company could be improved along with the advancement of technology and its environment, in which the rapid development of technological sector must be accompanied with the innovations, thus “Local Brand” has to make innovations to counterbalance the progress of technological development.

g. “Local Brand” should make a cooperation with some media to advertise the seasons that launched by “Local Brand”, in which this advertising and reviews could be functioned as a promotion media to the audiences.

h. Unfortunately, “Local Brand” still does not have the system of career and recruitment. Whereas, management of reward, recruitment, and punishment must be clearly arranged in written forms, and they also must seriously be applied in order to motivate the employees, thus it could the performance of the company.

“Local Brand” also should increase the number of employees to develop its business especially to handle the company strategy and the tenant selection; it should employ the staffs who are highly capable in fashion analysis, scriptwriting, and so on. The selected tenants must be qualified and business-prospected clients in order to improving the image of “Local Brand”.

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APPENDICES
Appendix I

Interview Script

1. Company Profile

1. Bagaimana mendapatkan ide untuk membuat local brand?
2. Apa yang membuat anda ingin membuat bisnis seperti ini?
3. Kesulitan apa saja yang anda rasakan saat mewujudkan ide bisnis ini?
4. Bagaimana cara anda menghadapi kesulitan tersebut?
5. Apa saja yang dibutuhkan untuk mewujudkan atau mengimplementasikan ide ke wujud real?
6. Apa saja yang di lakukan untuk merealisasikan ide tersebut?
7. Apa saja yang dilakukan untuk mengembangkan ide tersebut?
8. Proses apa saja yang dilakukan oleh anda?
9. Apa yang anda lakukan pertama kali antara ide vs reality?
10. Siapa saja pendiri dari local brand?
11. Apa alasan anda memberi nama “local brand”?
12. Apa arti dari “local brand” tersebut?
13. Visi dan misi dari local brand?
14. Setelah bisnis ini berjalan, apa saja hambatan dan masalah pada saat didirikannya bisnis ini??
15. Bagaimana anda menghadapi hambatan dan masalah tersebut?
16. Apa saja perijinan yang dibutuhkan dalam pendirian usaha ini?
17. Bagaimanakah proses pengurusannya?
18. Apa yang anda lakukan untuk mengembangkan bisnis anda sekarang?
19. Apa bentuk hukum usaha dari local brand?

Organizational

1. Struktur organisasi dari local brand
2. Apa job description dari tiap-tiap divisi?
3. Apa job specification dari tiap-tiap divisi?
4. Berapa jumlah pekerja yang ada di local brand?
5. Imbalan apa saja yang diberikan?
6. Apa saja fasilitas yang diberikan local brand kepada pegawai (gaji, tunjangan kesehatan) jika ada, berapa kisarannya?
7. Aturan apa saja yang ada di local brand untuk para pekerjanya?
8. Sanksi apa saja yang dilakukan bila pekerja melanggar peraturan?
9. Divisi apa saja yang ada di local brand?
10. Berapakah jam kerja local brand?
11. Bagaimana cara mengevaluasi pekerja didalam local brand
12. Adakah bonus yang diberikan kepada pegawai local brand atau punishment yang
dikeluarkan local brand?
13. Bagaimana proses recruitment pegawai local brand?
14. Bagaimana proses pencarian pegawai?
15. Bagaimana local brand menempatkan suatu pegawai di posisi tertentu?

2. Product

1. Produk apa saja yang dijual di local brand?
2. Bagaimana anda menentukan produk di local brand?
3. Hal apa yang anda pertimbangkan dalam memilih produk?
4. Bagaimana memilih karakter produk?
5. Mengingat penjualan secara online adakah cara local brand mempermudah pembeli mengetahui bahan atau detail produk terhadap customer?
6. Apa langkah-langkah dalam merealisasikan ide ke bentuk jadi atau produk?
7. Apakah karakter khusus didalam local brand?
8. Bagaimana local brand mengembangkan suatu ide ke produk?
9. Bagaimana pandangan local brand terhadap produk local di pasaran?
10. Bagaimana pandangan local brand terhadap sentimen pasar terhadap produk local?

11. Bagaimana controlling image?
12. Bagaimana anda menjual suatu produk?
13. Apa proses di local brand dalam menjual suatu produk yang baru?
14. Bagaimana local brand meluncurkan suatu produk?
15. Bagaimana local brand me maintenance existing produk?
16. Produk apa yang paling banyak terjual di local brand?
17. Bagaimana quality control didalam local brand?
18. Bagaimana local brand menangani keanekearagaman produk?
19. Ada berapa kategori produk di local brand?
20. Bagaimana local brand memetakan produk?
21. Adakah “kiblat” khusus dari local brand dalam seleksi produk?
22. Dalam hal positioning produk dimanakah posisi local brand?
23. Apa focus local brand dalam produk? Quality atau quantity?
24. Apakah rencana local brand dalam mengendalikan image produk?
25. Apa rencana local brand dalam inovasi produk?
26. Apakah local brand mempunyai Riset & development?
27. Bagaimana local brand mengalami keluhan?
28. Bagaimana local brand menghadapi persaingan produk di pasar?
29. Pada segment apa produk local brand ditunjukan (dari segi desain dan bahan)?
30. Bagaimana local brand menganggap suatu produk sebagai bagian dari visi misi local brand?
31. Local brand sebagai manajemen produk atau manufactur (memproduksi sendiri)?
32. Bagaimana cara menghasilkan suatu produk?
33. Apakah local brand yang membangun image untuk tenantnya?
34. Apa rencana 5 tahun kedepan local brand dalam produk?

3. Pricing

1. Mengapa local brand memakai tehnik tersebut?
2. Apakah tehnik tersebut sudah cukup efektif?
3. Aakah kelebihan dan kekurangan tehnik tersebut?
4. Apakah ada hambatan dalam menjalankan tehnik tersebut?
5. Bagaimana local brand bersaing secara harga?
6. Bagaimana lokakal brand menentukan laba/rugi?
7. Berapa harga paling tinggi dalam kategori local brand?
8. Berapa harga paling rendah dalam kategori local brand?
9. Adakah barrier khusus atau kategori harga?
10. Bagaimana local brand memutuskan harga dengan tenant?
11. Bagaimana system local brand dalam pembagian keuntungan?
12. Bagaimana local brand memberitahukan customer apabila ada penurunan harga?
13. Apakah ada tehnik khusus untuk masuk ke pasar dengan harga yang kompetitif?
14. Bagaimana forecasting harga yang dilakukan local brand?
15. Divisi mana yang bertanggung jawab menentukan harga?
16. Bagaimana local brand menghadapi persaingan harga?
17. Bagaimana local brand melakukan control harga?
18. Apakah ada level tertentu harga produk di local brand?
19. Apa respon pasar tehadap harga-harga local brand?
20. Bagaiman menentukan harga pada masa promosi?
21. Berapakah pendapatan customer menurut target marketnya?
22. Apakah local brand pernah melakukan bundling?
23. Apakah yang dilakukan local brand pada saat pre running untuk menentukan harga?
24. Apa segmen market yang ingin di capai menurut harga local brand?
25. Bagaimana siklus harga local brand?
26. Bagaimana local brand mensiasati harga untuk prosuk baru?
27. Berapa tier harga yang paling diminati customer local brand?
28. Berapa kategori harga dilokal brand?
4. Distribution

1. Bagaimana proses distribusi dalam local brand?
2. Bagaimana rantai distribusi dalam local brand?
3. Apakah channel distribusi dalam local brand?
4. Mengapa local brand menggunakan sidtribusi tersebut?
5. Bagaimana perkembangan proses distribusi local brand dari awal?
6. Inovasi dalam distribusi local brand?
7. Telah efektifkah proses distribusi yang dijalankan local brand?
8. Adakah factor resiko dalam proses distribusi yang dijalankan local brand?
9. Bagaimana local brand menekan resiko? (jika ada dalam jawaban no 8)
10. Siapa saja yang terlibat dalam proses distribusi?
11. Bagaimana proses distribusi yang efektif menurut local brand?
12. Berapa waktu yang diperlukan dalam distribusi produk?
13. Apa media yang digunakan dalam proses distribusi?
14. Pandangan local brand tentang distribusi online?
15. Bagaimana cara lokal brand berkomunikasi dengan tenant untuk menekan resiko distribusi?
16. Kewajiban lokal dalam proses distribusi adalah
17. Bagaimana distribusi kontol dalam local brand?
18. Divisi apakah yang bertanggung jawab dalam proses distribusi?
19. Bagaimana proses distribusi dilakukan apabila ada retur pembelian?
20. Apakah ada pengalaman buruk dalam proses distribusi dalam local brand?
21. Apakah local brand memiliki jalur distribusi sendiri?
22. Bagaimana lokal brand mengatur distribusi antara tenant dan end users?
23. Apakah local brand berniat mempertingkat jalur distribusi?

- Market share
1. Siapakah target market dari local brand?
2. Berdasarkan apakah target market tersebut?
3. Mengapa local brand memilih target market tersebut?
4. Market mana yang dituju oleh local brand?
5. Siapa target utama local brand? Pria atau wanita?
6. Berapakah usia pembeli local brand?
7. Adakah spesifikasi khusus terhadap tenant mengingat penyesuaian target market local brand?
8. Bagaimana local brand membuat kepercayaan terhadap pembeli?
9. Bagaimana pandangan local brand terhadap market?
10. Bagaimana positioning local brand terhadap market?
11. Adakah rencana pengembangan market oleh local brand jika ada, jelaskan?
- Competitor
  1. Apakah criteria competitor menurut local brand?
  2. Siapa koperetor dari local brand?
  3. Siapa competitor tidak langsung dari local brand?
  4. Bagaimana strategi local brand untuk berkompetisi?
  5. Apakah strategi tersebut sudah cukup efektif?
  6. Apakah kelebihan dan kekurangan strategi tersebut?
  7. Bagaimana mengatasi kelebihan dan kekurangan strategi tersebut?
  8. Apa yang dilakukan local brand saat akan masuk ke market?
  9. Bagaimana strategi local brand (pre running)?
 10. Apakah berhasil? Jika tidak bagaimana mengatasinya?

5. Promotion
  1. Apa rencana promosi local brand?
  2. Apa saja media yang digunakan oleh local brand untuk promosi?
  3. Timeline promosi local brand
  4. Apa saja promosi local brand dan acara tahunan apa saja yang diikuti atau dibuat?
  5. Apakah local brand menggunakan jasa pihak ketiga dalam hal promosi?
  6. Bagaimana local brand membuat brand awareness kepada customer?
  7. Masing-masing tenant mempunyai gaya yang berbeda bagaimana cara mempromosikannya?
  8. Apakah kesulitanan local brand dalam kampanye promosinya?
  9. Bagaimana peran local brand dalam kampanye produk local?
 10. Apakah local brand mempunyai divisi khusus untuk promosi?
 11. Berapa lama promosi local brand dalam setahun?
 12. Berpakah biaya promosi dalam setahun?
 13. Bagaimana dengan jumlah pengunjung dalam situs? Apakah setelah melakukan promosi itu naik atau turun?

- Barrier to entry
  (pre running)
  1. Apakah ada barrier entry dalam market yang sudah exist?
  2. Apa saja factor barrier entry yang di existing market?
  3. Bagaimana local brand menghadapi hal tersebut?
  4. Bagaimana strategi efektif untuk mengatasi barrier to entry?
  5. Bagaimana local brand bertahan dari strategi barrier to entry dari competitor?
  6. Adakah rencana cadangan untuk menghadapi barrier to entry?
  7. Factor apakah yang paling dominan dalam barrier to entry?
Pandangan local brand terhadap fashion industry?
2. Pandangan local brand terhadap recent market?
3. Bagaimana local brand memposisikan diri di market?
4. Berapa lama waktu yang diperlukan untuk ketahap ini?
5. Bagaimana local brand menciptakan barrier to entry?
6. Bagaimana local brand menjalankan strategi?
7. Efektifikah strategi local brand terhadap market?
8. Apa pemecahan local brand dalam menutup pasar (barrier to entry)?

- Swot analysis
  o Strength
    1. Kelebihan dari local brand itu apa saja?
    2. Apakah produk hanya dijual dilokal brand?
    3. Apakah produk hanya dijual dengan bahan khusus?
    4. Apa karakteristik local brand?
    5. Apakah produk harus mempunyai value?
    6. Value yang seperti apa yang dimaksud?
    7. Value itu sendiri apa maksudnya menurut local brand?
    8. Adakah produk/design timeline?
    9. Bagaimana forecasting produk terhadap market?
   10. Apakah produk yang dipasarkan menurut permintaan customer?

  o Weakness
    1. Apa saja kekurangan dari local brand?
    2. Bagaimana local brand mengatasi kekurangan tersebut?
    3. Aa saja strategi local brand?
    4. Bagaimana local brand break through to market?
    5. Bagaimana local brand mengatasi pasar yang terbuka?
    6. Barrier entry yang sudah exist describe
    7. Bagaimana posisi local brand sebagai pendatang baru?

  o Opportunity
    1. Apa pandangan local brand tentang fashion market Indonesia?
    2. Bagaimana dengan peluang bagi fashion industry?
    3. Bagaimana dengan fashion non-lokal brand di market Indonesia?
    4. Apa kelebihan dari produk local dan peluangnya?
5. Apa keistimewaan local brand dibandingkan online store yang lain?
6. Bagaimana local brand lebih berkembang dari online store yang lain?
7. Apa peluang local brand dan tenant terhadap pasar?

- Threat
  1. Bagaimana competitor of local brand?
  2. Bagaimana persaingan dari local brand dan market?
  3. Apa saja strategi dari local brand?
  4. Apa barrier to entry dari local brand?
  5. Apakah kompetitor melakukan inovasi?
  6. Apa yang dilakukan local brand terhadap inovasi dari kompetitor?
  7. Apakah infrastruktur local brand cukup?
  8. Bagaimana network local brand?
  9. Bagaimana perkembangan local brand terhadap teknologi?

- Value of product
  1. Apakah value yang ditawarkan oleh local brand?
  2. Apa implikasi dan aplikasi pada strategi local brand?
  3. Menurut anda apa evaluasi strategi dari local brand?

- Tenant
  1. Berapakah jumlah tenant yang ada di local brand?
  2. Apakah ada data penjualan?
  3. Apa syarat untuk menjadi tenant?
  4. Apakah harus di seleksi lebih dahulu?
  5. Kontrak tenant jika ada
  6. Aturan apa saja dari local brand untuk tenant?
  7. Apa imbalan hasil penjualan?
  8. Adakah evaluasi resiko untuk tenant

- Industry analysis
  1. Industry fashion menurut local brand?
  2. Perkembangan industry fashion menurut local brand?
  3. Local brand in industry fashion
  4. Peluang pasar yang ada saat ini
  5. Kebijakan-kebijakan pemerintah apa saja yang mendukung fashion industry itu sendiri?
Appendix II

“Local Brand” Website
<table>
<thead>
<tr>
<th>Company</th>
<th>Categories</th>
</tr>
</thead>
<tbody>
<tr>
<td>About</td>
<td>Accessories</td>
</tr>
<tr>
<td>How It Works</td>
<td>Bags &amp; Purses</td>
</tr>
<tr>
<td>Partnerships</td>
<td>Jackets</td>
</tr>
<tr>
<td>Newsletter</td>
<td>Jeans &amp; Denim</td>
</tr>
<tr>
<td>Terms &amp; Agreement</td>
<td>Outerwear</td>
</tr>
<tr>
<td>Privacy Policy</td>
<td>Shorts</td>
</tr>
<tr>
<td>Contact Us</td>
<td>Shoes</td>
</tr>
<tr>
<td></td>
<td>Shirts</td>
</tr>
<tr>
<td></td>
<td>T-Shirts</td>
</tr>
<tr>
<td></td>
<td>Trousers</td>
</tr>
</tbody>
</table>
Appendix III

RatiMaya Website