

INTEGRATED MARKETING COMMUNICATION FOR GRAN

Abby Nabilla Surya Rinjani and Dina Dellyana

School of Business and Management
Institut Teknologi Bandung, Indonesia
abby.nabilla@sbm-itb.ac.id

Abstract- *As a fashion based business, finding the right target market towards its variation of product is one of important thing to create the right strategy that will affected to the product sales of its company. However, GRAN. company find a situation whereas its marketing strategy run in a wrong way and its market segment are also less clear to a specific group of person, which affect to its product sales that is less maximal. The purpose of this study is to find its right target market and right marketing strategy to increase its sales by finding its right buyer persona and obtained its right marketing strategy for then create it marketing implementation using the integrated marketing communication to find the answer. The scope and limitation of this research are only for women who domicile in Bandung and Jakarta with the its specification of the buyer persona of GRAN.. By using qualitative research, this research will using a semi-structured interview using some interview protocols and questions that has been created before and using purposive sampling based on the 3 buyer persona to collect the data to 21 women in Bandung and Jakarta. After obtained the research, it will be analyze using benchmark analysis on the internal, and content analysis and pattern-matching analysis to analyze and match the interview answer from the respondents to answer the research questions of the right buyer persona, the right marketing strategy, and the implementation of the marketing strategy towards GRAN. company, and validation through its business model canvas.*

Keywords: Buyer Persona; Business Model Canvas; Integrated Marketing Communication, Qualitative Research, Content Analysis

I. Introduction

Creative industry is an industries whereas the entrepreneurs have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property (Department for Culture, Media and Sport, 2015). So it is mean that, every entrepreneurs have their own space to create something creative, something that unique, and a freedom to create anything, products or services, as long as it is not breaking any law and legal. Creative industry have so many sectors, according to UNCTAD (2008), there are 9 sectors that enter into creative industry, one of these sectors is design that include interior, graphic, jewellries, toys, and fashion industry. Fashion industry is a multi billion globalized sector that works to meet the demand for lots of fashion items and the trends for what should be worn (Sreenivan, 2016). Fashion itself already exist in Indonesia since the 15th century until today (Lombard, 2000). The development of fashion industry in Indonesia was rapidly growing around 7,12% in 2014 until 2015 (Hartono, 2015).

Talking about fashion industry, is also talking about the business of making and selling fashion products. Spacey (2017) said that there are at least 12 of fashion products that exist; Apparel, Footwear, Sportswear, Traditional, Formal Wear, Watches & Jewellries, Luggage, Cosmetics, Costumes, Textiles, Vintage & Second Hand, andAccessories, which include bags. Bags exist since the historical while it still using woods as the material. But human's mind grew time by time, in the 14th century bags started to used synthetic leather as another alternative material of genuine leather.Started from 50's, the

international brand such as Hermes, Chanel, and Louis Vuitton created a new fashion trend in bag which is small bag (Atom, 2013). A business in women fashion industry, particularly in women bags products in Indonesia, have lots of variation in design and model of bags, and it is straight to particular market segments. Every generation of women has a different taste and preference towards bags design and model. It means that the different market segments will also conduct a different way of marketing the product and it will be affected to the sales of a business in women bags industry. This case is also felt by one of the companies that runs in women bags industry named GRAN. After a year runs as a bags industry business, GRAN started to face some of obstacles. One of the obstacles that affected to the business is its product sales that less maximize.

2. Literature Review

A. Definition of Buyer Persona

De Jong (2016) in his thesis citation to Scott (2007) said that customer persona (also known as a buyer persona) is an example or archetypes that represent a specific group and type of people. In the book of buyer persona, Scott (2007) said that the function of buyer persona towards a company is to create a strategy for its promotion and marketing for its products or service to the specific group and type of people that has been concluded. By creating buyer persona, it will help the company to elaborate what the customer group wants and the need, to get information about the buyer persona's knowledge, skills and abilities, motivations and goals, and also their concerns, and when it develops effectively, the outcome of finding the right buyer persona is to get another insight about buyer's buying process, their experience, and also their problems during purchasing products or service (Scott, 2007).

B. Definition of Business Model Canvas

Business model canvas is a tool that some of companies use to describe the company or organization on how it delivers their values in order to create new strategic alternatives in a systematic way (Osterwalder & Pigneur, 2010). According to Osterwalder & Pigneur (2010), business model canvas elaborates every part in the company using 9 building blocks; Customer Segments, Channel, Customer Relationship, Value Proposition, Revenue Stream, Key Activities, Key Partnerships, Key Resources, and Cost Structure.

C. Definition of Integrated Marketing Communication

Integrated Marketing Communication (IMC) is an integrated process whereas the organization forms a way to communicate, persuade, and build relationship with the customer directly or indirectly about the brand and products that sold by its company (Keller, 2013). The IMC process influences the consumers to learn who makes the product, for what purpose or benefit it stands and links the brand to people, place, events, experiences, feelings, etc. and also enhances companies' ability to reach the right customer with the right message at the right time and in the right place (Rehman & Ibrahim, 2011). Keller & Kotler (2012) said that there are major marketing communication mix such as advertising, sales promotion, public relations, direct and interactive marketing, word-of-mouth selling, and personal selling.

D. Definition of SWOT Analysis

According to Gibis et al (2001), SWOT analysis is one of the strategic planning in a company that performed by a panel of experts on doing the assessment towards the company such as senior leader, board members, employees, and other more. The purpose of SWOT analysis is to identify sorts of factors in a systematic way to formulate the company strategy based on the relationship between the internal elements such as strength and weakness, and also from the external elements such as opportunities and threat (Rangkuti, 2006). So basically, SWOT analysis is an examination of a company's internal using the strengths (S) and weaknesses (W), the company opportunities (O) for growing and improving, and the threat (T) from the external environment that presents to the company survival (Harrison, 2010).

E. Definition of TOWS Matrix Analysis

TOWS matrix analysis was developed by the American international business professor, Heinz Weirich that aimed at developing strategic options from the external-internal analysis which it is a practical tool, particularly in the fields of business administration and marketing (Mulder, 2017). TOWS analysis is a similar process of analysis to SWOT analysis, which is listing the strengths, weaknesses, opportunities, and threats, however, TOWS Matrix analysis will analyze the Threat (T) and Opportunities (O) first and Weaknesses (W) and Strengths (S) are examined in the last part (Kapoor & Kaur, 2017).

3. Methodology

Before the researcher do the research, there are several steps to prepare the research until the research done. Below are the methodology that will be used by the author as the tools and guidance to help answer the research questions that has been delivered in the

A. Conceptual Framework

The research use this conceptual model as the guidance to do the research in aim to find the result of the research objectives. Below are the conceptual framework map

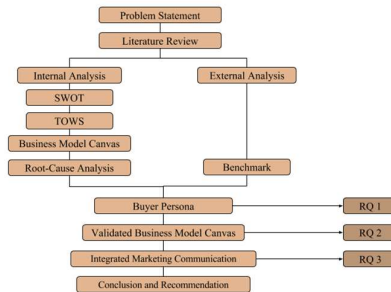


Figure 1. Conceptual Framework

B. Qualitative Research

Qualitative research is a research that tries to interpreting a non-numerical data which typically focus on social interaction in a daily life (Crossman, 2017). Since this research is an exploratory research, the purpose of this research is to know the reason of someone when they did something and also to know what is the meaning behind someone’s background and behavior (Wyse, 2011). Most of the data that will find in this research will be served in word because this method will focus to ask ‘what’, ‘how’, and ‘why’ which is not a number answer. Therefore, the researcher would like to use this method to know the behavior and character of the buyer persona in detail to match the GRAN type of buyer persona, and also their preferences towards its marketing to create the marketing strategy and its implementation.

C. Semi-Strutured Interview

Semi-structured interview is an interview that done in a free structured, however, it still on the right track and in the right main problem that will be ask and also has been prepared before (Krisyantono, 2007). In his book, Krisyantono (2007) tell that usually the interviewer has create a written question list, however, it still possible to ask other question freely but still in the same main problem on the research. To get the result of this research, the researcher will use this interview type, because it has possibility to get more data from the respondents according their view point to complete the result of this research.

D. Purposive Sampling

According to Arikunto (2006), purposive sampling is a technique of taking samples by not based on random, regional or strata, but based on the consideration that focuses on a particular goal. In this research, the researcher take 7 people based on the 3 target respondents that want to be interviewed.

E. Interview Respondents

This interview will not go to work if there is no respondents to answer the main question of the research. Therefore, to answer the research question, this interview will be delivered to 3 types of respondents consist of 21 people from the current buyer and also future buyer of GRAN. that will explained below:

- a. Young Lady
 - Age 20-22 years old
 - Lived in Bandung and Jakarta
 - Currently as a Collegian
- b. Young Worker
 - Age 21-25 years old
 - Lived in Bandung and Jakarta
 - Currently as a new employees
- c. Mommy
 - Above 35 years old
 - Lived in Bandung and Jakarta
 - Currently as a worker, a housewife, and a mother

F. Benchmark Analysis

Benchmarking is a process that commonly used in management or generally strategic management, in which an organization measures and compares its performance against similar activities or units of similar organization both internally and externally (Shahindra, 2008). From the benchmarking results, a company can increase insight into the performance of the organization so that it can adopt best practices to achieve the company goals. Based on this research, the researcher will compare GRAN. to another business in the same type of business and products

G. Content Analysis

Content analysis is a method of research that is used to find out the conclusions of a text and also wants to reveal the researcher's ideas which practically this method can be used for various purposes, such as comparing media or 'level' in communication, explaining the tendency in communicative content, etc (Weber, 1990). As for this research, the content analysis are used to interpret the interview result to find the answer of the research question which is buyer persona, the marketing strategy, and integrated marketing communication

H. Pattern Matching Analysis

Pattern matching is a an important algorithm that used in many applications that aim to find a pattern in text (Hudaib et. all, 2016). As for this research, the researcher will use this analysis to find a match words that have been tld by the respondents, and find the key words to be used as the result of this research.

4. Data Analysis

In this chapter, the researcher will elaborate all the data collection that has been obtained through the semi-structured interviews about the actual buyer persona along with marketing planning to 21 women in Bandung and Jakarta from the current buyer and future buyer. Furthermore, the researcher will elaborate the analysis from the data collection to answer the research question in the first chapter with the purpose to find the right buyer persona to be focused on, and after find the right buyer persone the researcher will create the marketing plan towards channel that will fit the buyer persona.

A. Buyer Persona Analysis

According to Scott (2007), buyer persona is an example or archetypes that represent a specific group and type of people which will helps the company to elaborate what the customer group wants and need, to get informations about the buyer persona's knowledge, skills and abilities, motivations and goals, and also their concerns. The outcome of finding the right buyer persona is get another insight

about customer's buying process, their experience, and also their problems during purchasing products or service.

The researcher has been do an interview to 21 woman who lived in Bandung and Jakarta that represent the 3 buyer persona of GRAN. company consist of 7 people each of the persona that mix between the current buyer and future buyer. This interview held on August 2017 in Bandung. The first persona is GRAN. current buyer persona of GRAN.. The second persona, is the additional buyer persona that have a possible opportunity to be GRAN. buyer persona. The third persona, is the future buyer persona that the researcher think it is GRAN. buyer persona. The purpose of this interview is to validate 1 out of 3 buyer persona that will be focused on doing the marketing towards the product selling. After interviewing the 21 women from the 3 buyer persona, it turns out that from the three predicted buyers, most of the respondents in GRAN.'s third person buyers are not too concerned that their bag matched with the appearance because they tend to care about the function of the bag and the capacity of the bag. In addition, most of the respondents on GRAN.'s third person buyers also tend to rarely buy bags online because they can not see and feel the bags that they will buy through online.

B. Business Model Canvas Validation

Customer Segments

Current BMC

In the previous Business Model Canvas, GRAN.'s customer segments is women, with age of 17-25 years old, who have education on High School and Collegian, and live in a big city. This customer segments are not clear enough to be used as the GRAN. customer segments criteria.

New BMC

After interviewing the 21 women with a different background from each persona, the researcher found out that there are 2 customer segments that could be reach by GRAN.. The result of the new customer segments of GRAN are served below:

- a. Customer Segments 1
 - Women
 - Age 17-22 Years Old
 - Education of High school and Collegian
 - Lived in Bandung and Jakarta
 - Like to Hang out
 - Keep up with local brand on social media
- b. Customer Segments 2
 - Women
 - 22-25 Years Old
 - Have an occupation and own income
 - Lived in Bandung and Jakarta
 - Like to Hang out
 - Keep up with local brand
 - Social Media user

Channel

Current BMC

The previous channel in GRAN. business model canvas are just focused in online channel such as Instagram and line@. Eventhough there are event channel, but it is only an occasional time channel. Therefore, to maximizing the product selling of GRAN., it should be revised which is to add more channel to maximizing the product selling of GRAN

New BMC

Looking up on the interview result, it is clearly that GRAN. should add more channel, since most of the people while they want to buy bag, they prefer to see the product first based on the size, color,

and material of the bag. To deploy more market, it is better to add another online channel which is E-Commerce such as Lazada and Berrybenka. Furthermore, to support the online channel on Instagram and E-Commerce, GRAN. should make a partnership through consignment in an offline store or concept store or create its offline store to attract the customer see the product directly.

Customer Relationship

Current BMC

On customer relationship block in the current Business Model Canvas, GRAN. Using a personal relationship done by the founder and co-founder directly through chat application line@ and face to face with GRAN customer. However, so far this personal relationship only stops until the order process is complete and has not reached the after sales service. Thus, to achieve customer satisfaction and convenience, GRAN. need to improve customer relationship in order to retain customers who have buy GRAN. and the future buyer.

New BMC

According to the interview result, the researcher consider to still using personal assistance to retain GRAN. customer. However, the personal assistance in the new Business Model Canvas will not only in the buying process, but also need to start to maintain the after sales service, whereas seller continuing to communicate with buyers after they buy the product in order to know hows the product going after the buyer use the bag, and also the critic and opinion about the products that can be used for the development of GRAN. in the future with a friendly communication. More over, to support the future plan of GRAN. on having an offline store and consignment with a store, GRAN. should concern about the services that will be given to the customer who come to the store such as a warm greetings, friendly communication, give a space to the customer while they look the products, and also not only the seller but the seller's employees, should have an in depth knowledge about every products to convincing the customer to buy the products. From all the result, the researcher conclude that in order to maximizing the selling, GRAN. should revised its Business Model Canvas especially in marketing part such as Customer Segments, Channel, and Customer Relationship.

c. Integrated Marketing Communication

Integrated Marketing Communication, or usually people called as IMC, is a process whereas the company create a design to make sure that all communication and messaging strategies using the marketing communication such as sales, social media, advertising, and other , are all centered to the customer across all channels consistently (Belch & Belch, 2004). In this part, the researcher will analyze from the interview data to create an IMC plan for GRAN. based on the chosen buyer persona that fit for GRAN.'s products in order to maximizing the product selling of GRAN.. In order to enlarge the market that not only in Bandung and Jakarta along with GRAN. specific target market, it can be done with Instagram Ads, where one of the features in this social media could create an ads that will appear just like when an account doing post a photo so that will go on the timeline instagram accounts that along with GRAN. customer segments. In this ads, the content that presented could be about promo such as discounts that given to the GRAN. customer if they buy the product and expected to draw attention to open a GRAN account until make a transactions. Based on the result, it is clearly that 'The Keep-Up Lady' who are mostly in range age of 17-22 years old, are have a big attention towards their personal social media such as Instagram . The purpose of they having this social media is that they always want to keep updated about lots of information that one of them is to know the new update of a local brand account everyday every minute. However, most of the people in this persona, do not following and keep update a local brand account on Instagram using their private account, but they have a second account that specially made to follow and keep update the local brand because they do not like it when their instagram timeline is filled with posts from the local brand account. According to the interview result, almost all respondents in the buyer persona 1 and 2 have an communication application such as Line and Whatsapp. This application are used to have contact with their friends, family, and also the admin of a local brand account, including GRAN..

Therefore, GRAN. will still use Line@ (Line with business account) and whatsapp as the main admin account to have contact with the customer such as ask about the product, order the product, post about GRAN. information, and future service will be after sales service. According to the interview result towards 'The Act-Mod Women', most of their buying process are done by offline such as offline store and mall towards women bags product. The reason they have the buying process through offline because most of the time they could not see the product directly through offline. Therefore, to reach this buyer persona through offline, GRAN. need to create an offline communication such as partnership consignment with an offline store, create offline store, and also join a local brand event to fulfill their needs to see the product directly while buying women bags. By having this offline communication, it expected to improve the word-of-mouth selling and also the personal selling of GRAN.

5. Conclusion and Recommendation

In this chapter, the researcher will elaborate the conclusion that has been obtained from the research result which is find the buyer persona, validate the business model canvas, and last is to fin the marketing strategy along with its implementation based on the research results that will fit for GRAN. company.

A. Conclusion

After doing this research, by conducting interviews to 21 women that included into 3 persona, can be concluded that the right buyer persona for GRAN. is the 1st person buyer, 'The Keep-Up Woman' and also the 2nd persona buyer, 'The Act-Mod Woman'. Both buyers of this persona felt closer and more suited to the GRAN. With all existing products, can support their activities. Whereas for buyer persona 3, 'The Multi-Busy Woman', just like the GRAN product, but almost all GRAN. products are not suited to their style, and also its less able to meet their needs as busy moms and multitasking in their role as a mother and worker so that requires more bags and more stuffs to bring.

For the right marketing for GRAN. products is through online which is Instagram and e-commerce such as Lazada and Berrybenka. However, this online sale must be afford by an offline store that can facilitate both customer segment to see the product directly that sold by GRAN. in order to facilitate both customer or other customer to do order. The offline store that fit to support GRAN. product sales by consignment with the concept store such as Happy Go Lucky Bandung or consignment with some store in mall, official offline store from GRAN brand, and also join many event as tenant such as Market & Museum in Jakarta and Trademark event in Bandung.

To support and provide what the chosen buyer persona want, there are some of activities that will be done in order to improve the brand of GRAN., to maintain the marketing communication run gradually and continuously, and also to maximize its product selling. As the company choose to markets its product on Instagram, there are some items that needs to be noted, such as the time management of the posting, the schedule of the posting, the content that want to be posted, and also the detail of every products that posted. Furthermore, to deploy more area, it needs to be support using the Instagram ads so it will appeared in the timeline to person that targeted. As for the communication channel that possible to use based on the interview result is using Line@ and Whatsapp as the main admin, and noted about the service that will be given to every customer also the after sales service. Another channel that possible to the GRAN. sales place is join an e-commerce such as Lazada and Berrybenka to reach more area and more customer.

For the offline, GRAN want join an event in the 3rd week of October which is Market&Museum, and also next year in Trademark, also future event that support local brand. Noted that in join the event, the items that needs to be take care is how to interact the customer looking upon the service that will be given, and also how the seller communicate with the customer to influence them to buy the products.

Next, to support the offline store by look upon the company condition, it is possible to join consignment in a concept store such as Happy Go Lucky in Bandung in the 1st week of January next year, and will supply 20 products every month. By doing this plan, it is also a way to prepare GRAN. to open its official offline store next year in August to convince the customer and buyer that GRAN. is a trustable brand with a high quality products. Last, to add more interest on buying the products, needs to give lots of promo, such as discounts in a special days, coupon after buy the products, and also product bonus.

B. Recommendation

Market Segments means everything

When a company have a products that need to be sold, it has processes to reach the selling step. One of the step that need to be done before meet the products with the people is find who is the right person to buy the product. It is true, that find the right person who will buy the products never been that easy. However, this is a process that need to done, even though it takes lots of times, but it is all need to reach the product selling to the right person. Therefore, as a business, it is an important things to make a clear market segments. Because the products that need to be sold, should find its perfect people who will buy it, and use it.

Offline store is a must

There are so many products that sold through online. But most of the success products that sod through online, are all have at least 1 offline store, it could be consignment or their official offline store. If a company would think about it, having an offline store indeed take a big expense for the company, however, it could give a big impact on the company because most of the buyers want to see and feel the product that they want to buy diretly from its material, its size, its color, and its model before the buyers buy its products, whether from online or directly offline. So for influence the customer to buy the product, a company should consider to have at least 1 offline store.

Products and Price should be equal

To lots of people, especially women, price become one of their consideration while buying a products. As the products owner, the company, should put a price that equal to the products that people will buy. The consideration of the prices could be from the materials, or the finishing, or function, or any other items that become the consideration. Therefore, when a company create a price for every product that sold, it is important to not only look the internal but also the external such as the common market prices. There are some research that could be done in the future to find another elements that fit to this research such as how to maintain the buyer loyal to the brands, how to maintain the brands, factors that influence the customer to buy bag products, or this research could be done with a different respondent, different dimension, and larger than this research. Below are the implementation plan for this research.

Table 5. 1 The Implementation Plan Detail Information

No	Online/ Offline	Channel	Description	Detail
1		Instagram	This media will be use to post all product in detail, product review, and product information with a simple feeds design. All available contact will be served in the instagram biodata	Time: Morning (7-9 am) Afternoon (12-1 pm) Night(7-9 pm) posting twice a day everyday Posting Detail: No locking account, No screenshot testimony, Buyer review using bag, Product description (incl. Material, Size, Price , Color option), Photoshoot detail should add another stuffs to compare and reflect the size of the bags through online Cost: For photoshoot (Rp. 600.000/Product Edition) Resource: Admin Instagram (The Founder and Co-Founder), Freelance Photographer, GRAN. Buyers
2	Online	Instagram Ads	This media will be use to post account information about discounts, and other promo with a simple feeds design	Time: Once in a month Posting Detail: No locking account, Product ads picture with discount detail on photo and promo detail caption, Simple design, Include Price and time promo end Cost: Rp. 100.000/month for Ads Resource: Admin Instagram (The Founder and Co-Founder)
3	Online	Line@	This media will be use to be seller-customer communication media, and post important information about GRAN. such as promo information, new product information, order information, and other information.	Time: Available from 8-20 pm Posting time: Afternoon (12-1 pm) everyday Posting detail: Product stock information with price, promo information, no paid promote posting, no screenshot testimony posting. Cost: Rp. 150.000 (For Premium ID of Line@) Resource: Admin Line@ (Freelancer 1 people)
4		Whatsapp	This media will be use to be seller-customer communication media only	Time: Available from 8-20 pm No posting about product and other information Cost: No Cost Resource: Admin Whatsapp (Co-Founder)
5		E-Commerce (Berrybenka)	This media will be use to be one of GRAN. sales place through online in a bigger market	Time: Once in a month supply the product to the concept store Product Supply: Will be supply 72 product each month Cost: Delivery Cost (Rp. 70.000), Production Cost (Rp. 4.000.000) Resource: No Resource

Table 5.2 The Implementation Plan Time Schedule

No	Online/Offline	Channel	Timeline																							
			September W1 W2 W3 W4	October W1 W2 W3 W4	November W1 W2 W3 W4	December W1 W2 W3 W4	January W1 W2 W3 W4	February W1 W2 W3 W4	March W1 W2 W3 W4	April W1 W2 W3 W4	May W1 W2 W3 W4	June W1 W2 W3 W4	July W1 W2 W3 W4	August W1 W2 W3 W4												
1	Online	Instagram																								
2		Instagram Ads																								
3	Online	Line@																								
4		Whatsapp																								
5	Offline	E-Commerce (Berrybenka)																								
5		Consignment (Happy Go Lucky Bandung)																								
6	Offline	Offline Store																								
7		Local Brand Event																								

References

- Alvarez, C. (2014). *Lean Customer Development*. Sebastopol: O'Reilly Media Inc.
- Arikunto, S. (2006). *Metodologi Penelitian*. Yogyakarta: Bina Aksara.
- Atom. (2013, 06). Sejarah Tas. Retrieved from kisahtas.blogspot.co.id: <http://kisahtas.blogspot.co.id>
- Belch, G. E., & Belch, M. (2004). *Advertising and promotion: An Integrated Marketing Communications Perspective (6th Ed.)*. New York: McGraw-Hill/Irwin.
- Blank, S. G. (2006). *The Four Steps to the Eureka*. Lulu.com.
- Blank, S., Blank, S. G., & Dorf, B. (2012). *The Startup Owner's Manual*. K&S Ranch.
- Blessing, L., & Chakrabarti, A. (2009). *DRM, a Design Research Methodology*. Springer.
- Branham, E. (2014, 10 06). 4 Steps To Creating a Buyer Persona (Step-by-Step Guide). Retrieved 08 13, 2017, from pinpointe.com: <https://www.pinpointe.com/blog/4-steps-creating-buyer-persona>
- Calderon, M. (2010). THE DESIGN RESEARCH METHODOLOGY AS A FRAMEWORK FOR THE DEVELOPMENT OF A TOOL FOR ENGINEERING DESIGN EDUCATION. INTERNATIONAL CONFERENCE ON ENGINEERING AND PRODUCT DESIGN EDUCATION , (p. 1). Norway.
- Cambridge Unity Press. (2017). entrepreneurship. Retrieved May 2017, from <http://dictionary.cambridge.org>:
<http://dictionary.cambridge.org/dictionary/english/entrepreneurship?a=british>
- Crossman, A. (2017, 05 17). An Overview of Qualitative Research Methods. Retrieved 8 10, 2017, from thoughtco.com: <https://www.thoughtco.com/qualitative-research-methods-3026555>
- De Jong, M. (2016). Master Thesis Marketing Communication. Huisjes-Kokkeler Autogroup , 10-11.
- Department for Culture, Media and Sport. (2015, January 13). Creative Industries Economic Estimates January 2015 - Key Findings. Retrieved June 08, 2017, from gov.uk: <https://www.gov.uk/government/publications/creative-industries-economic-estimates-january-2015/creative-industries-economic-estimates-january-2015-key-findings>
- Dictionary, B. (2017, April 30). Research Methodology. Retrieved from businessdictionary.com: <http://www.businessdictionary.com/definition/research-methodology.html>
- Dictionary, Business;. (2017, April). Data Analysis. Retrieved from businessdictionary.com: <http://www.businessdictionary.com/definition/data-analysis.html>
- Gibis, e. a. (2001). Applications Of Strengths, Weaknesses, Opportunities And Threat Analysis In The Development Of A Health Technology Assessment Program. In e. a. Gibis, Applications Of Strengths, Weaknesses, Opportunities And Threat Analysis In The Development Of A Health Technology Assessment Program (pp. 27-35). Health Policy 58.
- Harrison, J. P. (2010). *Essentials of Strategic Planning in Healthcare*. Health Administration Press.
- Hartono. (2015, August 15). Menperin: Industri Kreatif Tumbuh 7% Per Tahun. Retrieved June 13, 2017, from kemenperin.go.id: <http://www.kemenperin.go.id/artikel/12797/Menperin:-Industri-Kreatif-Tumbuh-7-Per-Tahun>
- Hudaib, A., Suleiman, D., & Awajan, A. (2016). A Fast Pattern Matching Algorithm Using Changing Consecutive Characters. *Journal of Software Engineering and Application* , 399-411.
- Kapoor, S., & Kaur, M. (2017). Basel III Norms: A SWOT and TOWS Approach. *Business and Economics--Management* , 250-258.
- Keller, K. L. (2013). *Strategic Brand Management*. England: Pearson Education Limited.
- Kotler, P., & Keller, K. L. (2012). *Marketing Management*. England: Pearson Education Limited.
- Krisyantono, R. (2007). Semi-Structured Interview. In R. Krisyanto, *Teknik Praktis Riset Komunikasi*. Kencana.
- Lombard, D. (2000). *Nusa Jawa: Silang Budaya*. Jakarta: Gramedia.
- Mulder, P. (2017, 07 28). TOWS Matrix. Retrieved 08 27, 2017, from toolshero.com: <https://www.toolshero.com/strategy/tows-matrix/>
- Osterwalder et al. (2014). *Value Proposition Design*. New Jersey: John Wiley & Sons, Inc.
- Osterwalder, A., & Pigneur, Y. (2010). *Business Model Generation*. New Jersey: John Wiley & Sons, Inc.
- Palupi, I. N. (2012, 09). Sejarah Fashion Indonesia. Retrieved from desainbusana.com: <http://www.desainbusana.com/2012/09/sejarah-fashion-indonesia.html>

- Pratomo, B. H. (2014, Juli). 4 Sebab jumlah wirausaha Indonesia sulit bertumbuh. Retrieved from merdeka.com: <https://www.merdeka.com/uang/4-sebab-jumlah-wirausaha-indonesia-sulit-bertumbuh.html>
- Primartantyo, U. (2011, Desember 14). Indonesia Butuh 4,1 Juta Wirausaha Baru. Retrieved from tempo.com: <https://m.tempo.com/read/news/2011/12/14/089371713/indonesia-butuh-4-1-juta-wirausaha-baru>
- Quakenbush, J. (2015). The Power of Persuasion: Using Buyer Personas to Increase Relevance (#CZLNY). Retrieved from overit.com: <http://overit.com/blog/buy-personas-increase-relevance>
- Rangkuti, F. (2006). Analisis SWOT Teknik Membedah Kasus Bisnis. Jakarta: PT. Gramedia Pustaka Utama.
- Rehman, S. U., & Ibrahim, D. S. (2011). Integrated Marketing Communication and Promotion. *Journal of Arts, Science & Commerce*, 2.
- Rouse, M. (2006, May). Data Collection. Retrieved from searchcio.techtarget.com: <http://searchcio.techtarget.com/definition/data-collection>
- Sarkar, S. (2012, May 12). Marketing Research Workshop – Aegis Global Academy, Coimbatore – by Sourangshu Sarkar. Retrieved May 06, 2017, from Bittud'smx1 Blog: <https://bittudmx1.wordpress.com/tag/research-procedure/>
- Scott, D. (2007). *The New Rules of Marketing*. John Wiley & Sons, Inc.
- Shahindra, T. (2008, 02 06). Mengenal Konsep Benchmarking. Retrieved 08 11, 2017, from ilmusdm.wordpress.com: <https://ilmusdm.wordpress.com/2008/02/06/mengenal-konsep-benchmarking/>
- Siahaan, P. (2017, 01 05). Apa sih Bedanya Generasi X, Y dan Z? Pelajari Karakteristiknya di Sini! Retrieved 08 09, 2017, from malesbanget.com: <https://malesbanget.com/2017/01/apa-sih-bedanya-generasi-x-dan-z-pelajari-karakteristiknya-di-sini/>
- Singh, K. (2010, August 14). What is Sampling? What are its Characteristics, Advantages and Disadvantages? Retrieved from mbaofficial.com: <http://www.mbaofficial.com/mba-courses/research-methodology/what-is-sampling-what-are-its-characteristics-advantages-and-disadvantages/>
- Spacey, J. (2017, February 21). 12 Types of Fashion Products. Retrieved June 13, 2017, from simplicable.com: <http://www.simplicable.com/new/fashion-products>
- Sreenivasan, R. (2016, July 15). What is the fashion industry? Retrieved June 13, 2017, from quora.com: <https://www.quora.com/What-is-the-fashion-industry>
- Tolk, A. (2015). CONCEPTUAL MODELING: DEFINITION, PURPOSE AND BENEFITS. *Winter Simulation Conference*, (p. 12).
- UNCTAD. (2008). *The Challenge of Assessing Creative Economy: towards Inform Policy-Making*. New York: United Nation.
- van Wyk, D. (2014, 11 25). Research Design and Methods Part I. Retrieved from coursehero.com: <https://www.coursehero.com/file/10349738/Research-and-Design-I/>
- Weber, R. P. (1990). Basic Content Analysis. In R. P. Weber, *Basic Content Analysis*. California: Sage Publication.
- Wyse, S. E. (2011, 10 16). What's the difference between qualitative and quantitative research? Retrieved 8 10, 2017, from snapsurveys.com: <https://www.snapsurveys.com/blog/qualitative-vs-quantitative-research/>