

CHAPTER I

INTRODUCTION

1.1 General Description of Research Object

1.1.1 Company History

Kirana Kreasinusa has been running since 2003. This company engaged in the field of services which include bridal services, photography, and event wedding consulting service procurement.

In the beginning, this business initiated by Mrs. Sri Sulastika, started by joining cosmetology program in 1993, after that she started to collect the wedding dress for rent, and she got many positive responds from the society. At the first time, she is depending on vendor because of her equipment tools. As the time passed with the growth of her business, she started to do all the things individually and created name of Sanggar Rias Pengantin Kirana in 2003.

In 2008, her son helped to create new lines of her business, not only become a makeup studio but also equipment rental and sound system, and until become a wedding planner.

Figure 1.1
Company's logo



Source: Company's Internal (2015)

This logo has a meaning, from the circle in center of triangle, this circle is divided into five sections, which means that this business has five family members who are the children of Mrs. Sri Sulastika. As she is the owner, all of her children will be the successors in this business. The triangle itself represents an arrow that is pointing upwards, which means this business has an expectation and goals which is always heading up and will go forward and thrive.

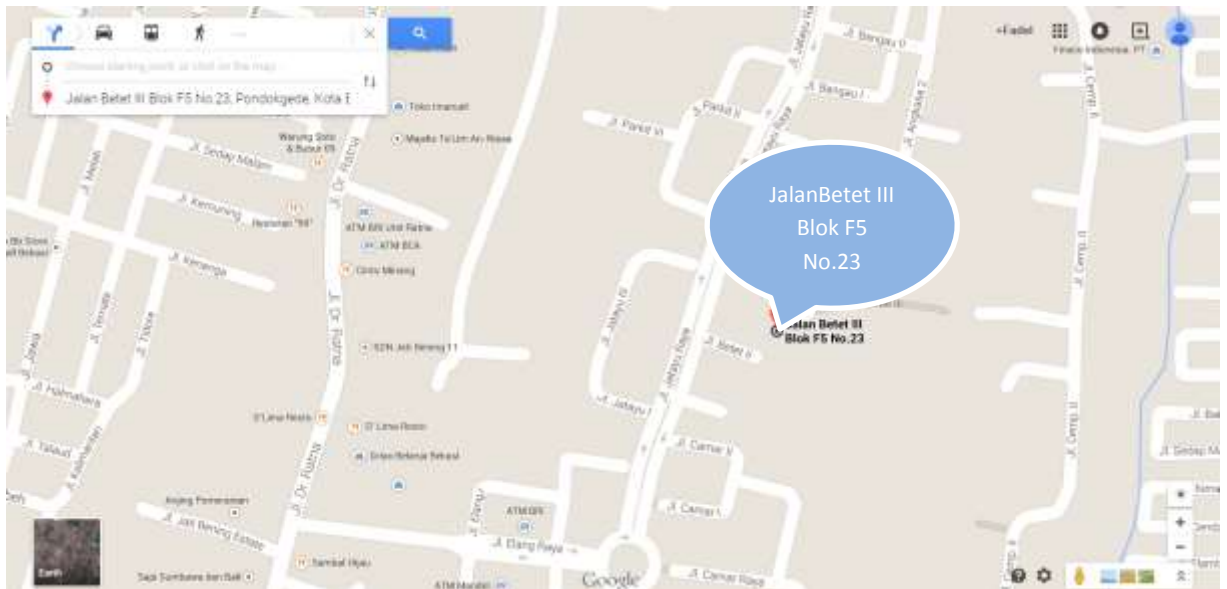
The meaning name of Kirana itself taken from Java language that means keindahan in Bahasa or beautiful in English, and Kreasinusa taken from two words of Bahasa that is Kreasi means of creation or creativity and Nusa or Nusantara means of island or archipelago, so Kirana Kreasinusa has the meaning of the beautiful creation or creativity from the island or archipelago of Indonesia.

Kirana Kreasinusa also named their business as JasaPengantin to get easy and well known in the market and society.

Kirana Kreasinusa office is located in Jatibening Estate, Jl. Betet III Blok F no. 23 PondokGede, Bekasi. The location of Kirana Kreasinusa office is presented on Figure 1.2 below

Figure 1.2

Location of Kirana Kreasinusa office



Source: Google Maps (2015)

1.1.2 Vision and Mission

Vision:

Becoming a holding company and have legality for each business unit of Kirana Kreasinusa

Mission:

To assist and facilitate the people or the bride who wants to hold a wedding or event, by providing a good planning for the wedding, make the event runs smoothly and perfectly based on the customer needs, and create a good service quality.

1.1.3 Business Lines

The services that family provides can be categorized as:

- 1) Wedding saving package

Figure 1.3

Service package of Kirana Kreasinusa



Source: Jasa Pengantin Website (2015)

This package provides the most economical package, and this package can only be held at house or small until medium hall for 150 until 500 invitations. The price for this package is:

- 1) 150 wedding invitation package (300 servings) Rp30 million
- 2) 200 wedding invitation package (400 servings) Rp34.5 million
- 3) 250 wedding invitation package (500 servings) Rp38.5 million
- 4) 300 wedding invitation package (600 servings) Rp42.5 million
- 5) 350 wedding invitation package (700 servings) Rp46.5 million
- 6) 400 wedding invitation package (800 servings) Rp51.5 million
- 7) 450 wedding invitation package (900 servings) Rp55.5 million
- 8) 500 wedding invitation package (1000 portion) Rp59 million

2) House wedding package

Figure 1.4

Service package of Kirana Kreasinusa



Source: Jasa Pengantin Website (2015)

This package for customers that would like have wedding at house. The price of this package is Rp20 million without catering, the price of catering itself start from Rp36.000,-, Rp38.000,-, and Rp40.000,- per serving.

3) Building or hall wedding package

Figure 1.5

Service package of Kirana Kreasinusa



Source: Jasa Pengantin Website (2015)

This package provide for 500 until 1000 invitations. For customers that would like have luxury or costly wedding. The price for rent a building is depending on the building or hall itself, but the average of the price for building or hall at Jakarta can be conclude as:

- 1) 500 wedding invitation package Rp70 million
- 2) 600 wedding invitation package Rp75 million

- 3) 800 wedding invitation package Rp91.5 million
 - 4) 1000 wedding invitation package Rp112 million
- 4) Custom wedding package

Figure 1.6

Service package of Kirana Kreasinusa



Source: Jasa Pengantin Website (2015)

This package is an additional package that provides by JasaPengantin, there are 4 wedding procession customs which is:

- 1) Java,
- 2) Sundanese,
- 3) Minang
- 4) Batavia

The standard price for all of the custom package is Rp6,000,000,- , the additional service will be added to cost.

- 5) Kirana Kreasinusa catering service and equipment rental

Figure 1.7

Service of Kirana Kreasinusa



Source: Jasa Pengantin Website (2015)

Kirana Kreasinusa also can provide a catering service and equipment only for the customers that would like to reserve for any kind of events, not just only a wedding. There are 4 types of catering service that provided, which is:

- 1) Saving type catering (Rp36,000,- per serving)
- 2) Economical type catering (Rp38,000,- per serving)
- 3) Special type catering (Rp40,000,- per serving)
- 4) Luxury type catering (Rp45,000,- per serving)

And the minimum cost for rent the equipment of catering is Rp2,000,000,-

6) Wedding decoration rental

Figure 1.8

Service of Kirana Kreasinusa



Source: Jasa Pengantin Website (2015)

Kirana Kreasinusa provide wedding decoration rental for the wedding event at building, hall, or house, and It can be customized or modification by the customers. The price of wedding decoration can be concluded as:

- 1) Building (VIP) wedding decoration is Rp20.000.000,- for the standard price, can be changed depends on the building and the needs.
- 2) Building standard wedding decoration is Rp12.000.000,-
- 3) Hall wedding decoration (the capacity below 500 invitations) is Rp9.000.000,-
- 4) House wedding decoration is Rp7.000.000,-

7) Bridal makeup package

Kirana Kreasinusa provided bridal makeup services for the brides, parents from brides, and also all the family from the brides. There 4 bridal makeup services that provided by Jasa Pengantin which is:

- a. Custom bridal makeup

Figure 1.9

Service of Kirana Kreasinusa



Source: Jasa Pengantin Website (2015)

- b. International bridal makeup

Figure 1.10

Service of Kirana Kreasinusa



Source: Jasa Pengantin Website (2015)

- c. Moslem bridal makeup

Figure 1.11

Service of Kirana Kreasinusa



Source: *Jasa Pengantin Website (2015)*

d. National bridal makeup

Figure 1.12

Service of Kirana Kreasinusa



Source: *Jasa Pengantin Website (2015)*

The package is including makeup and wedding dress. The price is Rp6,500,000,-

8) Tent and equipment for wedding party rental

Figure 1.13

Service of Kirana Kreasinusa



Source: *Jasa Pengantin Website (2015)*

Kirana Kreasinusa provides a rental for tent and equipment for wedding party for the customers that needs for the wedding event. The price of each item that can be rent is:

- 1) VIP tent decoration Rp40,000,- per square-foot
 - 2) Tent ceiling Rp35,000,- per square-foot
 - 3) Tent Slayer Rp30,000,- per square-foot
 - 4) VIP tent ceiling Rp25,000,- per square-foot
 - 5) Standard tent Rp20,000,- per square-foot
 - 6) Open stage Rp30,000,- per square-foot
 - 7) Standard Futura chairs Rp8,000,- per piece
 - 8) VIP Futura chairs Rp12,000,- per piece
 - 9) Square table complete with cover Rp40,000,- per piece
 - 10) Round table complete with cover Rp40,000,- per piece
 - 11) Food huts/camp Rp75,000,- per set
 - 12) Standing AC Rp700,000,- per unit
 - 13) Misty Fan Rp450,000,- per unit
- 9) Wedding photo and video shoot services

Figure 1.14

Service of Kirana Kreasinusa



Source: *Jasa Pengantin Website (2015)*

For the customers that would like to make an album and film for their wedding, Jasa Pengantin also provided a service for wedding photo and video shoot. The price of each package can be concluded as:

- 1) Exclusive HD photo and video wedding Rp16,000,000,-
- 2) With canvas photo and video wedding Rp3,000,000,-

- 3) Standard photo and video wedding Rp2,500,000,-
- 4) Photo booth souvenir package Rp2,500,000,-
- 5) Pre wedding package Rp2,000,000,-

10) Band and sound system rental

Figure 1.15

Service of Kirana Kreasinusa



Source: Jasa Pengantin Website (2015)

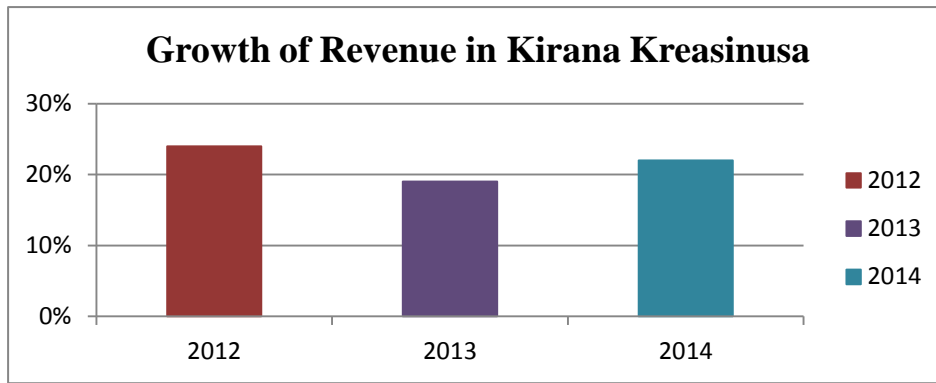
Kirana Kreasinusa also provided band and sound system rental for the customers that would like only rent this service. The price for rent the service is:

- 1) Acoustic band and sound system package Rp9,000,000,-
- 2) Keyboard and sound system Rp2,000,000,-
- 3) Sound system Rp1,000,000,-

1.1.4 Growth of Revenue in Kirana Kreasinusa

Figure 1.16

Growth of Revenue in Kirana Kreasinusa



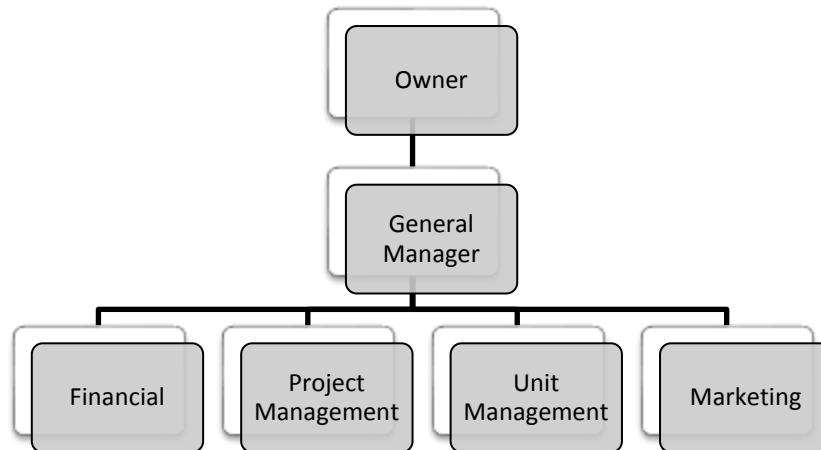
Source: Company's Internal (2015)

Figure 1.16 shows the rise and fall of the revenue from Kirana Kreasinusa starting from year 2012 until 2014. From the chart we can see in 2012, Kirana gains revenue 24%, but in 2013, Kirana face the fall of revenue from 24% at 2012 became 19% in 2013. And in 2014, the revenue of Kirana Kreasinusa runs into 22%. Kirana Kreasinusa is not facing a big decrease, and Kirana Kreasinusa also had no significant growth in the last 3 years.

1.1.5 Organizational Structure

Figure 1.17

Kirana Kreasinusa Organizational Structure



Source: Company's Internal (2015)

In the figure 1.17 above, each division is handled by the family member of Mrs. Sri Sulastika personally. Each division is further explained below:

1) Owner

The owner this business is Mrs. Sri Sulastika. She is the founder and also the first generation of Kirana Kreasinusa business. She is the one

who makes the strategies of the business and also has the biggest influence in the decision making in this business.

2) General Manager

This business has the general manager to help and assist the owner manage the business, the first son of Mrs. Sri Sulastika, Achmad Reza Fadillah is the general manager of this business. He also has the most influence in this business. He helped Mrs. Sri Sulastika to develop this business.

3) Financial

The financial flow in the business is handled by Mrs. Sri Sulastika eldest daughter, Miranti Dwi Ria Rezeki.

4) Project Management

Project management handled by Mrs. Sri Sulastika third son, Muhammad Ikrar Idris, project manager has a duty to execute projects effectively and efficiently, enabling to tie project results to business goals, and make better compete in their markets.

5) Unit Management

Unit management is managed by her fourth son, Achmad Meiza Syahbang Nastika Idris,. This business has five units that have to be managed, there are unit building decorations, unit tent and equipment, unit sound system, unit photography and video, and unit gown and bridal.

6) Marketing

The marketing is managed by Siti Hajar Riska Ariyanti, the youngest daughter from Mrs. Sri Sulastika, Kirana Kreasinusa marketing basically relies on Word of Mouth marketing, but along with the time, and also Mrs. Sri Sulastika well known in the society, Kirana Kreasinusa also has official websites and social media as the other way to get bigger market and communicate its customers.

Figure 1.18

Kirana Kreasinusa Website



Source: *Jasa Pengantin Website (2015)*

Figure 1.18 is the screenshot of Kirana Kreasinusa official website. It can be reached at www.jasapengantin.com. The website shows all the service that provide by Kirana Kreasinusa, and also the contact, office address, gallery of example service that is provided , wedding article, and the profile of Kirana Kreasinusa.

Figure 1.19

Kirana Kreasinusa Twitter



Source: *Jasa Pengantin Twitter (2015)*

Figure 1.19 is the screenshot of Kirana Kreasinusa Twitter page. It has 188 followers. This page usually tweets about information of the service from Kirana Kreasinusa and the invitation of test food.

Figure 1.20

Kirana Kreasinusa Facebook



Source: *Jasa Pengantin Facebook (2015)*

Figure 1.20 is the screenshot of Kirana Kreasinusa Facebook page. It has 1,560 likers and 4 stars rated by the visitors. This Facebook has the same function with the Twitter page, but Kirana Kreasinusa more active using Facebook than Twitter because of Facebook more effective to promote their service and also almost all people in Indonesia have Facebook account so they think Facebook more efficient and easily to reach the market in society.

In general, the online marketing activity of Kirana Kreasinusa is quite good. In their official website, they have a complete and detailed about their service and information. They are not that active in their twitter page, but they tend to be more active in their Facebook page, because more people attracted by their Facebook page.

1.2 Research Background

The high density of activities make the easiness and practicality become necessities in today's life. It makes a wedding planner is the requirement for the couple that would like to have a wedding event and the other reason why a wedding planner is needed with a theme that has been owned by couple in terms of a particular kind of wedding, but do not know where to start, or to incorporate those ideas into their wedding. Therefore the presence of a themed wedding requires lots of planning. As Markby pointed out cited in Krishnan (2008):

Themed weddings require a wedding planner, be it a paid planner, a knowledgeable relative or a friend who will work things out, starting from the time of distributing the invitations, arranging the style of cake, ceremony, table setting, and settings for banquet, with respect on couple want it to be. All of that is linked into theme that couple has chosen.

Wedding planner is one of the growing business year by year since 2008, because of the budget cost is increasing, it is also increasing the revenue of wedding planner or wedding organizer year by year. Wedding budgets have been increasingly steadily since the economic downturn of 2008, and in 2013, couples spent a record high average of nearly \$30,000 (Roney, 2014). While wedding budgets continue to rise, with the national average at \$31,213, guest lists are shrinking. The average wedding now has 136 guests, down from 149 in 2009 stated by Rebecca Dolgin, Editor in Chief of The Knot (XO Group Inc 2015).

Table 1.1
2012 - 2014 Average Wedding Breakdown in USA

Category	2012 National Average Spend	2013 National Average Spend	2014 National Average Spend
Overall Wedding (excluding honeymoon)	\$28,427	\$29,858	\$31,213
Venue (reception hall)	\$12,905	\$13,385	\$14,006
Photographer	\$2,379	\$2,440	\$2,556
Wedding/Event Planner	\$1,847	\$1,874	\$1,973
Reception Band	\$3,084	\$3,469	\$3,587
Reception DJ	\$988	\$1,038	\$1,124
Florist/Decor	\$1,997	\$2,069	\$2,141
Videographer	\$1,619	\$1,700	\$1,794
Wedding Dress	\$1,211	\$1,281	\$1,357

Groom's Attire and Accessories	\$230	\$248	\$254
Wedding Cake	\$560	\$546	\$555
Ceremony Site	\$1,711	\$1,793	\$1,901
Ceremony Musicians	\$554	\$588	\$637
Invitations	\$453	\$443	\$439
Transportation/Limousine	\$708	\$732	\$767
Favors	\$289	\$281	\$275
Rehearsal Dinner	\$1,135	\$1,184	\$1,206
Engagement Ring	\$5,431	\$5,598	\$5,855
Catering (price per person)	\$63	\$66	\$68
Officiant	\$246	\$260	\$266

Source: XO Group Inc (2015)

Figure 1.21 shows the average wedding budgets in USA from year 2012 until 2014, the cost for wedding ceremony mostly are increasing, only few category are less in price.

Asia is a wedding wonderland with cultures, customs and service standards unrivaled anywhere else. From cityscapes to the surreal couples are spoiled for choices when seeking the extraordinary and exotic (Asian weddings & honeymoons, 2013). That makes Asia become the most interesting place to held wedding event and honeymoon from around the world. Especially Indonesia, Indonesia is including one of Asia's top 10 wedding venues, one of the Singapore wedding company with the name is Thirta Bridal stated about the place at Bali, "perched at the leading edge of a dramatic cliff top on Bali's spectacular southern peninsula, Tirtha marries beautifully landscaped gardens with opulent style and impeccable service offering a one-stop wedding destination" (Asian weddings & honeymoons, 2013).

Indonesia also became one of the beautiful wedding traditions in Asian country, one of which is suggested by JennG (2009) as follows:

The traditional weddings you'll find in Indonesia are often huge, generally with more than 1,000 guests in attendance. The bride usually arrives first and the groom, arriving second, usually receives the greater amount of fanfare. Before the reception itself can begin the bride and groom must greet each guest individually as they pass by in a receiving line. With more than 1,000 guests in attendance, this can become quite a lengthy process. Some

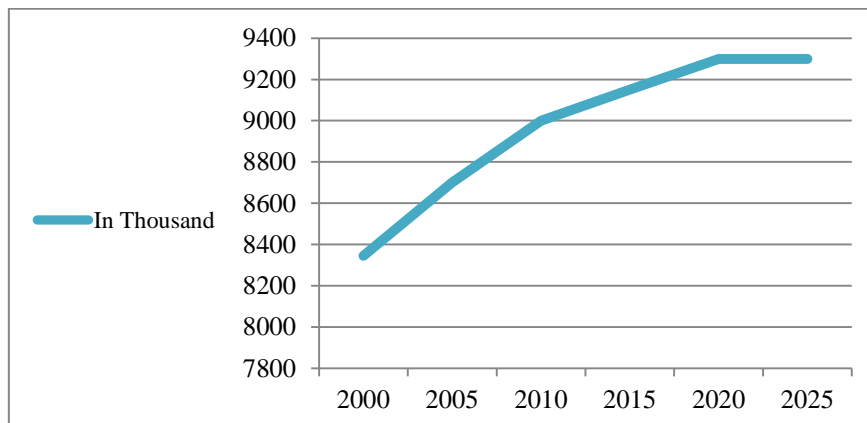
Indonesian weddings are held in venues with space for cots to be set up so that children can rest while their parents party throughout the night.

The population growth and the country economic condition have potentially affected market growth of wedding industry in Indonesia. Wedding industry in Jakarta has been growing for the past few years because of the increasing population growth and the strong economic growth in Indonesia (Salim, 2013).

MantenHouse group, a local wedding exhibition organizer, believes that the Indonesian wedding market will grow in the next few years, as a massive number of the younger population will reach their marriage ages. There were around 6000 wedding ceremonies held in Jakarta back in 2012. This number does not include wedding events that were held in satellite cities around Jakarta. And according to the data of Bidakara Wedding Expo 2012, the total amount of transaction while the wedding expo be held can reach more than Rp18 billion (Setyanti, 2013).

Figure 1.21

Jakarta Population Projection



Source: Based on Salim (2013) information from Indonesian Statistic Centre: BPS (2010)

Figure 1.21 shows the projected population growth in Jakarta, which is steadily increasing. According to Statistics Indonesia, there will be approximately one million young adults that will reach the Indonesian average marrying age of 24 to 26 years old in Jakarta within the next five years (BPS, 2010).

A country's economic condition also plays a big role in affecting the performance of wedding industry (Beeck & Horn, 2010). Indonesia's economy has been growing rapidly for the past few years, which benefited the overall growth of wedding industry. The country has posted an annual growth of 6.5 percent since 2007, which in turn created a wave of new middle-class and affluent consumers (Vaishali Rastogi, 2013).

Figure 1.22

Indonesia Middle Class Population Projection – 2012 to 2020



Source: Redwing, 2013

Figure 1.22 shows the growth of middle class population in Indonesia. The effect of these new middle class is pushing their household expense because they have more disposable incomes. According to Statistic Indonesia, consumer spending has increased 5 percent annually since 2007 (Trading Economics, 2013). These makes the one of reason create an expectation that the wedding industry will follow a similar growth rate as these middle class young couples will be more willing to incur higher expenses to make their wedding dreams perfect (Salim, 2013).

Similar to the overall wedding industry, wedding favors sales in Jakarta are subjected to seasonal cycles. Sales of wedding favors are seasonal and are busiest between September and December, with November being the highest sales month. During the wedding seasons, sellers can expect up to 30% increases in sales (Arnandadanu, 2012).

In many cases, family business, even a big firm, family business was founded by an entrepreneur or “copreneurs” with many reasons like earn a living, created an employment for self, family, and friends, and leave a legacy for their family. Family business was founded as consequence from a founder entrepreneurial behavior that found and exploits business opportunities (Casillas, 2007).

Family business in Asia recorded a cumulative total profit of 261% over the year 2000-2010, with the compound annual growth rate of 13.7% during that period. Based on the regional distribution, South Asia has a number of family businesses with the highest percentage of approximately 65% from the total listed companies. Meanwhile, North Asia is being the lowest with 37%. By country, India is the owner of the largest number of family business with 67% of the listed company, while China became the lowest with 13% (Meryana, 2011).

Table 1.2

Top 10 family businesses in Asia

Company Name	Sector	Country
Bakrie & Brothers	Commodities, telecommunication and property	Indonesia
Coopers Brewery	Brewing	Australia
Daphne International	Footwear, apparel and accessories	Hong Kong

DMCI Holdings	Construction, real estate and commodities	Philippines
Genting Group	Resorts, gambling, plantations, power generation, oil and gas	Malaysia
Hero MotoCorp	Motorcycle and scooter manufacturer	India
Marugappa Group	Cycles, insurance, fertilizers, sugar, automotive parts	India
New World Development	Property, infrastructure and telecommunications	Hong Kong
Taihan Electric Wire	Telecommunications, wiring and cables	South Korea
Tat Hong Holdings	Crawler and mobile crane rental	Singapore

Source: CampdenFB (2013)

Table 1.1 shows about top 10 family businesses in Asia. Asian family businesses are not only making a difference to the sector they operate in, but are also influencing the evolution of the family business model in Asia (CampdenFB, 2013). One of the biggest family businesses in Indonesia included in the list of top 10 family businesses in Asia. Family businesses in Indonesia have a capability to survive and sustain (Gomulia, 2013).

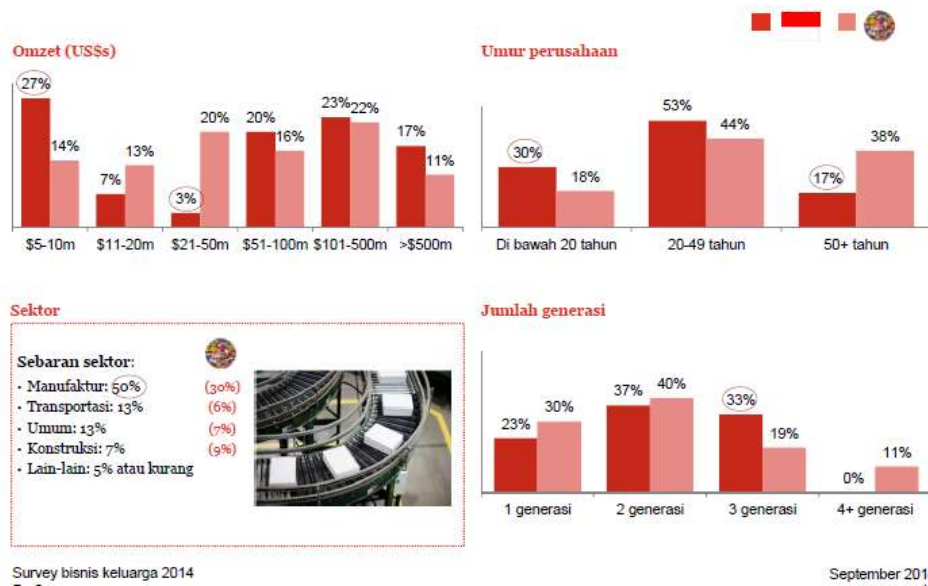
Family business holds an important role in the economic growth of Indonesia. Family business not only pushes the economic growth, but also created an employment for million people in Indonesia (Chitania & Mustanu, 2014). Data taken from the internal data of Jakarta Consulting Group shows 88 percent of national private enterprise in Indonesia is in the hands of family business (Jakarta Consulting Group, 2014).

As Jakarta the capital city of Indonesia or the heart of economic in Indonesia, there are many family businesses working at Jakarta, one of the biggest family business in Indonesia that is Bakrie & Brothers company is also operating at Jakarta and become one of top 10 family businesses in Asia according to CampdenFB.

Figure 1.23

Family Business Survey of Pricewaterhouse Coopers Indonesia

Profil sampel Indonesia: Bisnis



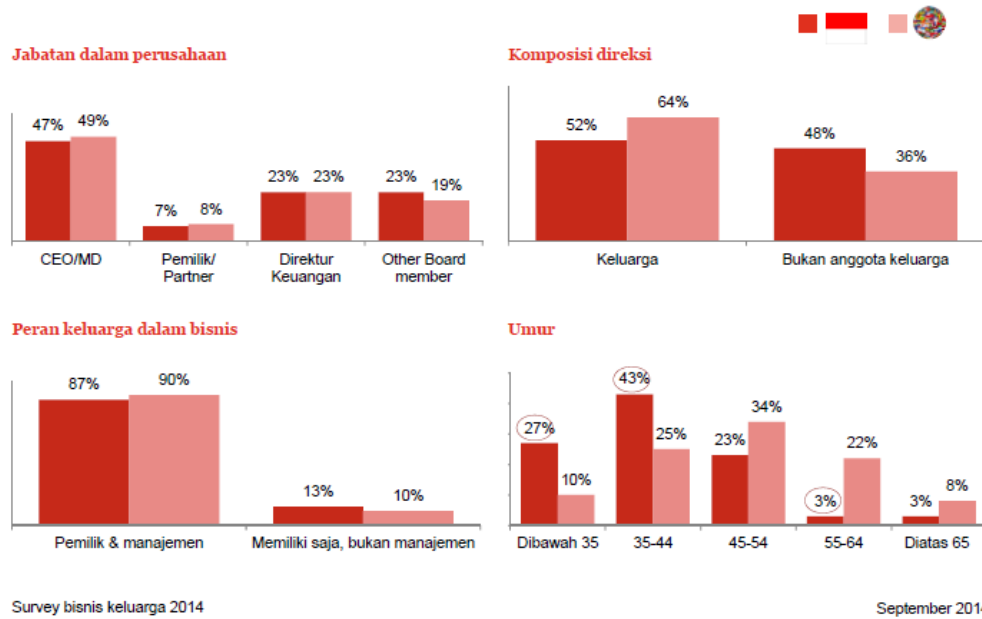
Source: PwC Indonesia (2014)

Based on Pricewaterhouse Coopers Indonesia survey about family business in Indonesia with the business sample, the highest turnover in the family business in Indonesia is in the range of 5-10 million US dollars (by 27%) with the lifetime at most companies are in the range of 20-49 years (as much as 53%). Indonesian company based family business by 50% engaged in the manufacturing sector, followed by transport and public sector, respectively by 13%. In fact, the family business in Indonesia at most to survive in the second generation (40%) followed by the first generation (by 30%).

Figure 1.24

Family Business Survey of Pricewaterhouse Coopers Indonesia

Profil sampel Indonesia: Responden



Source: PwC Indonesia (2014)

Based on survey from the respondent, in Indonesian Family Business, family members of the owners hold important positions such as CEOs, financial directors, the other directors positions, as a partner or simply the owner only. In amount of 47% become the CEO in the company. The composition of the family business in Indonesia, mostly from family (52%) and they have a role not only have , but also to manage through the ranks of management (57%). There are 43% of respondents who work in the company in the range of 35-44 years .

Figure 1.25

Permasalahan/isu utama

Internal - 12 bulan ke depan



"Pencarian tenaga profesional terutama di bidang pengembangan teknologi."
(Pelaku bisnis keluarga generasi Ketiga)

"SDM(baik dari segi kualitas maupun kuantitas). Bagaimana dapat menarik dan mendapatkan SDM yang berkualitas tinggi lebih banyak lagi."
(Pelaku bisnis keluarga generasi Kedua)

Eksternal - 12 bulan ke depan



"Persaingan (ukuran kompetitor/skala kompetisi), meskipun kita termasuk dalam 3 besar di Indonesia."
(Pelaku bisnis keluarga Generasi Kedua)

"Kebijakan pemerintah, evaluasi kinerja dan pelaksanaan kebijakan pemerintah. Contohnya kebijakan biogas yang diterbitkan pemerintah sejak 2006 namun sampai saat ini belum dilaksanakan."
(pelaku bisnis keluarga generasi Ketiga)

Survey bisnis keluarga 2014

September 2014

Source: PwC Indonesia (2014)

The problem that faced problems faced by family business in Indonesia internally there are a few, and the most up to be the focus of the company is a matter of recruitment (47%) followed by the re - organization of the company (20%). to external problems, the biggest problem to be faced is the policy/regulations (50%) and followed by the competition because of the presence of competitors to the company (43%).

Figure 1.26

Family Business Survey of Pricewaterhouse Coopers Indonesia

Tujuan Bisnis

Tujuan bisnis dan pribadi lima tahun ke depan

Kepentingan relatif (dari total 100)



Prioritas ditentukan dengan jelas – masa depan jangka panjang dan kesuksesan usaha menjadi prioritas utama. Pendorong kesuksesan secara komersial menjadi prioritas kedua dan aspek keluarga serta masyarakat menjadi kurang penting

Survey bisnis keluarga 2014

September 2014

Source: PwC Indonesia (2014)

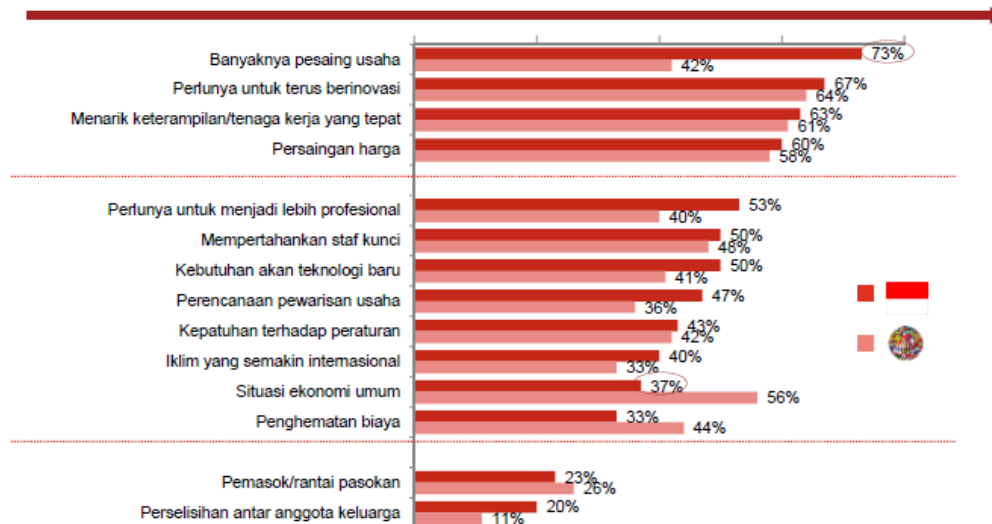
Personal and business goals in the five years ahead have different interests, with the 15% aim to ensure the long-term future of the company. The second highest goal is to run a business with more professional, because the business is running a family business and is more concerned with the interests of the family than the company.

Figure 1.27

Family Business Survey of Pricewaterhouse Coopers Indonesia

Tantangan yang dihadapi

Tantangan lima tahun ke depan



Survey bisnis keluarga 2014

September 2014

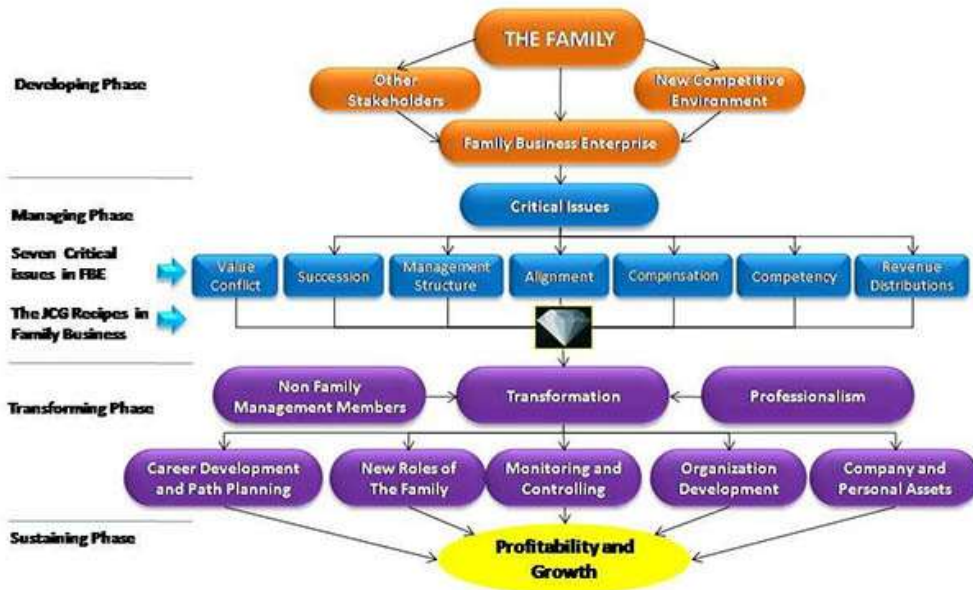
Source: PwC Indonesia (2014)

Challenges and factors faced by family business why can only survive in the second generation even in the first generation is because of many competitors attempt, followed by the need to continue to innovate, then felt the difficulty of drawing skills/workforce that matches the company and the labor competition so it's easy to be stolen to other competitors. A family business based company felt would face some problems during the next five years.

Family business also has many problems, different with the others corporation, in Family business the member of family build and develop business together, so that often makes a hard situation to separate between family problem and business problem (Jakarta Consulting Group, 2014).

Figure 1.28

Jakarta Consulting Group Analysis



Source: Jakarta Consulting Group (2014)

Figure 1.23 shows the pattern how Jakarta Consulting analyzes the phenomenon of family business. Family member or professional worker in family business is important to understand and find the solution from the conflict that may exists. They need to open mind that they face their problem is also happen to the other family business, and the solution can be formulate with the strategy that designed for family business (Jakarta Consulting Group, 2014).

Figure 1.29

Jakarta Consulting Group Strategic Planning for Family Business



Source: Jakarta Consulting Group (2014)

Figure 1.24 shows how Jakarta Consulting Group plans a strategy for family business. Furthermore, family business need to be competitive and subject to the same rules of the as the other businesses.

Although according to the business strategy perspective, a firm's competitive advantage lies in its ability to develop or obtain organizational resources and capabilities, take a strategic position in a market and implement a competitive strategy that takes into consideration the opportunities and threats in the external environment (Acquaah, 2011).

If it is relevant for any business to make strategic choices, it is relevant for a family business as well. The development of Strategic Entrepreneurship research has overlapped with growth in family business research and is emerging rapidly as a topic critical for wealth creation and economic strength (Lumpkin, Steier, & Wright, 2011). That makes the reason of an importance to analyze and implement the Entrepreneurial Strategies within the context of family business.

From the company history (pp. 1-14), Kirana Kreasinusa has been running since 2003, but the business has no significant service that is provided. Kirana Kreasinusa has the similar services with the other wedding organizer. It will be decreased the performance of Kirana Kreasinusa if they haven't see the value added of their business and it can makes the business disappear. And the other reason, there is no significant growth from their revenue (figure 1.16), there is even a decreasing of revenue at year 2012. Consequently, an understanding of their own knowledge and what sort of transformation needed in the current environmental context is a necessity for them to keep developing their family business by developing appropriate strategies to achieve a critical competitive advantage as well as developing new potential opportunities for the future.

Entrepreneurial Strategies creates how strategies and entrepreneurs come together to solve the challenges utilize the competitive advantage through innovation that exploring the business opportunities for value added and wealth creation.

The importance of Strategic Entrepreneurship in creating competitive advantage and opportunities, there has been relatively little attention devoted to Strategic Entrepreneurship of family business. Even less is known about how family businesses obtain resources and capabilities develop new potential business opportunities (Acquaah, 2011). To merge this gap, this study develops how Entrepreneurial

Strategies or Strategic Entrepreneurship can gain the competitive advantage and potential opportunity of small-medium family business.

Therefore, this research aimed to develop the resources and created the transformation of a wedding industry in the current environmental with the family business context while exploring the opportunities to created new value added and innovation for the business, implement the entrepreneurial strategies processes, with the case study of Kirana Kreasinusa Wedding Organizer family business.

Based on the data above, the author is willing to do a deeper analysis regarding the strategic entrepreneurship on a family business. Therefore, the title chosen for this research is: “THE IDENTIFICATION OF STRATEGIC ENTREPRENEURSHIP DIMENSIONS TO INDONESIAN FAMILY BUSINESS (A CASE STUDY OF KIRANA KREASINUSA WEDDING ORGANIZER FAMILY BUSINESS)”.

1.3 Problem Identification

Family also has many problems, and family business in Indonesia needs to have ability to survive and sustain (pp. 19). However, family business become a growing business and needs to sustain, they need to implement and explore their own entrepreneurial strategies to survive the business established and multigenerational family business with the strength, which is reached by simultaneously pursuing exploration for future business domains and exploitation of current domains which will result on superior performance. Kirana Kreasinusa is chosen as the object study in this research to define their own entrepreneurial strategies by using the theory of strategic entrepreneurship for family business.

1.3.1 Research Questions

1. What are the resources that are required to develop the opportunities for *Kirana Kreasinusa*?
2. What are the possible competitive advantages that can be obtained to support *Kirana Kreasinusa*?
3. How *Kirana Kreasinusa* identify their market in order to transform or innovate their business?

1.4 Research Objectives

1. To access resources that are required to develop new opportunities of *Kirana Kreasinusa*.
2. To find the possible competitive advantage that can support *Kirana Kreasinusa* for the innovation.
3. To explore how *Kirana Kreasinusa* identify their market and transformed or innovated their business effectively.

1.5 Research Benefits

1.5.1 Theoretical Aspect

The result of this research hopefully can give useful information to explore the knowledge about strategic entrepreneurship in family business especially wedding industry in Jakarta and also additional literature for family business research for wedding industry.

1.5.2 Practical Aspect

This study can be a reference for the company that has to with this research, especially for wedding industry and entrepreneur or small-medium family business who wants to grow their business by exploring their own entrepreneurial strategies.

1.6 Final Project Systematic

Below is the outline of this business research which later on would be contained the analysis and planning of the café that applies augmented reality.

1. Chapter I: INTRODUCTION

This chapter consists of Research Overview, Background of the Study, Problem Statement, and the Purpose of Research, which become the cornerstones for this research.

2. Chapter II: LITERATURE REVIEW AND SCOPE OF RESEARCH

Chapter II describes the theories that will support this research. This part also contained the Research Framework of this project.

3. Chapter III: RESEARCH METHODOLOGY

In this chapter, the subject matters are Research Methods, approaches, and analysis techniques to explain and answer the problem.

4. Chapter IV: ANALYSIS AND RESULT

This chapter contains discussion and explanation regarding this research based on the analysis that done in this project, and elaborates the theories that already stated in Chapter II.

5. Chapter V: CONCLUSION AND RECOMMENDATION

Consist of restatement of the problem, brief description and procedure, principal findings and conclusions, and recommendations for a further research.

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