

ABSTRACT

Creative economy is one economic sector with great growth potential (7% of Indonesia's GDP). Subsector creative economy which has aggressive expansion and domestic market and abroad is fashion. The assessment is based on the share (28.71%) and growth (6.43%). These conditions are influenced by the market demand and creativity in increasing the company value. The author use batik fashion company as the research object. Selection of the object based on the development of batik industry continues to increase after the recognition by UNESCO as a masterpiece of the oral and intangible heritage of humanity. The focus of the study discusses the strategy used by companies batik in creating a luxury brand. It was chosen based on market demand for luxury brand products increased due to the growing number of middle income people in Indonesia. The framework used to assess the process of luxury brand that is based on 'the five major elements of strategy', as it can be obtained in a comprehensive discussion. The author used a qualitative method based on multiple cases study of Eisenhardt through observation and individual dept interview. Data analysis was based on procedures developed by Gioia dkk. (2010), Nag and Gioia (2012), also Strauss and Corbin (1990).

Research to obtain the results of the strategy used in creating luxury brand in the batik company. The strategy is developed into five categories. First, step consisting of expansion step (foreign sales, and increase the pace of the company), initiatives step (endorser, acquire new customers, reputation, and the target). Secondly, treatment of uniqueness consisting of luxury brand images (build premium image, brand experience, media to build perception, build exclusive image, and history/ story), consumer style (method of customization, and maintain uniqueness), price calculation (pricing, and discounts), characteristic (specify style, style consistency, competitors, and mass product), quality (standard quality, maintain reliability, and make premium product). Third, action consisting of product class (specify the categories, and education markets), consumer solution (choose consumers, and convince consumers), region (distribution control, and point of sale), technology (technology, packaging, and distribution control) and expressing value (communication prestige value, and expressed pleasure). Fourth, rational consisting of cost efficiency (economies of scale, and taxes), and a premium attribute (purchase pleasure, a logo, and psychological value). Fifth, speed of action consisting of process of development (creative spirit, brand architecture, improve quality, and internal development).

Keywords: *The Five Major Elements of Strategy*, Fashion, Batik, and Luxury Brand

ABSTRAK

Ekonomi kreatif merupakan salah satu sektor perekonomian dengan potensi pertumbuhan yang besar (7% PDB Indonesia). Subsektor ekonomi kreatif yang memiliki *aggressive expansion* dan *domestic market and abroad* adalah *fashion*. Penilaian dilakukan berdasarkan pada *share* (28,71%) dan *growth* (6,43%). Kondisi tersebut dipengaruhi oleh *market demand* dan kreatifitas perusahaan dalam meningkatkan *value*. Penulis menggunakan perusahaan *fashion* batik sebagai objek penelitian. Pemilihan objek didasarkan pada perkembangan industri batik yang terus meningkat setelah adanya pengakuan UNESCO sebagai *masterpiece of the oral and intangible heritage of humanity*. Fokus penelitian membahas mengenai strategi yang digunakan oleh perusahaan batik dalam menciptakan *luxury brand*. Hal tersebut dipilih berdasarkan *market demand* terhadap produk merek mewah yang meningkat karena bertambahnya jumlah masyarakat *middle income* di Indonesia. Kerangka pemikiran yang digunakan dalam mengkaji proses *luxury brand* yaitu berdasarkan *the five major element of strategy*, karena dapat diperoleh pembahasan secara komprehensif. Penulis menggunakan metode kualitatif berdasarkan *multiple cases study* dari Eisenhardt melalui observasi, dan *individual dept interview*. Analisis data berdasarkan prosedur yang dikembangkan oleh Gioia dkk. (2010), Nag dan Gioia (2012), serta Strauss dan Corbin (1990).

Penelitian memperoleh hasil strategi yang digunakan dalam menciptakan *luxury brand* pada perusahaan batik. Strategi tersebut dikembangkan kedalam lima kategori. Pertama, *step* yang terdiri dari *expansion step* (penjualan ke luar negeri, dan meningkatkan laju perusahaan), dan *initiatives step* (*endorser*, mendapatkan konsumen baru, reputasi, dan target). Kedua, *treatment of uniqueness* yang terdiri dari *luxury brand image* (membangun *premium image*, *brand experience*, media membangun persepsi, membangun *exclusive image*, dan *history/ story*), *consumer style* (metode *customization*, dan menjaga keunikan), *price calculation* (*pricing*, dan diskon), *characteristic* (menentukan *style*, konsistensi *style*, pesaing, dan *mass product*), *quality* (standar kualitas, mempertahankan reliabilitas, dan membuat *premium product*). Ketiga, *action* yang terdiri dari *product class* (menentukan kategori, dan edukasi pasar), *consumer solution* (memilih konsumen, dan meyakinkan konsumen), *region* (kontrol distribusi, dan tempat penjualan), *technology* (teknologi, *packaging*, dan kontrol distribusi), dan *expressing value* (komunikasi *prestige value*, dan menyampaikan *pleasure*). Keempat, *rational* yang terdiri dari *cost efficiency* (skala ekonomi, dan pajak), dan *premium attribute* (*pleasure purchase*, logo, dan *psychological value*). Kelima, *speed of action* yang terdiri dari *process of development* (jiwa kreatif, *brand architecture*, meningkatkan kualitas, dan *internal development*).

Kata kunci: *The Five Major Elements of Strategy*, *Fashion*, Batik, dan *Luxury Brand*,