
Analysis of Entrepreneurial Marketing Implementation in Beauty Clinics (A Case Study in “X” Beauty Clinic)

^{1*}Artarina D. A. Samoedra, ²Nur Pudyastuti Pratiwi, ³Aditia Arief Bachtiar, ⁴Shila Carolina Madan, ⁵Agil Nurul Insani

Universitas Jenderal Achmad Yani, Cimahi, Bandung, Indonesia

artarina.dewi@lecture.unjani.ac.id

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ABSTRACT

The beauty industry in Indonesia is growing year by year. Day by day, the demand for beauty among Indonesian women is increasing. Especially in big cities like Jakarta, for example, many women prioritize their appearance to stand out from others. The proliferation of beauty clinics in various cities in Indonesia automatically intensifies business competition. One way to enhance business competitiveness is by improving entrepreneurial marketing. The findings of this research indicate the implementation of entrepreneurial marketing with dimensions such as the focus on opportunity, proactiveness, customer intensity, risk-taking, resource leveraging, value creation, and innovation. The main obstacles are customer intensity, risk-taking, and resource leveraging. The solutions given include creating continuous customer satisfaction questionnaires, delegating tasks, and expanding networking.

Keywords: entrepreneurial marketing, beauty clinic

INTRODUCTION

The beauty industry in Indonesia is growing year by year. According to Euromonitor's report, the potential market for beauty and self-care products in Indonesia reached around Rp 120 trillion in 2022. Day by day, the demand for beauty among Indonesian women is increasing. Especially in big cities like Jakarta, many women prioritize their appearance to stand out from others. As a result, they all compete to look different and flawless. Moreover, it's not just women who are diligent in getting body treatments at various beauty clinics. Men also seem to want to keep up by looking fresh and neat, often referred to nowadays as metrosexual men. Interest in and awareness of self-care is on the rise among the population.

The situation has led to an increasing number of businesses in the beauty industry competing to become the best. The proliferation of beauty clinics in various cities in Indonesia automatically intensifies business competition. Every player is required to innovate continuously to create a unique brand. Deputy CEO of Markplus, Inc., Jacky Mussry, stated that the demand for the beauty and personal care industry in Indonesia could even grow twice as much as the global demand, which averages only 5% due to its very large market. Therefore, it is not surprising that participants in the beauty industry continue to improve themselves, from product to service aspects.

Competitiveness can be influenced by many factors, including location, price, quality, promotion, and marketing (Hacioglu et al., 2012). In today's business environment, business leaders must depart from traditional management principles and replace them with new thinking and behaviors that not only incorporate change but also have the capability to make the necessary changes, thus making entrepreneurship important and having significant implications for marketing, known as Entrepreneurial Marketing (EM) (Miles and Darroch, 2006; Schulz and Hofer, 1999). High competition demands that companies enhance their operations to advance and differentiate themselves from similar companies. One way to improve business competitiveness is by enhancing entrepreneurial marketing. Until now, marketing activities have focused on the 4 Ps to 7 Ps strategies, but these strategies are not sufficient to address increasingly complex competition, especially given the limitations of SMEs (Ionita, 2012).

“X” Beauty Clinic is one of the beauty clinics in Jakarta and Tangerang, which has been operating since 2018, starting from one clinic and now expanding to several clinics. The strategic focus of the beauty clinic for entrepreneurial marketing is directed towards creating profit or new value. Often, entrepreneurial marketing is also interpreted as the marketing activities of small-sized companies with limited resources, requiring them to



be more creative to survive and succeed in the competition. Stokes (2007) distinguishes between traditional marketing and entrepreneurial marketing, where in terms of concept, traditional marketing is consumer-oriented, market-driven, and product development-focused, while EM is innovation-oriented, idea-driven, intuitively estimated, and market-driven."

Based on the description, it is necessary to conduct an analysis of the implementation of entrepreneurial marketing carried out by "X" Beauty cClinic in order to identify the challenges faced. From this implementation analysis, solutions can be provided to address the obstacles.

LITERATURE REVIEW

To steer their company towards success, entrepreneurs must effectively harness the functions of marketing (Hisrich, 1992). The term "entrepreneurial marketing" is often used to describe marketing initiatives in small businesses with limited resources, thus relying on unconventional and rough strategies. This phrase is also used to depict imaginative, non-linear, and impromptu marketing actions undertaken by entrepreneurs (Morris et al., 2002). It is frequently associated with marketing activities in small enterprises with limited resources, necessitating creative and non-sophisticated tactics. It is also employed to illustrate unplanned, non-linear, and visionary marketing actions conducted by entrepreneurs (Morris et al., 2002).

Entrepreneurial marketing is a marketing aspect that emphasizes the need for the creation and development of a network capable of supporting the company, including suppliers, managers, investors, advisors, trade associations, local government, and public authorities that are crucial for both consumers and the success of small businesses. Key aspects of this marketing are examined in the context of entrepreneurial endeavors to understand how marketing theory aligns with entrepreneurial practices.

Entrepreneurial marketing is characterized as an organizational orientation with seven fundamental dimensions: proactiveness, a focus on opportunities, calculated risk-taking, innovation, customer intensity, resource utilization, and value creation (Hisrich & Ramadani, 2017; Morris et al., 2002). Therefore, EM can be seen as a new paradigm that integrates important aspects of marketing and entrepreneurship into a comprehensive concept where marketing becomes

a process used by companies to act entrepreneurially (Collinson, 2002). Morris et al. (2002:5) developed seven fundamental dimensions of EM: proactiveness, calculated risk-taking, innovation, a focus on opportunities, resource utilization, customer intensity, and value creation.

METHOD

The method used in this research is a descriptive method, which is a form of writing that narrates the solution to existing problems through collected data. The descriptive method is an approach that examines the status of a group of people, an object, a set of conditions, a thought system, or a category of events in the present time. Data collection methods include interviews, observations, and literature studies. The data sources are both primary and secondary.

RESULT AND DISCUSSION

Based on the results of interviews and field observations, the implementation of entrepreneurial marketing is described in each dimension. The first dimension is "The Focus to Opportunity," where the owner identifies good opportunities based on the location of the business. The business is situated in an area with a middle to upper-class population, predominantly of Chinese descent. In this area, particularly among the Chinese community, consumers prefer beauty clinics that may not be well-known but offer attractive discounts and affordable beauty treatments, below the prices of existing competitors. One way they do this is by providing free initial consultations for customers who visit this beauty clinic. The owner of the beauty clinic believes that it's better to make a small profit while capturing the existing market share. The second dimension is "Proactiveness," where the owner of the beauty clinic constantly seeks ways to improve the clinic's development by seeking information about the latest beauty technology and the newest beauty therapy treatments. This information can be obtained from salespeople who visit the clinic, visit competitors, or attend beauty-related events. In terms of human resources, the owner also increased the staff, especially in the nursing or beauty therapist department, from initially having four people to twelve people in one clinic due to the growing interest of the community or consumers who visited. Regarding being proactive in turning problems into opportunities, the owner turns feedback or criticism from customers into an opportunity to improve customer service.

The third dimension, "Customer Intensity," concerns the clinic owner regularly seeking feedback from customers who visit to measure their satisfaction with the service. This feedback relates to whether the service provided aligns with the existing service standards. Furthermore, the clinic owner ensures that every employee in the clinic understands the importance of having high empathy to provide wholehearted service. However, unfortunately, in terms of measuring customer satisfaction, they do not use questionnaires that could enhance accuracy; instead, it's done through conversations during the treatment sessions with the customers. Moving on to the fourth dimension, "Risk Taking," the owner of this beauty clinic is more cautious, especially regarding clinic ownership. The owner is not seeking an investor who merely contributes capital but is looking for a partner who will collaborate and share all managerial responsibilities together. Regarding financing, dividends are required to be used for working capital for the first few years. Another important aspect is that the capital injected by the business partner must come from clear financial sources to avoid any money laundering issues. In terms of clinic management or operations, it is directly overseen by the owner, especially when it comes to scheduling customer appointments. Thus, in this dimension, it is evident that the owner is very cautious in choosing business partners and is directly involved in the initial stages when dealing with customers. In other words, the clinic administration, including appointment scheduling and social media content, is handled by the owner personally.

The next dimension, the fifth one, is "Resource Leveraging," where the owner still utilizes their own resources, both financially and operationally. The owner does not want to increase capital from external parties, such as banks. Next, the sixth dimension is "Value Creation," where this clinic provides added value with excellent services, such as detailed and comprehensive care, always ensuring that customers are treated wholeheartedly. They ask customers for feedback on what they feel is lacking and provide satisfying results. They also ensure that all staff members do the same for every customer who visits, so that customers are satisfied and will return. Customers who complete their treatment on the same day are given a discount card for their next visit. Lastly, the seventh dimension is "Innovation," where they always use the latest technology in their treatment

equipment, employ the most current techniques to enhance customer care. However, it's not only about the latest technology but also innovation in formulating raw materials for creating new beauty care creams, which are more beneficial and, of course, free from side effects. They also innovate in their services by following current popular trends in beauty care.

In connection with the implementation of entrepreneurial marketing carried out by "X" Beauty Clinic above and the challenges encountered in its application, solutions are needed to address these challenges. The solutions that need to be implemented are, first, in the "Customer Intensity" dimension, a continuous customer satisfaction questionnaire should be created and given to customers who have visited the clinic. This would make the feedback more valid and measurable, leading to clearer strategic steps for the clinic. Secondly, regarding "Risk Taking," the owner should provide training to the staff on how to handle customers and establish standard operating procedures for the clinic's business processes. This would allow the owner to focus on clinic management without having to be directly involved as an online admin responsible for scheduling customer appointments and responding to online inquiries from potential customers. Next, there should be a more diligent and bold investment in social media promotion because consumers are quickly influenced by digital advertisements these days. Third, a solution for "Resource Leveraging" is related to expanding networking marketing by collaborating with other companies and offering attractive benefits so that these companies will use the beauty care services at "X" Beauty Clinic. This networking is also related to "Risk Taking," as we become sponsors at certain events, thus increasing the clinic's wider recognition.

CONCLUSION

Based on the results and discussions above, it can be concluded that among the seven dimensions of entrepreneurial marketing implemented by "X" Beauty Clinic, there are some challenges in "Customer Intensity," "Risk Taking," and "Resource Leveraging." Several solutions that can be provided in relation to these challenges include creating customer satisfaction questionnaires, having the courage to delegate tasks to staff, advertising on social media, and expanding networking marketing through

collaboration with other companies and offering mutually beneficial benefits.

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