DETERMINING BRAND EQUITY AND MARKETING MIX IN BAKERY STORE (CASE STUDY: ROGHEEF BAKERY)

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Abstract. The development of bakery industry in Indonesia is getting bigger each year. According to Badan Pusat Statistik (BPS), it shows that the small-size bakery in 2012 is 31 more than in 2008. The statistics shows there are possibilities of more growth through years. The competition of the bakery store is based on what they serve and how they serve their product and services. Based on Keller and Aaker, Brand Equity plays a main role to affect potential customers, especially for new brand. This research focusing on new bakery store that wants to reach potential customers, which choose Rogheef Bakery as the case study. To get the potential customers, it needed a strong foundation of brand equity and specific marketing mix. Brand Equity consists of Brand Awareness, Perceived Quality, Brand Association, and Brand Loyalty. But since the study is about new bakery store, it is hard to determine the loyalty of customers should the Brand Loyalty is dropped for this research. Marketing Mix consist of Product, Price, Place and Promotion. This research conducted interviews and focus group discussion with owner, customers, and employees of Rogheef Bakery. The interview and focus group discussion is used to determine which factors that is important to make a strong brand equity and marketing mix. After getting the important factors, those factors are transferred into several questions that is united in the questionnaire. Then the questionnaire is spreaded to the customers of Rogheef Bakery. The results show that factors of brand equity are Halal food, product display, cleanliness, delicious, healthy, comfortable, safe, trusted, and bring positiveness. Based on those factors, customers agree that Rogheef Bakery are lacking in Brand Awareness and Promotion. It shows that the competitors exceed Rogheef Bakery in terms of those two points. Fortunately, both points has a relation, because increasing promotional activity will also increase brand awareness of potential customers. Rogheef Bakery has to improve their quality of promotion to increase Brand Awareness. Also, maintain the other points of Brand Equity and Marketing Mix and evaluate every step to keep developing the brand itself.

Keywords: Bread, Home industry, Focus group discussion, Brand Association, Brand Awareness

Introduction

Bakery Industry

Bakery is one of the essentials in the food industry. Bakery industry uses wheat as the main ingredient to make several of bread, donuts, cake, biscuit, cracker, pie, and roll. Starts from Roman Empire, bakery industry, grew around Europe and the amount of usage is getting higher. After the colonialism in Indonesia by the Dutch, the culture of bakery industry was spread by the Dutch, and it becomes a habit for upper-level people. Nowadays, the habit of consuming bread for breakfast becomes a common activity in the morning (Larive Co, 2013).

Bread is one of the foods that loved by the people of Indonesia as a substitute rice. Data National Socioeconomic Survey (Susenas) shows the value of sweet bread consumption in 2008 reached 6.4 billion pieces of bread (Mulyadi, 2011). Bakery industry is currently experiencing growth quite

significant. The public interest would this industry increasing from time to time. Data Association Employers Bakery Indonesia (APEBI) states that the market value of bread and cakes in Indonesia in 2012 reach Rp 31 trillion (Tribune News, 2013).

Larive Co (2013) illustrated that bread is mainly made with flour as a core material, coupled with water, yeast, salt or sugar, butter, eggs, and other toppings by variations. Usually, the type of flour used to make bread is wheat flour, which rich in nutrients and high protein. With the many interests of the community to bread, flour inclusion material becomes crucial. Most of the wheat flour is imported from developed countries such as Australia and the USA. The two countries are very good regarding the production of wheat flour, so the only issue to be faced is the exchange rate in the import process.

The consumption of wheat flour has a large enough part in the bread industry, about 15% of total consumption of wheat flour increased in Indonesia in 2010 and continued to increase every year. From this data, it appears that the public interest in the bakery industry has begun to swell and this resulted in many businesses started coming in the bakery industry. Since the market began to appreciate the bakery industry, business people began to enter the market and the bakery industry pioneer new business in the field. Below is attached the data businesses in the bakery industry from 2008-2012.

Table 1. Businesses in Bakery Industry from 2008-2012
(Source: BPS, 2012)

Year	Medium-Big Size	Small Size
2008	64	124
2009	86	132
2010	91	150
2011	89	148
2012	93	155

From Table 1, it shows a fairly rapid growth in the bakery industry. This makes the business players are more confidence to enter the market. However, the existing markets are fully equal. Demand and supply in the market were varied, giving rise to variations in business anyway.

There is a variation in the scale of business in the bakery industry. From the smallest scale, the type of bread industry is called a home industry. This type has a small business of industrial bakery, where the industry is producing bread at home or have a factory that is located not far from the owner's home, making it easier for the owner to control. Usually, the owner has minimum capital money because the owner more focuses on skill in producing bread and adjusting the existing market around.

On the other hand, the larger scale of bakery has its factory and own store. This form usually requires more capital, including the cost of making stores, factories, and employees, thus focus on massive production and sales (Indonesian Bakery Entrepreneurs Association (APEBI), 2013).

Difficulties that exist in this industry are the lack of material and location of business activities that depend on the resources around. A business person should be able to map the location of business activity, to continue to produce maximally and as optimal as possible. Also with a strategic location, the market will be more easily achieved and the information that will be easier to distribute by the business to the market (Glendoh, 2001).

Rogheef Bakery
Rogheef Bakery is a home-industry type of bakery that produce various of bread. The value of Rogheef Bakery is to deliver a high-quality bread in affordable price, which have a high focus on Halal and healthy bread. Every product that produced by Rogheef Bakery is certified as Halal products by Majelis Ulama Indonesia (MUI) to give the security for its customers towards non-Halal products. For

the healthiness, Rogheef Bakery produced the bread without any preservatives. It might be more costly, but the healthiness of the customers is highly considered before making the products. This business is a family business that is made by one family. This business is owned by the family of Mr. Haiban Hadjid, with him as the shareholder and his wife, Ninuk Kristiani, and sister-in-law, Sari Museno, as a principal and superintendent of business. Start in November 2013, this business started when Ninuk and Sari decided to do business together. Incidentally, Mr. Haiban newly acquainted with a baker from the well-known bakery in Jakarta Selatan and the Baker is keen to cooperate with Mr. Haiban. Then, they discussed the bakery business, made a discussion match Ninuk and Sari wants and the baker's capability. After the discussion ended, both parties agree with each other. Later, the baker asked one of his friends to join Rogheef Bakery and teach four newly bakers that will be joining the bread producer team later.

Sales target in Rogheef Bakery's store in Ceger Permai.

Table 2 Sales Target

Product	Price	January	February	March	TOTAL
Flavor Bread	6,000	150	220	250	IDR 3,720,000
White Bread	15,000	10	20	25	IDR 345,000
TOTAL		160	240	275	IDR 4,065,000

Sales result in Rogheef Bakery's store in Ceger Permai.

Table 3 Sales Result

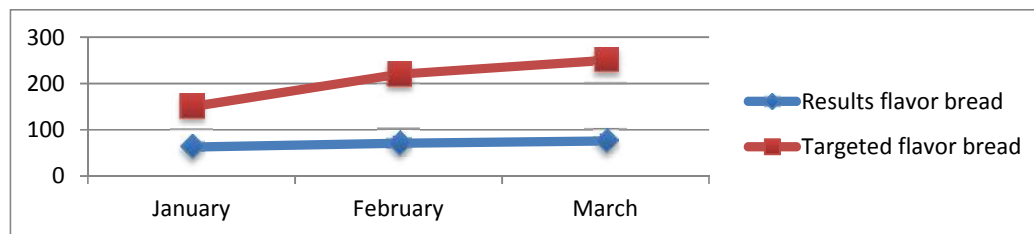| Product	Price	January	February	March	TOTAL
Flavor Bread	6,000	63	71	76	IDR 1,260,000
White Bread	15,000	5	7	11	IDR 345,000
TOTAL		68	78	87	IDR 1,605,000

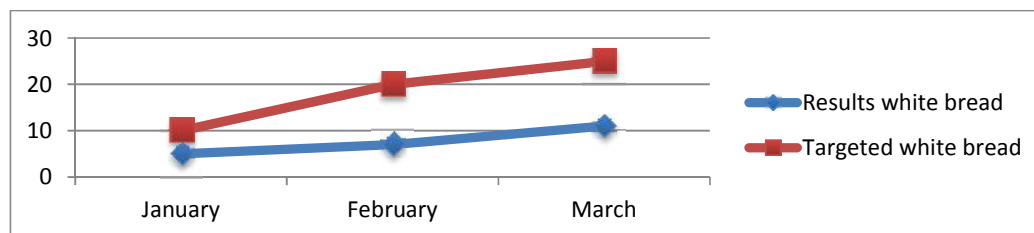
Figure 1 Flavor Bread Sales

Figure 2 White Bread Sales

Based on Figure 1 and Figure 2, the sales result of Rogheef Bakery is a bit far from the target. For the flavored bread, the targeted sales are above 100 pieces per month while the results are still below 100 pieces per month. For the white bread, the targeted sales are above 10 pieces per month while the results are still below 10 pieces per month except on March; exceed minimum 10 pieces per month. It

could be concluded that Rogheef Bakery has to make more effort for the sales, including make an improvement in brand value or equity to be more aware and lead to increasing sales (Rogheef Bakery, (2015).

As explained in the previous paragraph, Rogheef Bakery has already developed the brand. But, until now, the fact shows that the brand is not awarded by the people around the store, and that lead to low sales performance. The existence of the store still depends on the surrounding, which is Indomaret, workshop, and Korean's school. Based on the interview with the owner of Rogheef Bakery and the happening facts in Rogheef Bakery, it concludes that people around the store, which is the target market of Rogheef Bakery, yet aware of the existence of this bakery. Without aware the existence of the store, it also hard for them to know the quality that Rogheef Bakery had and what people could get from the store. Lack of information provided by the Rogheef Bakery makes knowledge of the people equals to it. Plus, the owner has not managed a survey about what is the customer wants. Rogheef Bakery needs to improve the awareness of the store to make people aware of their existence and will give benefit for the company and the brand, also match what customer wants to increase their satisfaction and buying intention.

Literature Review

Brand Equity

Keller (1993) shows that the consumer-based brand equity is based on the perspective of the consumer that he defined it as "the differential effect of brand knowledge on consumer response to the marketing of the brand". The power of a brand to evoke strong, favorable and unique brand associations has been considered the essence of brand equity (Keller, 1993; McDowell, 2004). A brand has to be strong for the competitions to other brands with similar products. To be strong, a brand has to stand high and be more unique than the competitors, leaving the consumers to have good perceptions towards the brand and could identify the brand among others. As Tversky (1972), "a unique brand association has been considered to be more useful in guiding consumer decision-making in comparison to brand associations."

On the other hand, Aaker (1996) defined a slightly different theory about brand equity. Based on him, Brand equity is a set of assets connected to a brand's name and symbol that fill (subtracts) to the value given by a product or service to the company and company's client or customers. Briefly, Aaker summarizes Brand Equity as a structure of overall personality or image of the brand in perspective of the customer. The customer has to be communicated by the company about the tangible factors, such as the product, the values, and purpose of the company, person-like attributes that brand may possess and symbols as the representation of the company (Aaker, 1996).

To be more specific, this study will focus on home-industry bakery store, with Rogheef Bakery's store as the case study. As author described in the previous paragraph, bakery store represents a context where brand equity has to be analyzed from the perspective and opinion of the consumer. Although the main focus of this study is the consumer's perspective towards the store, the author also will conduct an interview with the owner. The outcome of the interview is to know what kind of value that wants to be delivered by the bakery store, and will be used to structure the questionnaire and, in the end, give the right recommendation for the bakery store.

Brand Awareness

Brand Awareness represents the presence of the brand in the mind of the consumer (Keller, 1993). Keller's Model of Brand Equity (Keller, 1993) illustrated how the pure presence of a stimulus has an impact on cognition, affect, and behavior in that pure exposure to a stimulus increases the liking of the particular stimuli. This theory, the pure exposure effect, states that further exposure to the stimuli will increase liking of the stimuli to a point; beyond that point perception of the stimuli or impact will

be negatively affected. From the standpoint of awareness, it is crucial for an organization to generate exposure for the target brand, as it will have a potential impact on consumer"s evaluation of the product.

Keller (1993) believed that brand awareness was important because it increased the likelihood of brand selection due to the saliency of the brand in the mind of the consumer, especially under low involvement conditions. Furthermore, brand awareness has a direct influence on the brand image in that it is the first step in building strong, favorable associations in the mind of the consumer. Campbell and Keller (2003) agree that the importance of brand familiarity in their implementation of advertising. They found that a well-known, familiar brand would not suffer from advertising "collapse" from overexposure in the media. Relatively unknown brands were found to suffer from advertising ineffectiveness and prone to "collapse" due to this unfamiliarity. As a result, these findings indicate that brand awareness is a critical first step in building positive associations between the consumer and the brand. If the consumer is well aware of the product being advertised, she or he is more likely to be receptive to marketing communications due to this previous exposure.

Yoo et al. (2001) found that the level of brand equity was positively related to the extent to which brand awareness is evident in the product. This finding confirmed the importance of brand awareness in the formation of consumer-based brand equity. To have positive, favorable associations for a brand, the consumer must have a level of awareness for the brand in his or her mind. Although the important role that brand awareness plays in consumer decision-making is well documented, scholars have had a more difficult time constructing valid measures of brand awareness.

From the previous literature, it shows that recall and recognition as the primary means by which to measure brand awareness.The items put forth by Yoo et al. (2001) are believed to provide a valid representation of brand awareness. The items capture the essence of previous operational definitions by incorporating both recognition and recall of the target brand. It is important to note that most previous conceptualizations of brand awareness have posited a relationship between brand awareness and brand associations in that brand awareness is the first step in building brand associations that lead to creating equity for the target product.

Brand awareness is considered the point of departure for brand equity and affects consumer decision-making due to its role in forming brand associations in the mind of the consumer (Keller, 1993). In the realm of the food industry or, in this case, is a bakery, this aspect of brand awareness is especially critical.

Brand Association
The other information nodes linked to the brand node in memory and contain the meaning of the brand for consumers (Keller, 1993). Keller (1993) labeled brand image as "a set of associations linked to the brand that consumers hold in memory". A brand image or association is composed of a set of associations regarding the brand in the mind of the consumer. Brand associations are considered to be the informational nodes linked to a brand node that contains the meaning of the brand in the mind of the consumer (Keller, 1998). Similarly, brand associations are considered any thought linked to the brand in the mind of the consumer (Aaker, 1991). Marketers use brand associations for product positioning purposes while consumers use brand associations to help guide their decision making (Low & Lamb, 29 2000). Brand associations were classified into three categories by Keller (1993): attributes, benefits, and attitudes.

Perceived Quality
Based on Aaker (1991; 1996), perceived quality is the perspective of consumer towards functional excellence. Perceived quality has a connection to financial performance, strategic plan, and brand perception. A product may be high quality produced, but there may be some doubt or negative perception based on previous customer experience towards the product. Also, the customer often

does not get the full information about the product and leads to their judgment towards it, which has to be understood by the company. Normally, the consumer uses product's price as a parameter of product's quality. But, the price could not forever be the parameter of product's quality and may make consumer's judgment weak. Therefore, Aaker concludes that perceived quality is important for brand equity and become one of the concerns that need to be managed by a company.

Methodology

Methods

This research uses descriptive analysis. Descriptive Analysis is an analysis method that process raw data from the research, which first collected from focus group discussion and in-depth interview. The output of that research will be:

- Brand Awareness
- Perceived Quality
- Brand Associations
- 4P (Product, Price, Place, Promotion)

Based on the results, the questionnaire is made. The result of questionnaire then will be packaged as simple paragraphs with words that are easy to understand. Descriptive Analysis also used to show the data as it is, without any purpose to show the data for general uses or to be generalized (Sugiyono, 2005). This analysis divided into two, which are:

1. The summary of respondent's characteristic. The data that will be collected is the respondent's age, gender, expense per month, education level and occupation.

2. The summary that contained a mean of variables that will make it easier to summarize the questionnaire's responds and the propensity of it. The propensity of the respond could be identified by categorizing the respond into categories. The categories could use this limitation terms:

$$RS = (m-n)/b$$

RS   = Interval
m   = Highest point of the answer
n   = Lowest point of the answer
b   = Amount of the available point

As it explained above, this research uses Likert Scale. In Likert Scale, there are 5 points of scale; 1 = Strongly Disagree until 5 = Strongly Agree. So the calculation for the interval will be:

$$RS = (5-1)/5 = 0.8$$

Data Collection

Interview

The interview is divided into four phase, which are brand awareness, perceived quality, brand associations and 4P. Those four phases are the factors of brand equity that are already explained in chapter 2. Below is the explanation of the interview. The complete transcript of the interview will be presented in Appendix.

1. Brand Awareness
    From the owner, he hopes that the customer remembers the store after coming. As a new store, the owner wants the customer to get the positive experience in the store and tend to come back next time. From the employee, he perceived that the store sells Halal and healthy food. He also acknowledges that the store has been displayed well, so it could make customers more comfortable to visit the store. From the customers, one of them perceived the store as Halal food seller. The other customer sees that this store sells flavour bread like chocolate or cheese, focus on what product is sold by the store.

    From the interview about brand awareness, it could be concluded that brand awareness that is needed to be focused on is the factor that represent the store and makes everyone remember it. The factor is selling Halal food.

2. Perceived Quality
    From the owner, he wants to give a quality in the store that make customer comfortable visit it more than once. He will provide the store with a good display and air conditioner. From the employee, he also focuses on the product's display to make customer easier to pick the bread. He noted that the cleanliness issue has to be cleared because he could not determine what clean stores look like. From the customers, they also note the product display, but rather see it as a standard for any bread store. Rogheef Bakery may have to give something different to overcome other competitors

    From the interview about perceived quality, it could be concluded that perceived quality that is needed to be focused on is product display and cleanliness, as it is a crucial factor that determine a good or bad store.

3. Brand Associations
    The results of this interview will determine the factor of brand associations that want to be delivered by Rogheef Bakery. Based on the theory, brand associations divided into three, which are:
    Product Attribute
    Benefit
    Functional
    Emotional
    Experimental
    Symbolic
    Attitude
    Judgment
    Feelings

Those three factors are the factor that could determine brand associations of a brand. The interview with Rogheef Bakery results in the value of the brand itself that wants to be exposed to the customers. The value of the Rogheef Bakery and its store are Halal food, delicious, healthy, comfortable, safe, trusted and could bring positiveness to the customers. From those values, the author could determine the brand association of Rogheef Bakery.

4. 4Ps (Product, Promotion, Place and Price)
   4Ps are included in the questionnaire based on the facts that are happening in Rogheef Bakery and owner's expectation through the interview.

From the interview, the owner wants the products in Rogheef Bakery, especially the favorite ones, to compete with the competitors. Without set aiding the Halal value of the company, Rogheef Bakery has to compete for their product with another bakery store. Otherwise, based on the owner, it would hard to get more customers. Regarding the product's price, the owner wants to make the products affordable for the customers, so there will be no issue about the product's price.

From the interview, it could be concluded that promotion of Rogheef Bakery is still not developed well. The idea to put the question promotion is to see what in customer's mind about Rogheef Bakery's promotion, so Rogheef Bakery will know wether the store has to improve the promotion or not. Rogheef Bakery's store exists near to school, minimarket, and car's workshop. Although it near to several public places, it does not mean that Rogheef Bakery has a good place to visit in customer's minds. One of the interviewees said that customer could be from other area or not the users of those public places. So the judgement upon Rogheef Bakery's store location or place is included in the questionnaire. For the price, it shows that all of the interviewees said that Rogheef Bakery is affordable and meets the customer expectation. The question about price will also be asked in the questionnaire to make sure Rogheef Bakery is affordable in customers' eyes.

Focus Group Discussion
1. Brand Awareness
   Keller (1993) proposed two measurements of brand awareness: brand recall and brand recognition. Brand recognition happens when a buyer has the capacity recognize a brand that he or she has beforehand been presented to when given the brand name or image as a signal. Brand recall happens when a buyer has the capacity recover from memory a brand in a particular item classification when provoked, without being presented to some sign.

   Brand recognition or brand recall may be more essential relying upon the buying circumstance. Based on Keller, brand recognition may be more important to the extent that product decisions are made in the store. Therefore, the questionnaire will be a focus on brand recognition. As written above, the signal for brand recognition is brand name or image, which in this case is Rogheef Bakery. Also, based on the focus group result, it concluded that colour and shape of a brand logo are crucial. So, based on the theory and focus group, this is the variable for brand awareness of this study. The questions for brand awareness will be given Yes/No answer, except the last question. There will be five colours that will be provided as answering options for the last question.

2. Perceived Quality
   As explained in the previous chapter, perceived quality could be determined by using product performance. From focus group discussions, it could be concluded that there are five factors that could be determined as product performance of Rogheef Bakery. Those are bread display, the smell of bread, bread category, cleanliness and lighting inside the store. The answer of perceived quality questions will be used Likert Scale, as described in Questionnaire section.

3. Brand Association
   Based on the interview, there are several factors that could determine Brand association, which are Halal food, delicious, healthy, comfortable, safe, trusted and could bring positiveness to the customers. From the discussion, it shows that almost all of those factors affect brand association, except positiveness. Positiveness did not come out in the discussion, so it will not include in the questionnaire.

4. 4Ps (Product, Promotion, Place and Price)

Based on the interview, the products that included to participants favorites is white bread, wheat bread, cheese filling and chocolate filling. All of the products are already served by Rogheef Bakery, but it has to be checked wether the customers like it or not, so it will be included in the questionnaire. For the price, it is needed to be compared with competitors, wether it is affordable or not. For the promotion, the information that is needed to be promoted is information about product, place and price. For the place, most of the participants said that it is crucial for people to choose bread store based on location. The results of focus group discussion lead to many factors that needed to be justified to a larger population via questionnaire.

Questionnaire

The questionnaire is a list of questions which includes all statements and questions that will be used to get the data, whether conducted by telephone, letter or face to face (Ferdinad 2006). The questionnaire consists of four factors in the brands, which are Brand Awareness, perceived quality, Brand Association, and 4P. The questions on the questionnaire are open and closed. The open question is to the question is free and is used to state the reasons and responses to questions closed earlier. While the closed questions, the author gave questions that will be answered by the respondents using Likert scale. Likert scale is a tool to measure (collect data by "Measure-weigh") that each item or grains of the question contains the tiered option, in this study given the scale $1 - 5$. The lowest Scale is one that has to mean strongly disagree and the highest is scale five which means strongly agree. Example:

Table 4 Likert Scale

Strongly Disagree	Slightly Disagree	Neutral	Slightly Agree	Strongly Agree
1	2	3	4	5

The questionnaire is distributed to representatives of the population (or sample) to make the generalizations of the entire Rogheef Bakery's market. The questionnaire will be spread by two ways, which are offline via distributed questionnaire's papers to a customer who come to the store and online via Google sheets that distributed to the loyal customer or everyone that ever order Rogheef Bakery through the owner.

Table 5. Questionnaire Distribution

No	Location	Target Respondents	Distribution Details
1	Offline - In-store	Any customer who come to the store within the distribution time.	The questionnaire will be printed and be put in the store.
2	Online – Online questionnaire with google sheets	A Loyal customer that order through the owner.	Questionnaire will be made with Google form and spread through SMS and Whatsapp.

To summarize the variables that are described in the previous section, questionnaire and interview, this section will gather all variables that will be used and studied for this study.

Table 6. Research Variables

Variable	Label	Question	Scaling
Brand Awareness	BAW_1	Apakah Anda pernah mendengar Rogheef Bakery sebelum Anda melihat secara langsung tokonya?	Yes or No
	BAW_2	Logo brand apakah ini? (Attached half of black and white Rogheef Bakery's logo)	Options
	BAW_3	Warna apa yang menjadi warna dasar dari logo brand ini?	Options
	BAW_4	Apakah Anda tahu toko roti ini hanya menjual produk halal?	Yes or no
Perceived Quality	PQ_1	Menyediakan produk yang disediakan di tempat/display yang membuat saya nyaman untuk dilihat.	Likert
	PQ_2	Diselimuti bau roti yang menggugah selera.	Likert
	PQ_3	Menata roti yang dijual sesuai kategori roti.	Likert
	PQ_4	Mempunyai toko yang bersih dan higienis.	Likert
	PQ_5	Mempunyai toko yang terang.	Likert
Product	P_1	Menyediakan roti manis (roti coklat, keju, pisang, dan kacang merah) yang enak	Likert
Promotion	P_2	Toko roti saya memberi promosi dan penyampaian info yang lengkap dan cepat.	Likert
Price	P_3	Harga roti terjangkau.	Likert
Place	P_4	Mempunyai lokasi toko yang mudah dijangkau	Likert
Brand Association	BAS_1	Merupakan tempat yang nyaman untuk dikunjungi	Likert
	BAS_2	Menyediakan roti yang sehat dan halal	Likert
	BAS_3	Memberi kenyamanan dan keamanan atas apa yang dibeli oleh pembeli	Likert
	BAS_4	Menjual roti yang enak	Likert
	BAS_5	Menjual roti yang membuat saya merasa lebih sehat dibandingkan roti lain	Likert
	BAS_6	Toko roti yang dapat dipercaya	Likert

The questionnaire will be divided to four sections; brand awareness, perceived quality, brand associations and 4P. Variables and sub-variables are made based on focus group discussion and in-depth interviews. Question items are already ordered to ensure the best flow for the respondents. After getting 30 samples, the pre-test analysis will be used to identify and see if it is already valid. The pre-test will be explained in the next section.

Data Analysis
The questionnaire that has to be collected is equal or more than the target, which is 67 respondents. After the questionnaire is collected, the data that could be received from the questionnaire will be

coded with variables and classification to be processed with SPSS (Statistical Package for Social Science) version 20 that is specially programmed to help social studies and research. To explain the result of SPSS, the descriptive analysis will be used as it already explained in the previous section. It specifically used to define the mean of respondents' answers and to connect the answer with existed variables.

Research Result
The findings of this research will be used to determine the Segmentation, Targeting, and Positioning of Rogheef Bakery.

Segmentation
Segmentation is the characteristic of market segment, which is Rogheef Bakery market. The findings of this research show that there are two segments of Rogheef Bakery, and it will be shown in the table below. Both segments do not vary that much and have similarities in gender, residence, and buying intention.

Table 7. Segmentation

Segmentation	Factors	Segment 1	Segment 2
Demographic	Gender	Both	Both
	Age	16-25 years old	26-35 years old
	Education	Completed or On-going High school	Completed Bachelor Degree
	Marital Status	Not Married	Married with child around 0-10 y/o
	Occupation	Students, Private Employees	Private Employees and Entrepreneur
	Monthly Expenditure	>3 Million Rupiahs	>6 Million Rupiahs
Geographic	Residence	Ceger, Cipayung, Cibubur	Ceger, Cipayung, Cibubur
Behaviour	Buying intention	Breakfast	Breakfast
	Buying time	6-9	7-9

Both segments are in their active ages. But, there are differences of the activeness of each segment.

The first segment considered as a still student or fresh graduates from their study. It shows that they have a lot of energy, but not much activity. Plus, they do not have a responsibility to taking care other lives, or, in this case, spouse or child. They do not have much expenditure to since they only take care of themselves. While the second segment considered as a well-paid workers that do have much activity in their daily basis. They also have a responsibility to take care of their family, included their spouses and children. This is why they have double expenditure to cover all needs of their family.

Targeting
Targeting is the strategy of potential attractiveness for the segment. The targeting will be divided based on the segments. As it mentioned before, both segments are in their active age. It shows that they tend to go outside to work, meeting friends or family, or buy items for daily needs. Fortunately, the store is always passed by both customers segments because since they live near Ceger, they have to pass the store to go to the main city area or to enter the toll access. Because both segments mostly pass the store, Rogheef Bakery has to develop a new type of promotion outside the store to attract

these two segments to come. A sign board that explains the bakery name, the product and service should make to give a direction for the people passing by. This solution would match the lack of promotion activity by Rogheef Bakery as it described in the customer=based marketing mix analysis and increase brand awareness of Rogheef Bakery.

There is some approach that needed to be divided for two segments. For the first segment, because of they have much time in their daily basis; Rogheef Bakery has to approach this segment with some media that become their daily basis. One of the media is social media and website. Combine the using of social media with the discount package. The discount package will be available for this segment if they use their social media. For the second segment, because of they do not have much time in their daily basis; Rogheef Bakery has to give the service to fit their situation. Besides buying the products every day, Rogheef Bakery could give a two weeks or monthly package for the customers. It will make them worry less and not need much time to receive the product. Rogheef Bakery should have delivery service or have an agreement with a company that provides professional delivery service to make the product easier to receive.

Based on the targeting, it shows that second segment will give more profit for Rogheef Bakery. The customers in the first segment may have the willingness to buy the product, but still they tend to buy only for themselves. The second segment has more needs to cover, and one of them is needs of satiety, which Rogheef Bakery can offer.

Positioning
Positioning is the right approach that has to be given to the segment. Rogheef Bakery market itself as the first choice to fulfil morning satiety every day. It gives the two weeks package that will cover customer's needs of bakery products every morning within two weeks and of course with special price cut until more than 20%. It provides delivery service to make sure the products come on the right time at the customers' home. For the advantage of buying directly in the store, Rogheef Bakery gives packages of bakery products in special price for those who upload Rogheef Bakery products or packages to their social media.

Conclusion

What factors of brand equity that is crucial to improving the performance of bakery store?
Through literature review, there are Keller and Aaker as the master of Brand Equity. These two people describe brand equity in differently but still could be aligned. Here is the model of each Keller and Aaker of Brand Equity
- Keller   : Brand Awareness and Brand Association
- Aaker   : Perceived Quality, Brand Awareness, Brand Associations, and Brand Loyalty.

Combined of these two models could result in four factors of Brand Equity, which are Perceived Quality, Brand Awareness, Brand Associations, and Brand Loyalty. To adjust with the current condition of Rogheef Bakery, which still new brand, Brand Loyalty could not be included because it needed loyal customers. Rogheef Bakery still in the developing progress and not yet have loyal customers. So the factors of brand equity that is crucial to improving the performance of Rogheef Bakery, as a bakery store and new brand, are Perceived Quality, Brand Awareness, and Brand Associations.

What factors regarding brand equity that wants to be focused on by the owner of Rogheef Bakery
What factors regarding brand equity that is important for bakery performance based on the customers of Rogheef Bakery?
Those two questions will be answered through three steps. The first step to determine the factors is plan an interview to the owner of Rogheef Bakery, store keeper, and two customers. The interview

results in 4 main factors, which are Brand Awareness, Perceived Quality, Brand Association and Marketing Mix. The results are:
- Brand Awareness: Selling Halal food
- Perceived Quality: Product display and cleanliness
- Brand Association: Halal food, delicious, healthy, comfortable, safe, trusted, bring positivity
- Marketing Mix: Product, Promotion, Place, and Price

The second step is focus group discussion, which developed to make test those factors from an interview in a group of customers. The focus group discussion results:
- Brand Awareness: Logo of the brand
- Perceived Quality: Bread display, the smell of bread, bread category, cleanliness and lighting of the store.
- Brand Association: Halal food, delicious, healthy, comfortable, safe and trusted.
- Marketing Mix:
  - Product   : White bread, wheat bread, cheese filling, choco filling.
  - Promotion   : Complete information about product, place and price.
  - Place   : Crucial for buying intention.
  - Price   : Set it right and compare with competitors.

The third step is the final step to test the brand equity of Rogheef Bakery, based on level importance and compared with a favourite bakery store. The respondents are mostly above 26 years old, some of the already married and live nearby the store. The questionnaire results:

Table 8 Questionnaire Result

Sub-Variables	Importance	Favourite bakery	Rogheef Bakery
Brand Awareness	Very High	**Very High**	High
Perceived Quality	High	High	High
Product	Very High	Very High	Very High
Promotion	Neutral	**High**	Neutral
Price	High	Neutral	**Very High**
Place	High	High	High
Brand Associations	High	High	High

Rogheef Bakery is better in price because Rogheef Bakery is considered as affordable by the respondents and compared to the favourite bakery store. But regarding Brand Awareness and Promotion, the favourite bakery store is way better. The favourite bakery store is already established before Rogheef Bakery exists, so it is more likely to get known by the respondents. For the promotion, it is already mentioned in Chapter 1 that Rogheef Bakery still lack promotion to socialize the brand to potential customers. On the other hand, in the rest of factors that are Perceived Quality, Product, Place, and Brand Association, it shows that Rogheef Bakery and the favourite bakery store make the score even.
- Perceived Quality: Rogheef Bakery already serves the product in the display, make the store surrounded by bread scents, categorize the bread in the display, have a clean store and hygienic, and provide adequate lighting to shop.
- Product: Rogheef Bakery already provides white bread, wheat bread, cheese filling and choco filling.
- Place: Rogheef Bakery already located nearby the respondents, so it is easy to reach.
- Brand Associations: Rogheef Bakery already give comfortable ambiance for visitors, serve Halal, delicious and healthy food, make the consumer feeling great after consuming the product, and become a trusted bakery for customers.

Based on the questionnaire, it shows that as a new bakery store, Rogheef Bakery already has the potential to compete with favorite bakery store. But there is still many tasks to do to be a better

bakery store and exceed other the competitors. The tasks will be explained in the next section, Recommendation.

Recommendation

What factors that Rogheef Bakery has to focus on to improve the brand equity?

This recommendation section will answer the last research question above. First thing first, from the questionnaire results, there are two factors that need to be focused on. The two factors are those factors from Brand Equity, which are Brand Awareness and Promotion.

Brand Equity

- Brand Awareness: Rogheef Bakery has to develop a plan to attract the neighbours and the potential customers around the store. Rogheef Bakery has to be more effective to use the surroundings as media of awareness. Fortunately, the store is always passed by the people that want to go to city's main area or get into toll access. A big sign that consist of a brand name and products will give information about what Rogheef Bakery have. Also, there is car workshop next to the store; it could be used for the solution. The car workshop did not have an adequate waiting room, and usually, customers only stand up near their car and wait until the workshop complete its service. A deal could be made with the workshop, make a bundling offer contain workshop service and 1 product of Rogheef Bakery.
- Promotion: Rogheef Bakery already put a big information sign that contains the brand, contact, type of product, and address. But, there is no information about the products. Rogheef Bakery should put product information in front of the store to inform what kind of product, or in this case the product is bread; that is served in the store.

Besides these two, the other factors of Brand Equity also need to be improved to make a stronger Brand Equity.

- Perceived Quality: From the questionnaire results, the respondents already feel positive towards the quality of Rogheef Bakery. To keep the positiveness, Rogheef Bakery has to plan a development program every three months to evaluate the recent products and service and also search for more viable products and service to meet customers' expectation in the future.
- Brand Association: From the questionnaire results, the respondents also feel related and associated with the brand and the store. To improve the relation between Rogheef Bakery and customers, the level of relation has to be upgraded. To upgrade the "Halal food" association, Rogheef Bakery has to put the "Halal" stickers in every packaging. It will also use for promotion and spread the news that Rogheef Bakery only sells Halal food. To upgrade the "delicious" association, the customer should be given a score card to judge the products. The participation of customers will be used for the evaluation to improve the products and service. To upgrade the "healthy" and "trusted" association, the contents of the products should provide a list. The list will be the prove that the products of Rogheef Bakery are contained of health contents.
- Product: Customers needs very fluctuating and hard to predict. Although the questionnaire results show that respondents satisfy with the products, it cannot be guaranteed three months from now the respondents will feel the same. As it mentioned in Recommendation for Perceived Quality, product, and service development program has to be implemented to satisfy the customers not only for today but also for the future.

Customers' Habit

Based on the questionnaire, it shows that the customers are mostly:

- Live around Ceger
- Usually eat bread for breakfast
- Usually, come to the store around 7-9

Therefore, there is three recommendations that could be useful to fulfill the customers habit above:

- Provide two weeks package: The two weeks package is the package of breakfast bread every morning. Rogheef Bakery will deliver the bread every morning within two weeks to customers that agree to receive the two weeks package. The delivery system will be provided by Rogheef Bakery store and make an agreement with existing professional delivery service provider.
- Provide breakfast menu: The breakfast menu is used for those who seek for bread for breakfast. The breakfast menu has to be something that give energy for the consumers at least until lunch time. Rogheef Bakery's Baker should develop new breakfast product to provide the customers' needs. It could be sandwich and burger, anything that could be produced and related to bread.
- Provide delivery service: The existing delivery service is already implemented within three months, but it only used for family and friends of the owner. The delivery service has to be made more professional and ready to deliver the product for any customers. The opportunity is many customers live around Ceger, which near to the store and did not take a long time to take it. Or, if the delivery man is limited, Rogheef Bakery could make a deal with outsourcing, such us Gojek or GrabBike. The outsource could do the job of a delivery man and provide what customers needs in no time.
- Open earlier and give special price for only for 7-9 AM. It will attract the customers to come and have breakfast in Rogheef Bakery.

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