

A Proposed Marketing Strategy For Furniture Business: The Case of Embet Furniture

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Abstract

This study examines Embet Furniture, an Indonesian company established in 2000 that produces high-quality teak wood furniture through retail and online channels. Its portfolio includes standard catalog items, custom designs made from solid wood, HPL multiplex, and steel, as well as repair services. Collaborating with boutique hotels, architects, and interior designers, Embet Furniture has built a strong reputation but faces declining sales due to rising competition from imported products and an underdeveloped digital marketing strategy. Despite extensive research on SME marketing strategies, limited studies address how traditional furniture manufacturers in emerging markets can blend digital transformation with heritage craftsmanship. This study analyzes Embet Furniture's current condition, evaluates its business model, and proposes a new marketing strategy. The external analysis employs PESTEL, Porter's Five Forces, and customer perception assessments, while the internal analysis utilizes STP, IRO, the Business Model Canvas, and the Marketing Mix. Findings support the redevelopment of a business model that integrates internal and external factors. The proposed strategy emphasizes brand awareness, improved sales performance, and the expansion of B2C and B2B segments through digital marketing optimization. The research contributes to understanding SME digital strategy development within Indonesia's creative economy, offering insights for traditional furniture manufacturers seeking sustainable growth and competitive differentiation in an increasingly globalized market.

Keywords: Marketing strategy, furniture, Embet Furniture, business model, STP



INTRODUCTION

The global furniture industry has experienced significant transformation in the post-pandemic era, characterized by accelerated e-commerce adoption, heightened consumer emphasis on sustainability branding, and increased demand for customizable home solutions (Kotler & Keller, 2018). According to industry reports, the global furniture market is projected to reach USD 720 billion by 2025, with the Asia-Pacific region contributing substantially to this growth trajectory. Within this context, Indonesia's furniture sector—historically recognized for its teak craftsmanship and export-oriented production—faces mounting pressures from both international competition and evolving domestic consumer behaviors. The convergence of digital disruption and sustainability imperatives necessitates strategic repositioning for traditional furniture manufacturers, particularly small and medium enterprises (SMEs) seeking to balance heritage craftsmanship with contemporary market demands (Musso et al., 2024; Sadiku et al., 2023).

Embet Furniture, also known as Embet Meubel in Indonesian, has been operating in the Indonesian furniture industry since 2000. The company exemplifies the challenges faced by mid-tier Indonesian furniture manufacturers in navigating the transition from traditional retail-centric operations to omnichannel business models. Embet Furniture offers a diverse business model, ranging from standard catalog products made from teak and other hardwoods to customized furniture crafted using multiplex HPL, solid wood, and steel materials. It also provides repair services, which add value for long-term customers. With a clear vision of becoming a one-stop interior solution provider, Embet Furniture targets middle-to-upper-

income consumers who appreciate aesthetic design and durability. In response to changing customer behavior, the company integrates both offline showrooms and online platforms to widen its market reach. However, its premium pricing model presents challenges as the market becomes increasingly saturated with lower-cost alternatives.

Despite a strong base of repeat customers, Embet Furniture has struggled to maintain steady sales performance. The company experienced significant profit growth in 2022 due to its expanded e-commerce and online advertising efforts; however, in 2023, profits declined sharply, mainly due to intensified competition from imported, low-cost furniture from countries such as China and Vietnam. This situation compelled the company to rethink its strategy, especially in marketing and customer outreach.

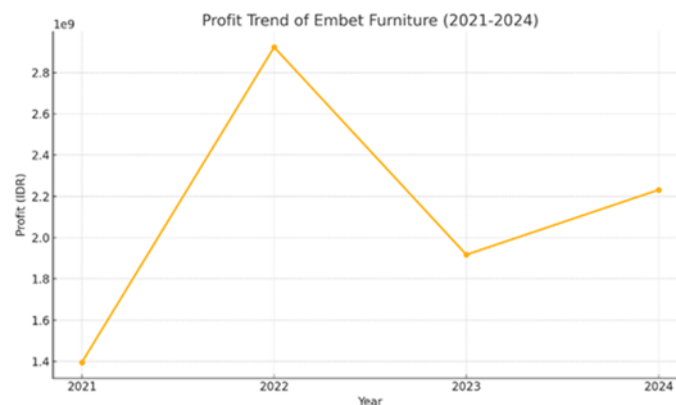


Figure 1. Profit Trend of Embet Furniture (2021–2024)

Source: Internal Data of Embet Furniture

In response to the downturn, Embet upgraded its digital marketing initiatives and focused on bespoke offerings and repair services, which helped partially recover profitability in 2024. Nevertheless, structural issues remain—most critically, the lack of a comprehensive marketing plan and limited internal resources for sales and promotions. Embet still depends heavily on returning customers and simple promotional tactics via WhatsApp and Google listings. The literature underscores that marketing strategy is crucial for organizational growth and customer alignment. Scholars such as Vargo and Lusch (2014) emphasize the service-dominant logic perspective in contemporary marketing, while Sigitas (2008) and McCarthy (2011) highlight the role of integrated marketing communications in strategic business planning, particularly for SMEs in competitive markets.

Prior research on furniture industry marketing has predominantly focused on large-scale manufacturers or export-oriented businesses (Hanaysha et al., 2021), with limited attention to the strategic challenges faced by domestic-market-oriented SMEs attempting digital transformation. Existing studies on Indonesian SME marketing strategies (Rosyida et al., 2020; Pritandhari et al., 2014) have examined segmentation and integrated marketing communications separately but rarely integrate these elements within a comprehensive business model reassessment framework for traditional manufacturers. Furthermore, the intersection of heritage craftsmanship positioning and digital marketing optimization remains underexplored in emerging market contexts.

The novelty of *A Proposed Marketing Strategy For Furniture Business: The Case of Embet Furniture* lies in its integrative approach that combines classical strategic frameworks (PESTEL, Porter's Five Forces, VRIO) with contemporary digital marketing tools and customer behavior analytics to formulate a holistic marketing strategy tailored to resource-constrained furniture SMEs in Indonesia. Unlike previous studies that address marketing elements in isolation, this research synthesizes external environmental analysis, internal capability assessment, and customer perception data to develop an actionable implementation roadmap. Moreover, this study contributes to the discourse on sustainable competitive advantage in Indonesia's creative economy by demonstrating how traditional craftsmanship can be repositioned as a premium value proposition in digitally mediated marketplaces.

This study aims to analyze Indonesia's furniture industry through PESTEL and Porter's Five Forces frameworks, evaluate Embet Furniture's internal resources using RBV, VRIO, and the Business Model Canvas, and assess customer perceptions, purchasing behaviors, and brand awareness through primary survey data. It further seeks to design an integrated marketing strategy combining STP, the Marketing Mix (7P), and Integrated Marketing Communication (IMC) while developing a phased implementation roadmap that outlines specific deliverables, responsibilities, and timelines.

This research offers both theoretical and practical contributions. Theoretically, it extends the application of the Resource-Based View (RBV) and VRIO frameworks to SME contexts in emerging markets, demonstrating how traditional manufacturing competencies can be transformed into sustainable competitive advantages through strategic marketing repositioning. Practically, the study provides actionable insights for furniture SMEs in Indonesia and similar emerging economies seeking to navigate digital transformation while preserving artisanal heritage. The proposed strategy framework offers a replicable model for resource-constrained manufacturers attempting to compete against both low-cost imports and premium international brands. Furthermore, the findings contribute to policy discourse on supporting Indonesia's creative economy and furniture export competitiveness through enhanced marketing capabilities and digital readiness.

METHOD

The research began by defining Embet Furniture's core problem and grounding the study in established strategic frameworks, including PESTEL, Porter's Five Forces, RBV, VRIO, and SWOT. Primary survey and Focus Group Discussion (FGD) data informed two parallel analyses—external (market forces, macro factors, and customers) and internal (resources and capabilities). Their integration through SWOT enabled the formulation of a TOWS-driven STP strategy, a 7P marketing mix, and an IMC roadmap, culminating in an implementation plan and actionable recommendations for long-term competitiveness (Gamble et al., 2021; Porter, 1980).

A mixed-methods design combined primary and secondary data to generate comprehensive insights. Primary data captured perceptions from consumers and internal managers, while secondary materials, such as industry reports and academic studies, contextualized findings and validated external trends (Matovic, 2020). Two instruments were employed: an online consumer survey, which produced quantitative metrics on purchasing

behavior, and an FGD with senior managers, which provided qualitative insights into resources, digitalization, and strategic intent (Homburg et al., 2017).

The survey targeted furniture buyers in urban Indonesia and collected 40 valid responses, strengthening the reliability of statistical descriptions and customer segmentation (Hair et al., 2017). The moderated FGD explored resources, operational bottlenecks, and digital initiatives, generating narratives coded against RBV and VRIO criteria to identify internal strengths and weaknesses (Barney, 1991; Gamble et al., 2021).

Regulatory documents, macroeconomic data, and industry analyses enriched the PESTEL and Five-Forces assessments, supporting triangulation of market structure, pricing trends, and sustainability factors (Gamble et al., 2022). The convergent mixed-methods scheme synthesized quantitative and qualitative findings through descriptive statistics, thematic coding, and cross-verification, ensuring validity and producing a comprehensive strategic diagnosis (Creswell & Plano Clark, 2018). By integrating numerical trends with narrative depth, the approach translated empirical findings into actionable strategies capable of enhancing Embet Furniture's competitiveness (Tashakkori & Teddlie, 2020).

RESULTS AND DISCUSSION

External Analysis

Five Forces Analysis

Table 1. Porter's Five Forces Analysis of Indonesia's Furniture Industry

Forces	Intensity	Key Observations
Buyer Power	Strong	Retail consumers, contractors, and interior designers can instantly compare hundreds of Jepara workshops, national chains (like Informa), and global brands like IKEA via online platforms, switching costs are low and price sensitivity is high
Threat of Substitutes	Moderate to High	Plastic (polypropylene) furniture is 60–80% cheaper, lightweight, and weather-resistant, though less prestigious, it fulfills basic needs and is widely mixed with wood products due to zero switching cost
Supplier Power	Low to Moderate	While certified teak is limited, manufacturers can switch to acacia, mahogany, or reclaimed wood, most suppliers are not vertically integrated, niche suppliers (like eco-finishes, premium fittings) hold more leverage
Threat of New Entrants	Moderate	Entry barriers are low, basic woodworking and low-cost e-commerce access, however scaling up requires SVLK legality, strong branding, and consistent quality
Industry Rivalry	Very High	Thousands of SMEs, local chains, and importers compete in overlapping categories, frequent flash sales, free shipping, and BNPL schemes reduce margins, slow demand absorption worsens price wars

Based on Five Forces analysis, it can be concluded that the furniture industry faces intense competitive pressure from buyers, substitutes, and incumbents, while supplier leverage and entry barriers are manageable. This analysis aligns with Kotler and Keller's (2018) assertion that industries characterized by high buyer power and intense rivalry require differentiation strategies based on unique value propositions rather than price competition. For Embet Furniture, this necessitates emphasis on custom craftsmanship, repair services, and certified sustainability—attributes difficult for low-cost competitors to replicate.

PESTEL Analysis

Table 2. PESTEL Analysis of Indonesia's Furniture Industry Environment

Factor	Key Development	Strategic Impact on Embet	Opportunities or Threats
Political	Deregulation under the Job Creation Law, 32 % U.S. tariff on Indonesian wood (2025)	Easier domestic licensing and potential public-sector procurement, but ex-exporters may flood the local market	Opportunities
Economic	GDP +5 % (2024), inflation = 1.7 %; monetary easing expected	Rising disposable income supports furniture demand, stable costs aid margin control	Opportunities
Social	56 % urban population; preference for sustainable, space-efficient designs	Aligns with Embet's teak durability, repair services, and minimalist aesthetics	Opportunities
Technological	Rapid e-commerce growth, 3-D/AR tools mainstream, SME digital grants	Expands reach via Tokopedia, Shopee, and AR previews, lagging adoption risks obsolescence	Opportunities
Environmental	Stricter SVLK enforcement; EU deforestation ban, El Niño fire risk	Supports Embet's repair-centric model but raises certified-wood costs and supply volatility	Threats
Legal	Simplified licensing; 6.5 % minimum-wage hike (2025), local-content preference	Smoother compliance and new B2G demand offset by higher labour expenses	Opportunities

Indonesia's macro outlook and pro-SME policies favor Embet's growth, while environmental regulation and foreign trade shifts present manageable risks that reinforce the need for certified sourcing and cost control. This environmental assessment confirms the applicability of dynamic capability theory (Teece, 2007) in emerging markets, where SMEs must continuously adapt their resource configurations to align with evolving regulatory and market conditions.

Customer Analysis

Survey data with 40 respondents reveal Embet's core market as urban men aged 25 – 54 predominantly contractors, entrepreneurs, and designers 82 % of whom reside in Jabodetabek, Purchases are episodic which is 45 % buy “only when needed,” and 35 % every 2 – 3 years, with 75 % spending Rp 1.1 – 10 million annually, chairs, tables, and bedframes dominate demand; bespoke items remain niche, engagement is promising with 82 % have purchased at least once, but sentiment is lukewarm: 42 % report neutral satisfaction, and promotions plus competitive pricing are the top repurchase triggers, Digital visibility is a weakness which 25 % never see Embet online, and 60 % deem current messaging “*not aligned*” Customers favour authentic reviews, design tutorials, and before-and-after content on TikTok, YouTube, and Instagram, competitively respondents recognise IKEA, Olympic, and Azko almost as readily as Embet and switch mainly for easier availability, lower prices, and broader ranges, notably 92 % prefer retailers offering repair services, underscoring Embet's differentiation potential, to convert awareness into intent, Embet must amplify omnichannel presence, sharpen value communication around teak durability and repair, and enhance service touchpoints that transform neutral buyers into advocates.

Internal Analysis

Resources Based View

Table 3. Resource-Based View (RBV) Analysis Embet Furniture

Category	Resource / Capability	Heterogeneous	Immobile
Tangible Resources	Internal Capital for teak inventory, CNC tooling, digital ads	Yes	No
	Workshop (Depok) + Showroom (Jabodetabek)	Yes	Yes
	Production Equipment (standard machinery, spray booth, delivery trucks)	No	No
	IT Infrastructure (SketchUp/AutoCAD, Tokopedia & Instagram Shop)	No	No
Intangible Resources	Brand Reputation for durable bespoke teak	Yes	Yes
	Professional Network (contractors, boutique hotels, designers)	Yes	No
	Artisan Skills in joinery & natural finishing	Yes	Yes
	Brand Story & Social-media Content (“hand-crafted local teak”)	Yes	No
Organisational Capabilities	Custom-Build & Repair Service (WhatsApp → site measure → build → after-sales)	Yes	Yes
	SVLK-Compliant Supply Chain	Yes	No
	Craftsmanship-for-Sustainability Culture (“repair-before-replace”)	Yes	Yes
	Omnichannel Marketing (showroom, marketplaces, TikTok Live)	No	No

Embet’s most defensible strengths lie in location synergy, artisan know-how, its end-to-end custom-and-repair service, and a sustainability-driven craftsmanship culture each *rare* in the local market and difficult to transplant, routine assets (basic machinery, IT tools, omnichannel presence) merely provide competitive parity, while financial resources, though healthy, can be matched by any equally funded rival, the RBV therefore highlights the need to protect and scale Embet’s location advantage, artisan workforce, and service model, as these underpin any sustainable edge.

VRIO Analysis

Table 4. VRIO Analysis Embet Furniture

Resource / Capability	V	R	I	O	Competitive Result
Standard Machinery & Basic IT	✓	✗	✗	✓	Parity
Omnichannel Presence	✓	✗	✗	✓	Parity
Internal Capital	✓	✗	✗	✓	Parity
SVLK-Certified Teak Access	✓	✗	✗	✓	Parity
Professional Network	✓	✓	✗	✓	Temp. Advantage
Brand Story & Content	✓	✗	✗	✓	Temp. Advantage
Workshop + Showroom Synergy	✓	✓	✓	✓	Sustainable Competitive Advantage
Custom-Build & Repair Service	✓	✓	✓	✓	Sustainable Competitive Advantage
Artisan Craftsmanship	✓	✓	✓	✓	Sustainable Competitive Advantage
Brand Reputation (durable teak)	✓	✓	✓	✓	Sustainable Competitive Advantage
Craftsmanship-for-Sustainability Culture	✓	✓	✓	✓	Sustainable Competitive Advantage

Most operational inputs deliver only parity; competitors can readily copy machinery, IT tools, capital intensity, and marketplace listings. Temporary advantages stem from Embet's relationship network and storytelling, which require ongoing engagement to stay ahead. Long-run success, however, rests on five VRIO-strong assets which is

1. Depok workshop + Jabodetabek showroom with unique sunk-cost pairing that speeds production and last-mile delivery
2. Integrated custom-build & repair service with seamless, high-touch model that locks in loyalty
3. Deep artisan skill pool, path-dependent craftsmanship impossible to replicate quickly
4. Durable-teak brand reputation, trust earned among contractors & architects
5. Repair-before-replace culture, tightly woven into operations and brand ethos

Protecting and amplifying these VRIO strengths while upgrading parity resources will be central to sustaining Embet Furniture's differentiation in Indonesia's crowded solid-wood furniture market

SWOT Analysis

The SWOT matrix below fuses evidence from the external audit (PESTEL, Five-Forces, 40-respondent survey) and the internal audit (interviews, RBV, VRIO), it offers a 360-degree snapshot of how Embet's resource base can seize opportunities and neutralise threats.

Table 5. SWOT Analysis of Embet Furniture

Strengths – Internal	Weaknesses – Internal
Healthy cash flow from B2C sales and repeat B2B orders funds, teak inventory, CNC tooling and digital-marketing spend	Brand awareness trails big names (IKEA, Olympic, Azko) and message market fit is weak (60 % say marketing is “not aligned”)
Integrated workshop (Depok) + flagship showroom (Jabodetabek) yields low-cost production and fast last-mile delivery	Core range is narrow (chairs, tables, beds); limited product variety fuels “wider range” defections to competitors
Deep artisan skill-set in solid-wood joinery, carving and natural finishing hard to imitate quickly	Perceived price premium vs. rivals; value communication must better justify cost to price-sensitive buyers
Strong reputation among contractors & interior designers for durable, custom teak projects	Customer satisfaction is only moderate (42 % neutral), signalling service and QC gaps that suppress loyalty
SVLK legality compliance and “repair-before-replace” culture align with sustainability-driven consumers	Dependence on premium-grade teak exposes the firm to raw-material shortages and price volatility
End-to-end custom & repair service (WhatsApp consult → on-site measure → build → after-sales) creates sticky relationships	Digital reach is inconsistent: 25 % of targets say they never see the brand on social media.
Opportunities – External	Threats – External
Macroeconomic tailwinds GDP with 5 %, low inflation (1.7 %) and rising middle-class spending lift furniture demand	Buyer power is high consumers compare thousands of SMEs and chains online; switching cost is minimal
Urbanisation (> 56 %) & smaller homes' fuel need for space-saving, minimalist, custom teak solutions	Cheap plastic furniture substitutes cost 60-80 % less, eroding entry-level wood-furniture sales

Rapid e-commerce adoption (Tokopedia, Shopee, TikTok Shop) and AI tools enable nationwide reach at modest cost	Intense rivalry: thousands of SMEs, domestic giants and importers engage in constant price-slash promotions
Government “buy-local” procurement rules & Job-Creation-Law licensing reforms open public-sector and SME incentives	32 % U.S. tariff on Indonesian wood pushes large exporters back to the domestic arena, heightening competition
Eco-conscious segment values certified, long-lasting products, mirrors Embet’s SVLK compliance & repair ethos	Climate-driven supply shocks (El Niño Forest fires) + EU deforestation rules can restrict teak supply and raise costs
Growth in hospitality & boutique-hotel fit-outs offers B2B custom-project demand suited to Embet’s artisan model	Minimum-wage rise (+6.5 % for 2025) and higher logistics costs compress margins if not offset by efficiency gains
Influencer-led TikTok/Instagram content (design tips, before–after) can quickly elevate brand visibility & conversion	Counterfeit or sub-grade “teak” products on marketplaces undermine consumer trust and drive a race-to-the-bottom

Embet’s defensible edge rests on artisan craftsmanship, an integrated workshop-showroom footprint, and a repair-centric sustainability ethos, yet growth is capped by weak digital visibility, a slim SKU line, and teak-supply exposure, macro tailwinds, urban space constraints, e-commerce reach, and green purchasing all favour Embet *if* it differentiates on custom design, lifetime repair, and credible eco-sourcing while tightening QC, broadening SKUs, and boosting content consistency

Business Solution

TOWS Matrix

Table 6. TOWS Matrix: Strategic Options for Embet Furniture

S-O Strategies	S-T Strategies
1. Launch Modular Urban-Teak line for compact apartments 2. Add AI previews on Shopee/Tokopedia to showcase customs 3. Bid on government office/school tenders using SVLK badge 4. Promote lifetime-repair guarantee via influencers to capture eco buyers 5. Offer turnkey teak sets for boutique hotels & cafés	1. Spotlight durability & repairability vs. cheap plastic 2. Lock teak supply via multi-year SVLK contracts 3. Bundle on-site measure + free minor repairs hard for new entrants 4. Laser-QR authenticity marks to fight counterfeits
W-O Strategies	W-T Strategies
1. TikTok “maker-story” series to lift awareness & justify price 2. Launch Value Line (acacia/reclaimed) for online shoppers 3. Use AI room-visualisers to cut dissatisfaction 4. Add knock-down items sold exclusively online	1. Lean production & route optimisation to offset wage/logistics hikes 2. SME teak-buying consortium to curb supply risk 3. Tighter QC + D+7 WhatsApp NPS to convert neutrals to fans 4. Flat-pack laminate line to defend low-budget tier 5. Always-on content calendar to erase digital invisibility

The TOWS matrix systematically converts SWOT insights into strategic initiatives, ensuring that proposed actions are grounded in empirical analysis rather than intuition. This

structured approach aligns with David et al.'s (2023) strategic management framework, which emphasizes the importance of matching internal capabilities with external realities to formulate implementable strategies.

Segmenting, Targeting, and Positioning (STP)

Segmenting

Table 7. Market Segmentation Analysis

Segment	Demographics	Geography	Psychographics	Consumer Behaviour
Contractor & Designer Specifiers (B2B Core)	30-54 yrs, mostly male project managers, architects, interior designers	Jabodetabek business districts; secondary hubs in Central & East Java	Deadline-driven, reputation-conscious, value SVLK legality & custom sizing	Bulk / repeat orders tied to project timelines; average spend > Rp 5 million per phase; showroom visits & negotiated terms
Mid-Career Urban Home-Owners (B2C Primary)	35-44 yrs, family decision-makers, mid-upper income	Metropolitan Jabodetabek suburbs	Seek space-efficient teak that signals success & lasts; promo-sensitive	Buy every 2-3 yrs or “when needed”; spend Rp 1.1–5 million; research online, close in showroom
Premium Design Enthusiasts	25-34 & 45-54 yrs, gender-balanced, high income	Urban Jakarta core & expatriate clusters	Trend-aware, aesthetics-led, eco-oriented	Annual makeover spends > Rp 10 million, influenced by reviews & before-after content
Budget Pragmatists	18-24 renters or 55+ downsizers, low-middle income	Greater Jakarta fringes & secondary cities	Highly price-sensitive, utilitarian	Buy only when necessary; spend < Rp 1 million, online marketplaces only

Targeting

Primary targets

1. Contractor & Designer Specifiers deliver volume stability, large ticket sizes and referral leverage
2. Mid-Career Urban Home-Owners drive brand visibility and steady B2C revenue in the Greater Jakarta market

These segments match Embet's strengths in custom sizing, durable teak craftsmanship, rapid urban delivery, and lifetime repair support, while being less vulnerable to plastic-price wars than the mass budget tier. This targeting decision reflects Kotler and Keller's (2016) recommendation that SMEs should concentrate resources on segments where they possess genuine competitive advantages rather than attempting broad market coverage.

Positioning & Value Proposition

“Tailor-Made Teak That Lasts, Affordable Quality with Lifetime Repair”

This positioning reflects Embet Furniture's strategic role as a smart-premium brand that bridges the gap between mass-produced affordability and high-end custom craftsmanship. Unlike generic MDF-based furniture or expensive imports, Embet delivers personalized solid-teak pieces with long-term value and after-sales commitment. This positioning strategy draws on Ries and Trout's (2001) positioning principles, establishing a clear mental space for Embet

as the intelligent middle-ground choice for discerning consumers who value both quality and value.

Unique Value Proposition (UVP) Pillars

1. Custom-Fit Design Flexibility

This service model offers precision design tailored to individual space and style needs especially valuable for urban homes and commercial projects

2. Solid-Teak Craftsmanship at Smart-Premium Pricing

Embet combines artisan-level woodworking and SVLK-certified teak with pricing that is more accessible than imported luxury brands but superior in value to mass-market MDF alternatives

3. Lifetime Repair Promise

A “repair-before-replace” philosophy sets Embet apart in the market. Customers receive lifetime repair support, reinforcing both environmental responsibility and cost-efficiency ensuring furniture that truly lasts a lifetime

Proposed 7P Marketing Mix

Table 8. Integrated 7P Marketing Mix Strategy for Embet Furniture

P	Key Strategy	Rationale & Actions
Product	Core teak SKUs (chairs, tables, beds) + modular <i>Urban-Teak</i> line, lifetime-repair badge on every unit	Simplifies inventory, signals durability, modular pieces fit small apartments
Price	Smart-premium (~ +15 % over mass MDF) with seasonal promos & bundle discounts for projects	Preserves margin yet stays accessible; promo cadence triggers action
Place	Depok workshop & showroom, Tokopedia/Shopee stores, WhatsApp Business, AI room-visualiser on website	Combines touch-and-feel retail with nationwide digital reach
Promotion	Weekly TikTok/IG reels (reviews, design tips, before-after); monthly free-delivery or cash-back offers	Aligns with content preferences and top repurchase drivers (promos + delivery)
People	Train staff as “Teak Consultants”; dedicated after-sales team for repairs	Builds trust and converts neutrals to loyalists
Process	Google-Sheet order tracker; ≤ 30-day delivery SLA, QR authenticity & service voucher in every invoice	Transparency, speed, anti-counterfeit reassurance
Physical Evidence	Warranty/repair card, showroom “Repair Wall” (restored vs new), branded eco-packaging	Tangible proof of long-term value & sustainability stance

Embet Furniture's marketing mix strategy is built upon seven core elements that reinforce its smart-premium positioning. For Product, the company focuses on a streamlined range of core teak SKUs (chairs, tables, beds), supplemented with a modular "Urban-Teak" line designed for compact city living, all labeled with a lifetime repair badge to highlight durability. Price is positioned at a smart-premium level—around 15% above mass MDF brands—balanced with seasonal promotions and bundle discounts for B2B projects, preserving margin while maintaining accessibility. Place combines the brand's Depok-based showroom and workshop with national reach via Tokopedia, Shopee, WhatsApp Business, and an AI-enhanced room visualizer, delivering both physical engagement and digital convenience.

In terms of Promotion, Embet leverages weekly Instagram and TikTok content (reviews, before-after videos, design tips) and monthly campaigns offering free delivery or cashback,

aligning with consumer content preferences and key repurchase motivators. The People strategy centers on training staff as "Teak Consultants" and assigning a dedicated after-sales team to foster trust and long-term loyalty. Process improvements include a Google Sheets-based order tracker, a 30-day delivery SLA, and invoice-based QR authenticity and service vouchers—ensuring transparency, speed, and post-sale confidence. Finally, Physical Evidence is reinforced with branded eco-packaging, a warranty/repair card, and a showroom "Repair Wall" displaying restored versus new pieces to tangibly communicate the brand's quality and sustainability promise.

This comprehensive 7P framework extends McCarthy's traditional 4P model (Kotler & Keller, 2018) by incorporating service-specific elements (People, Process, Physical Evidence) essential for businesses like Embet where intangible service quality significantly influences purchase decisions. The integration of these elements creates a cohesive customer experience that reinforces the brand's value proposition at every touchpoint.

Integrated Marketing Communication (IMC) Plan

Table 9. Integrated Marketing Communication (IMC) Strategy and Calendar

No	Activity	Objective	Core Content / Offer	Channel	Timing
1	Weekly "Maker-Story" Reels	Lift awareness & price justification	30–60 s BTS of artisans, joinery close-ups, cost-breakdown	TikTok, IG Reels	Every Mon & Fri
2	Monthly Promo Burst	Trigger purchase / repeat	Limited-time 10 % off or free Jabodetabek delivery	IG Feed, Story, WhatsApp broadcast, showroom poster	1st–7th each month
3	Influencer Repair Demo	Showcase lifetime-repair USP	60 s chair makeover by eco-home influencer	TikTok, IG	2× per year
4	"Repair Week" Activation	Deepen loyalty & capture UGC	Free minor polish/tighten for past buyers; photo diary	Showroom, WhatsApp	Quarterly
5	AI Room- Visualiser Launch	Reduce buyer hesitation	Upload 20 hero SKUs with AR overlay	Website, Tokopedia	Q3 2025 go-live
6	Customer- Review Carousel	Build trust & SEO	5-slide quote carousel + blog repost	IG, Website	2nd Mon each month
7	Referral Voucher Rp 700 k	Stimulate WOM	Code-based reward after verified sale	WhatsApp, IG Post, insert card	Always-on
8	Contractor Webinar	Strengthen B2B ties	30-min Zoom on custom teak specs & SVLK	Zoom, emailed replay	Bi-monthly
9	"Stronger- Than-Plastic" Video	Defend vs substitutes	Stress-test drop / weight comparison	TikTok Ad (14 days) + showroom QR poster	Annually
10	SEO + Blog Refresh	Capture search intent	Articles: "Custom Teak Jakarta", "Teak vs MDF"	Website, Google Business	Continuou

The IMC strategy for Embet Furniture is designed to amplify brand visibility, reinforce its unique value proposition, and drive conversion through low-cost, high-impact digital activities. The campaign kicks off with weekly "Maker-Story" reels on TikTok and Instagram Reels, showcasing behind-the-scenes craftsmanship to justify pricing and deepen emotional engagement. Monthly promotional bursts—such as 10% discounts or free Jabodetabek

delivery—are used to trigger purchases, supported by WhatsApp broadcasts and showroom posters. To emphasize its lifetime repair promise, Embet collaborates with eco-influencers to produce engaging repair-demo content, while quarterly "Repair Week" activations offer free minor services to past buyers, encouraging repeat interaction and user-generated content.

The AI room-visualizer launch on the website and e-commerce platforms helps reduce hesitation among online buyers. Trust is further reinforced via a monthly carousel of customer testimonials, searchable blog content, and SEO-optimized pages. A standing Rp 700,000 referral voucher program incentivizes word-of-mouth, while bi-monthly webinars target contractor audiences with detailed insights into Embet's custom specifications and SVLK compliance. Defensively, a stress-test video titled "Stronger Than Plastic" is posted annually to highlight the superior durability of teak. Together, these initiatives form a cohesive communication strategy that is audience-driven, cost-efficient, and tightly aligned with Embet's STP and 7P framework.

This IMC approach follows Pritandhari et al.'s (2014) integrated marketing communication principles, emphasizing consistency across channels, message reinforcement through multiple touchpoints, and strategic allocation of limited marketing resources to maximize reach and impact. The plan addresses Embet's current weakness in digital visibility (identified in the customer survey) through systematic, sustained content production rather than sporadic promotional efforts.

Implementation Plan Proposed Marketing Strategy

Table 10. Three-Wave Implementation Roadmap (2025-2027)

Wave	Key Deliverables (WHAT)	WHO (PIC)	Timing*
1. Foundation	• Prototype & pilot "Urban-Teak" knock-down line (20 units) • Launch weekly TikTok/IG "Maker-Story" reels • Produce 60-sec repair-demo with 2 eco-influencers • Register on LKPP e-catalogue & prep first tenders • Roll out new tagline + staff "Teak Consultant" training	Product Mgr / Workshop Head Digital Mktg Lead Sales Brand Comms & HR	Q3-Q4 2025
2. Expansion	• Sign 12-mo SVLK teak contracts & create SME buying consortium • Launch online-only Value Line (reclaimed/acacia) • Soft-launch flat-pack laminate budget tier on Lazada • Add AI preview for 10 hero SKUs on Shopee/Tokopedia • Offer 3 turn-key hotel/café bundles; close 2 pilot deals	Procurement Lead & CFO E-commerce Lead Hospitality BD Lead	Q1-Q4 2026
3. Scale & Optimise	• Ramp best-selling Urban-Teak SKU; keep 1-day Jabodetabek ship SLA • Quarterly Repair Week (30 free fixes) & bi-monthly contractor webinars • Laser-QR anti-counterfeit branding on all items • Always-on content calendar (2 IG Reels + 1 TikTok / week) + monthly promo burst • Embed AI room-visualiser + capture e-mails; ongoing SEO & referral-voucher tracking	Operation Coordinator Sales Quality Assurance Digital Mktg Lead IT Lead & CRM	Q1-Q4 2027

Embet Furniture's marketing implementation roadmap unfolds in three sequential waves from 2025 to 2027. Wave 1 (Foundation) focuses on launching the "Urban-Teak" prototype

line, introducing weekly TikTok/IG "Maker-Story" reels, producing a 60-second repair-demo video with eco-influencers, and completing institutional readiness by registering on the LKPP e-catalogue and training staff with a new brand narrative and "Teak Consultant" certification. Wave 2 (Expansion) addresses supply chain stability and product diversification—securing 12-month teak contracts, forming an SME buying consortium, launching a reclaimed/acacia Value Line, and piloting flat-pack laminate items on Lazada. It also introduces AI-generated previews on e-commerce platforms and launches bundled B2B sets for cafés and hotels. Wave 3 (Scale & Optimize) is focused on accelerating what works: scaling production of top-performing SKUs, sustaining the "Repair Week" and contractor webinar rhythm, embedding laser-QR anti-counterfeit branding, maintaining a high-frequency content calendar, and driving referrals, SEO, and showroom integration. Each wave is clearly assigned to responsible teams, includes measurable milestones, and aligns operational execution with Embet's strategic vision—ensuring sustainable brand growth and long-term differentiation.

Critical Analysis and Broader Implications

The proposed marketing strategy for Embet Furniture demonstrates how classical strategic frameworks (PESTEL, Porter's Five Forces, RBV, VRIO, SWOT-TOWS) can be effectively integrated with contemporary digital marketing tools to address the competitive challenges facing SMEs in emerging markets. This integrative approach extends beyond Embet's specific context to offer broader insights for Indonesia's creative economy sector.

First, the strategy confirms that sustainable competitive advantage for traditional manufacturers in digital-era markets derives not from technology adoption per se, but from leveraging technology to amplify distinctive heritage competencies. Embet's artisan craftsmanship, repair-centric culture, and SVLK-certified sourcing—deeply rooted capabilities that require years to develop—become more defensible when augmented with AI visualization tools, social media storytelling, and omnichannel distribution. This finding aligns with Kotler and Keller's (2018) service-dominant logic, which emphasizes that value creation in contemporary markets emerges from the integration of tangible products with intangible service experiences.

Second, the customer analysis reveals a critical disconnect between perceived quality and brand awareness—82% of respondents have purchased Embet products at least once, yet 60% report messaging misalignment and 42% express neutral satisfaction. This gap suggests that Embet's challenge is not product quality but communication effectiveness. The proposed IMC strategy addresses this through consistent, multi-channel storytelling that translates craftsmanship into tangible customer benefits (durability, lifetime repair, sustainability). This approach reflects Hanaysha et al.'s (2021) findings on the importance of coherent marketing mix elements in driving purchase decisions, particularly in experiential product categories where quality is difficult to assess pre-purchase.

Third, the TOWS matrix demonstrates that strategic optionality—maintaining multiple pathways to competitive advantage—is essential for resource-constrained SMEs operating in volatile environments. By simultaneously pursuing S-O strategies (leveraging strengths to capture opportunities), S-T strategies (using strengths to mitigate threats), W-O strategies (addressing weaknesses to exploit opportunities), and W-T strategies (minimizing weaknesses and avoiding threats), Embet creates strategic resilience. This portfolio approach enables the

company to pivot as market conditions evolve, consistent with dynamic capability theory's emphasis on sensing, seizing, and reconfiguring resources in response to environmental change (Teece, 2007).

The broader implication is that effective marketing strategy for SMEs in emerging markets requires neither the resource intensity of large corporations nor resignation to price-based competition. Rather, it demands disciplined application of strategic frameworks to identify genuine sources of advantage, creative deployment of low-cost digital tools to amplify these advantages, and systematic implementation processes that ensure strategies translate into consistent operational behaviors. Embet Furniture's proposed strategy demonstrates that this balanced approach—rooted in rigorous analysis yet pragmatic in execution—can enable traditional manufacturers to compete successfully against both low-cost imports and premium international brands in increasingly digital, globalized markets.

CONCLUSION

Embet Furniture operates in a dynamic market influenced by macro-environmental factors such as political deregulation, urbanization, sustainability trends, and digital transformation, as revealed through PESTEL and Porter's Five Forces analyses. While opportunities for growth exist, the company faces challenges including fierce competition, environmental regulations, and supply chain risks. Internally, *Embet Furniture* benefits from strong tangible assets—such as a well-equipped workshop, strategic showroom location, and solid financial performance—and intangible strengths like its artisanal brand reputation, sustainability ethos, and integrated service offerings, all of which align with VRIO indicators of sustained competitive advantage. To address key challenges and capitalize on opportunities, the company should pursue a TOWS-driven strategy emphasizing modular products for online markets, influencer-driven digital campaigns, enhanced after-sales warranties, and operational efficiency through partnerships and lean practices. Aligned with an STP approach targeting contractors, designers, and urban homeowners under the brand promise “Tailor-Made Teak That Lasts,” this strategy ensures consistent visibility and resilience through a coordinated 7P marketing mix. Future research should explore how traditional furniture SMEs can integrate advanced digital tools such as AI-driven customer analytics and augmented reality visualization to deepen personalization and sustain competitiveness in evolving digital marketplaces.

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