

MARKETING STRATEGIES FOR IMPROVING BRAND AWARENESS: A CASE OF KITANATA RUANG

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Abstract: There is a furniture MSME that has just entered the furniture industry, namely KitaNata Ruang. KitaNata Ruang is present amid competition in the industry with an unknown brand. The purpose of this research is to provide a marketing mix strategy to increase KitaNata Ruang brand awareness. The research method used is the 4C marketing mix, brand awareness pyramid, SWOT matrix, and QSP matrix. The results of the study show an evaluation of the marketing mix using the 4C marketing mix, co-creation elements in the form of a lack of product feel, currency in the form of providing price variations, communal activation in the form of programs for partners, and conversations is more active dissemination of information. The level of brand awareness of KitaNata Ruang is in the position of brand recognition for potential consumers and brand recall for actual consumers. Formulation of strategies using the SWOT matrix produced alternative strategies with strategic priority orders using the QSP matrix, active in marketing promotions through digital creators, service and product innovation, expanding business with resellers or partners, implementing membership features, bundling, and sales promotions, active in the exhibition furniture industry, using augmented reality and virtual reality technology and improving information processing.

Keywords: brand awareness, furniture, marketing mix, QSPM, SWOT

Abstrak: Terdapat UMKM furniture yang baru terjun ke dalam industri furniture yaitu KitaNata Ruang. KitaNata Ruang hadir ditengah persaingan dalam industr dengan merek yang belum dikenal. Tujuan dari penelitian ini adalah memberikan strategi bauran pemasaran untuk meningkatkan kesadaran merek KitaNata Ruang. Metode penelitian yang digunakan ialah bauran pemasaran 4C, piramida brand awareness, matriks SWOT, dan matriks QSP. Hasil penelitian terdapat evaluasi bauran pemasaran menggunakan kerangka bauran pemasaran 4C, pada elemen co-creation berupa kurangnya feel dari produk, currency berupa memberikan variasi harga, communal activation berupa program untuk mitra, dan conversation berupa penyebaran informasi yang lebih aktif. Tingkat kesadaran merek KitaNata Ruang berada pada posisi brand recognition pada konsumen potensial dan brand recall pada konsumen aktual. Perumusan strategi menggunakan matriks SWOT menghasilkan alternatif strategi dengan urutan prioritas strategi menggunakan matriks QSP yaitu aktif dalam promosi pemasaran melalui digital creator, inovasi layanan dan produk, ekspansi kerjasama bisnis dengan reseller atau mitra, menerapkan fitur membership, bundling, serta promosi penjualan, aktif dalam kegiatan pameran dibidang industri furniture, penggunaan teknologi Augmented Reality dan virtual reality dan peningkatan information processing.

Kata kunci: bauran pemasaran, furniture, kesadaran merek, QSPM, SWOT

Article history:

Received
10 July 2023

Revised
18 July 2023

Accepted
28 July 2023

Available online
31 August 2023

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INTRODUCTION

Indonesia is a country with a large proportion of Micro, Small, and Medium Enterprises (MSMEs). Based on data from the Ministry of Cooperatives and SMEs (2021), the number of MSME units in Indonesia has a share of 99.99% or around 64.2 million units of the total business actors in Indonesia. The development of the number of MSMEs in the trade economy sector ranks first in non-agricultural MSMEs at 46.27% (Central Bureau of Statistics, 2016). MSMEs in the trade sector are divided into general sub-sectors and distribution sub-sectors which cover culinary, furniture, fashion, and others.

Good growth prospects from the export market and the domestic market. This is in line with BPS data (2021), which illustrates an increase in the contribution of the furniture industry in Indonesia to the Gross Domestic Product of 11.52%, where the PDB of the furniture industry in 2020 was -3.36% and in 2021 it was 8.16%. The furniture industry in Indonesia is a labor-intensive sector and has export opportunities with the support of the Ministry of Industry to maintain the availability of raw materials. With government policy regulations that support the growth of the furniture industry and are driven by the increasing need for furniture, the number of business actors in the furniture industry increases. This can be seen from the growth of the furniture industry which increased in the first quarter of 2021 by 8.04% whereas the growth in the first quarter of 2020 the furniture industry only grew 7.28%. Looking at these data, it can be concluded that the furniture industry is an ideal industry that increases the number of competitors in it.

One of the MSMEs that just entered the furniture industry in 2020 is KitaNata Ruang. The phenomenon of KitaNata Ruang as a new brand in the furniture industry is a challenge for the company to be recognized by the market to get a target market. KitaNata Ruang is present in the midst of increasingly fierce industry competition with brand conditions previously unknown to the public. Brand is something that becomes an important asset for a company. Companies that have strong brands are certainly easily recognized by the public and can survive amidst intense competition (Shevany, 2018). Pre-research conducted previously found that 90% of respondents did not know the brand from KitaNata Ruang. The lack of awareness of the KitaNata Ruang brand in the eyes of the public raises problems for the

continuity of its business. This is because the brand is one of the consumer factors in choosing products (Rahmadhani et al. 2021). Gunawan's research (2020) states that brand awareness is created for a new furniture brand, namely Kana Furniture which states that a new furniture business brand requires high brand awareness so that it has a good impact on building public trust if the furniture offered has advantages and encourages purchasing factors. In addition, brand awareness is a determining factor in purchasing decisions from consumers, the higher the company's brand awareness, the more consumers will choose the brand (Godey et al. 2016).

According to Kotler (2013), brand awareness can be created through the concept of the marketing mix to spur awareness and involve consumers to buy products or services from the company. The marketing mix concept is applied to analyze information from various sources to understand certain marketing activities more precisely (Supriatna, 2017). Based on information from the owner of KitaNata Ruang, Annisa Rahmah said that until now the company still does not have the right marketing strategy to build brand awareness, one of which is having an impact on fluctuating sales and also the number of customers every month fluctuates. According to Nomleni's research (2020), the characteristics of consumers who buy furniture today are increasingly diverse due to significant changes in consumer needs and desires. The marketing mix must be able to capture changes from consumers quickly to respond to the right strategy so that it can have a positive impact on brand awareness. This is in line with Pratiwi's research (2020), in which research was carried out to increase brand awareness through the 4C concept marketing mix to obtain a more appropriate strategy according to the needs and requirements of consumers. In this study, using the 4C marketing mix to increase brand awareness at KitaNata Ruang is the latest research. Khalifaturrahman (2020) uses a method similar to this study, but the difference lies in the marketing mix used, namely the 7P marketing mix. The 4C marketing mix concept consists of 4 elements, namely co-creation, currency, communal activation, and conversation.

This research is interesting to study with KitaNata Ruang's business conditions, which have just entered the industry and brands that are not well known in the community, which is a challenge for companies to increase brand awareness, herefore it is necessary to evaluate the marketing mix that has been carried out

through the 4C marketing mix and see the position of brand awareness with the brand awareness pyramid. After that, can create a framework for weaknesses, strengths, opportunities and threats using SWOT and formulate strategies through the 4C marketing mix framework.

METHODS

The location of research in Bogor and was conducted in January - March 2023. This study uses primary and secondary data. Primary data were obtained by interviewing internal respondents, namely KitaNata Ruang owners, and employees, for external respondents, namely consumers and potential customers. The primary data in this study is to explore the conditions and marketing mix strategies that have been from KitaNata Ruang.

In this study using data collection techniques with interviews, questionnaires and literature study. Interviews were conducted to dig up in-depth information about the research topic by asking several questions to the respondent. The interviews were aimed at internal respondents, namely KitaNata Ruang owners and employees, and external respondents, namely consumers and potential customers. Supporting the accuracy of the data, this study uses secondary data, in this study secondary data was obtained from literature studies such as journals, books, and previous research theses. Determination of the sample using a purposive sampling technique. In identifying internal factors, it consists of internal respondents, namely owners, and employees. Consumer respondents obtained data from KitaNata Ruang, while potential customers were obtained by looking for consumers according to the customer segment of KitaNata Ruang, namely individuals or young couples who have middle incomes who need or like furniture, aged over 21 years and also entrepreneurs.

This study uses 32 actual consumer respondents and 40 potential consumer respondents. The number of respondents in the study fulfilled the characteristics and adequacy conditions in line with the opinion of Martha and Kresno (2016) that the number of respondents was considered sufficient if the answers given by the respondents were saturated with adequacy and suitability. This research focuses on formulating a

marketing strategy to increase brand awareness from KitaNata Ruang using descriptive analysis tools, 4C marketing mix, brand awareness pyramid, and SWOT analysis. Descriptive analysis helps in processing the data results from the performance of the marketing mix and the level of brand awareness which will later be made into a strategy formulation. The 4C marketing mix consists of co-creation, currency, communal activation, and conversation (Kotler et al. 2019).

This marketing mix framework is also used in analyzing external conditions by evaluating the 4C marketing mix that has been used based on actual consumer perceptions of KitaNata Ruang. The level of brand awareness at KitaNata Ruang is measured using a brand awareness pyramid obtained from the results of distributing questionnaires to consumers and potential potential customers of KitaNata Ruang. After evaluating the performance of KitaNata Ruang's 4C marketing mix and the level of KitaNata Ruang brand awareness can place strengths, weaknesses, threats and opportunities using SWOT analysis and prioritize strategies using QSPM, in detail, the framework of thought is contained in Figure 1.

RESULTS

Respondent Demographic Characteristics

Kita KitaNata Ruang since its establishment until now serves an average of 30 to 40 consumers every month. Based on interviews with internal parties, the target consumers of KitaNata Ruang are young individuals or couples, furniture enthusiasts, and also individuals with upper middle income. Demographic characteristics of customers and potential customers consist of gender, age, city of residence, occupation, monthly income, latest education, and consumer behavior in the process of making furniture, factors to consider when choosing a furniture brand, and how to obtain information from KitaNata Ruang.

This study uses 32 actual consumer respondents and 40 potential consumer respondents. In the age characteristics of respondents, actual consumers and potential consumers are dominated by the age of 26-30 years, gender is dominated by women, and the city of domicile is dominated by Jakarta. The trend in the percentage of age ranges in respondents is following the target market of KitaNata Ruang which targets

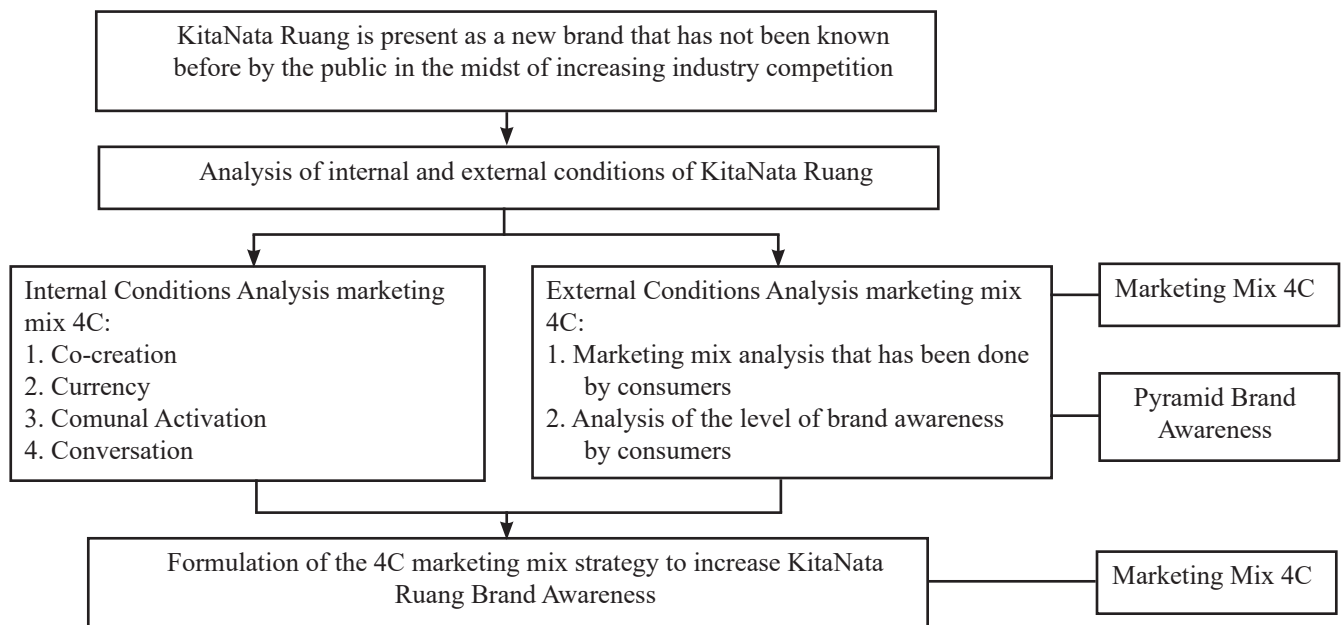


Figure 1. Research framework

individuals or young couples who are newly married. This is in line with the trend of the age of marriage in Indonesia being 24-28 years old (Susenas, 2016). The gender category is dominated by women with the percentage of actual consumer respondents at 71.9% and prospective consumer respondents at 65%. In line with Yolanda's opinion (2019), which states that women have a dominant role in deciding to purchase furniture products and have a higher interest in furniture products, this is because women are more selective in assessing the design and quality of furniture products.

The city of residence of actual and potential consumer respondents has a higher percentage in Jakarta of 28.1% and 32.5%. This is still not following the target market area of KitaNata Ruang, where the business expects KitaNata Ruang to expand the area to all of Indonesia. While there are some differences in job characteristics, last education, and monthly income. The characteristics of the work of actual and potential consumer respondents are dominated by private employees with a percentage of 46.9% and 80%, but the actual consumer respondents are housewives with a percentage of 12.5% while the prospective consumer respondents are not housewives. Actual consumer respondents were dominated by undergraduate graduates (S1) by 62.5% and prospective consumer respondents were dominated by undergraduate graduates (S1) by 90%. The income per month of actual consumers the majority of respondents have an income of Rp15,000,000 – Rp20,000,000 while the prospective

consumer respondents have an income of more than Rp20,000,000. Seeing this data is in accordance with the target market of KitaNata Ruang with middle to upper-income.

Actual consumer respondents had the most problems with furniture design which could not be adapted to their needs and desires 36.2% or 17 respondents. Actual consumer respondents said that it was rare for furniture businesses to be able to make requests related to their needs and wants, most of them were finished products and ready to be sold. Furthermore, the second problem that the actual consumer respondents chose was not knowing the quality and type used as raw material for making furniture 31.9% or 15 people, the third is that furniture sellers have a bad image 25.5% or 12 respondents, and finally relatively high price by 3 respondents. Relatively high prices are a low problem for actual consumer respondents because consumers will feel equal if the quality, design, and service support them.

Whereas for potential consumer respondents, the biggest problem was not knowing the quality and type of furniture raw materials 38.98% or 23 respondents. According to prospective consumer respondents, the quality and type of raw materials for furniture products are very diverse, making it difficult to determine which one is suitable for their needs. The second problem is the furniture design that cannot be adjusted to the needs and desires of 35.59% or 21 respondents, the

third is that sellers have a poor product image 18.64% or 11 respondents, and finally, the price is relatively high by 6.78% or 4 respondents. In the category of considerations, respondents in buying furniture products have the greatest consideration in involvement in the design of making furniture products for actual consumers respondents with 24% or 16 respondents, and prospective consumers with 25% or 10 respondents.

Marketing Mix 4C Performance KitaNata Ruang

This study uses the 4C marketing mix which consists of co-creation, currency, communal activation, and conversation because it fits the characteristics of the furniture industry consumers. KitaNata Ruang has implemented elements of co-creation by involving consumers in every business process such as example custom designs, colors, raw materials, sizes, payment methods, and shipping services, but there are several evaluations from consumers. Evaluation from consumers is the need to add a visualization of the product through 3D design videos so that consumers feel the feel of the product. Regarding the currency element, KitaNata Ruang has offered furniture products according to the cost of goods sold, target market, and consumers' ability to pay. The price of furniture products offered by KitaNata Ruang varies, starting from Rp700,000-, up to 20,000,000, the price depends on the type of furniture product. There is an improvement that can be used as a performance evaluation for this element, namely KitaNata Ruang should be able to carry out a more competitive pricing strategy or by using a price promotion program. KitaNata Ruang involves several external parties, such as partnering with 12 raw material suppliers in Jakarta and Bogor, which are adjusted to the company's quality standards. KitaNata Ruang expands brand awareness by placing several stickers or banners from KitaNata Ruang at supplier stores. In addition, the external parties used are the services of influencers in the furniture sector such as Dekoruma, Yunita R Dewi, CKK Home, Amani House, Nita Nurasmawati, Mugu House, and Numma House. The results of the endorsement were quite effective for KitaNata Ruang, as seen from the insights on Instagram and the Marketplace, more and more people are following and buying KitaNata Ruang products. There are suggestions for improvement in the form of a more attractive endorsement program and collaboration with business actors such as coffee shops to attract other business actors to use furniture from KitaNata Ruang. This needs to be developed in line with Anggraeni (2021) which states that influencers

influence consumer purchasing decisions through their reviews so that KitaNata Ruang must have a planned program so that it has a good impact on sales. In the conversation aspect, KitaNata Ruang provides online marketing channels, namely the Marketplace, and also has several social media such as Instagram and Facebook. KitaNata Ruang actively provides content that is quite interesting every day by aligning with trends. KitaNata Ruang interacts with its customers by using the comments, stories, and poll features on social media and the Marketplace. KitaNata Ruang also implements a feedback system for consumers, if the product has reached the consumer, KitaNata Ruang will personally ask about customer satisfaction.

Brand Awareness KitaNata Ruang

This study measures the extent to which KitaNata Ruang is known by its target market. In this study, 40 respondents were used as potential customers, of which only 9 respondents knew KitaNata Ruang and 31 respondents did not know. Nine potential consumer respondents know about KitaNata Ruang from friends or family, and also from social media in the form of Instagram. It can be concluded that KitaNata Ruang's target market is not familiar with the brand.

In addition, potential consumer respondents are not yet aware of the existence of a furniture brand called KitaNata Ruang, resulting in low brand awareness of potential consumers which has an impact on consumer purchasing decisions that are not strong. This is in line with Andjarwati's research (2018) which states that brand awareness can increase consumer buying interest considerations so that brand awareness becomes important, binding brand awareness will also be in harmony with improving brand image. Muhammad Rizky (2023) states that a strong brand image can help companies and products that are sold be easily recognized and differentiated from competitors, thus encouraging consumers to buy.

It was proven in this study that 36 prospective customer respondents stated that KitaNata Ruang was not a reference for buying furniture because they did not know the brand. This study uses the brand awareness pyramid according to Aaker (1991) to measure KitaNata Ruang brand awareness which consists of top of mind, brand recognition, brand recall, and unawareness of the brand. The research results obtained using the brand awareness pyramid framework are as follows:

a. Unaware of Brand KitaNata Ruang

In this study, 28 or 70% of prospective customer respondents answered that they knew of a furniture business with offline and online stores. Meanwhile, the percentage of actual consumer respondents is 100% or 32 consumers are already aware of the existence of a furniture business that conducts offline and online marketing.

b. Brand Recognition KitaNata Ruang

The results of the study showed that 31 respondents or potential customers or 78% did not know that there was a furniture business called KitaNata Ruang. Of actual consumers, 100% or 32 respondents know the KitaNata Ruang brand. KitaNata Ruang is a furniture brand that has a logo. During the research, it was found that only 8 or 20% of prospective customer respondents had seen and knew the logo from KitaNata Ruang and the remaining 80% of respondents had never seen and knew the logo. The logo is known through Instagram and also Marketplace, namely Tokopedia, and Shopee. Whereas in the logo only about 15 actual consumer respondents know the logo from KitaNata Ruang, the logo is in KitaNata Ruang products. Apart from that, KitaNata Ruang also has a slogan, namely "Creation Your Furniture". Based on the results of this study, it is known that only 5 or 12.5% of potential consumer respondents know and 35 or 87.5% of respondents do not know the slogan of KitaNata Ruang. In terms of slogans, actual consumer respondents who know these slogans are around 12 respondents or 37.5%. Seeing the low number of potential consumer respondents who know KitaNata Ruang, it can be concluded that the stage of KitaNata Ruang brand recognition has not been reached.

c. Brand Recall KitaNata Ruang

The results showed that there were 1 or 2.5% of potential customer respondents who answered KitaNata Ruang as a reference choice, while 39 or 97.5% of potential customer respondents did not make KitaNata Ruang a brand reference choice for purchasing furniture products.

KitaNata Ruang still has a great opportunity to expand its market share in line with research results which state that 34 potential consumer respondents are willing to

make KitaNata Ruang a reference choice later if they want to buy furniture products. The actual respondents who mentioned the name KitaNata Ruang as a reference when buying furniture products were 24 or 75% of respondents.

d. Top of Mind KitaNata Ruang

If you look at consumer respondents, consumers who answered KitaNata Ruang as the first brand were 18 respondents or 56.25%. This element was also asked prospective customers, it was known that the result was one respondent, or 2.5% who answered KitaNata Ruang as the first brand. It can be seen that several furniture business brands have become top of mind from prospective customer respondents. The furniture businesses that were first mentioned by potential customers were Ikea with 25% and Informa with 25%, next in line was Dekoruma with 17.5%, Olympic with 12.5%, and Fabelio with 5%.

Renew Marketing Mix Strategy KitaNata Ruang

Based on the results of the SWOT analysis (Table 1) and validation results for internal respondents from KitaNata Ruang, a new strategy is formulated using the 4C marketing mix framework as follows:

1. Co-Creation

a. Service innovation and furniture products

KitaNata Ruang needs to expand innovation that focuses on service aspects and furniture products. Product innovation can be done by enriching designs and themes, types of raw materials, sizes, and colors of furniture products. Research Alamsyah (2015) states that product innovation has a significant effect on Brand Awareness. further research by Brata (2018) which examines that currently there are many themes for the furniture industry developing to meet diverse consumer tastes, where these products are not just furniture but are assets that have value. Innovation in the service aspect can be in the form of a one-day design process, where a mechanism can be made for how many furniture designs the consumer wants to make in one day along with revisions of the design. KitaNata Ruang's other service and product innovations are the improvement of product guarantees for each product offered.

Table 1. Identification results of KitaNata Ruang SWOT Analysis

	<p>Strengths (S):</p> <ol style="list-style-type: none"> 1. Consumers are involved in the manufacture of furniture products. 2. Product design is the same as the product results. 3. Good service and after sales. 4. The price offered is comparable to the quality of the product. 5. Product price transparency. 6. Active in creating content on social media. 7. Media interaction between consumers with KitaNata Ruang and other active consumers. 	<p>Weaknesses (W):</p> <ol style="list-style-type: none"> 1. The level of brand awareness is only unaware of the brand. 2. The marketing strategy undertaken does not reach potential customers. 3. Expansion of marketing using only Instagram, Facebook and Marketplace. 4. There is no 3D product design. 5. The absence of attractive promotional programs.
<p>Opportunities (O):</p> <ol style="list-style-type: none"> 1. Furniture products are a secondary need. 2. There are many alternative suppliers. 3. The role of government in the furniture industry. 4. Methods for making furniture products are increasingly varied. 5. The population in Indonesia continues to increase. 6. Information technology and the internet are developing. 7. The number of house constructions in Indonesia is increasing. 8. Furniture trends are always increasing. 	<p>Strengths-Opportunities (SO):</p> <ol style="list-style-type: none"> 1. Service innovation and furniture products (S1, S2, S5, S6, O1, O2, O3, O4, O5, O7, O8) 	<p>Weaknesses-Opportunities (WO):</p> <ol style="list-style-type: none"> 1. Improved information processing (W1, W2, O6) 2. Active in marketing promotions through digital creators and digital interaction features (W1, W2, W4, O6)
<p>Threats (T):</p> <ol style="list-style-type: none"> 1. Appearance of competitors of a kind 2. Consumers can mention competitors KitaNata Ruang 	<p>Strengths-Threats (ST):</p> <ol style="list-style-type: none"> 1. Implement membership, bundling and sales promotion features (S2, S3, T1) 2. Expansion of business cooperation with resellers or partners (S2,S5, S6, T1, T2) 3. Use of VR technology (Virtual Reality) and AR (Audmented Reality) (S4, S7,T1, T2) 	<p>Weaknesses-Threats (WT):</p> <ol style="list-style-type: none"> 1. Active in exhibitions in the furniture industry (W2,T1, T2)

b. Use of augmented reality and virtual reality technologies

Augmented Reality (AR) has enormous potential in various fields such as education, culture, business, and even the military. So that augmented reality is also useful for the wider community (Tryana, 2022). In Herlangga’s research (2016), it is known that virtual reality and augmented reality technology is one of the technologies currently being developed in the field of interior and furniture design. This technology helps the design process become more practical and efficient for both designers and consumers.

2. Currency

a. Implement membership, bundling, and sales promotion features

This membership mechanism is like providing offers and rewards as a form of appreciation to KitaNata Ruang consumers, such as a 15% discount on shipping costs. Sales promotions are carried out by offering discounts on certain days or special prices on certain days. In line with the opinion of Arnu (2021), said that the price promotion strategy has a significant effect on consumer purchasing decisions. Furthermore, research by Radji (2018) also states that there is an influence

of promotional strategies on purchasing decisions. The bundling strategy is interesting for KitaNata Ruang to implement so that consumers will get a more profitable price if they buy bundling products, for example by giving product packages that are related to each other, such as a bed shelf with a small table.

3. Communal Activation

a. Expansion of business cooperation with resellers or partners

Since its establishment, KitaNata Ruang has been actively collaborating with raw material supply partners such as paint shops, wood and metal shops, welding shops, and others. KitaNata Ruang currently wants to expand through cooperation with welding shops to meet market demand. In addition, KitaNata Ruang will carry out promotions that can increase brand awareness by installing standing banners at partner stores so that when a customer from a partner shop visits the store they will see the branding from KitaNata Ruang.

KitaNata Ruang will provide a program for partner stores where consumers can refer customers to get a percentage commission. Apart from working with partners, KitaNata Ruang can involve its loyal customers to become resellers who help in selling KitaNata Ruang products so that more and more people will know and be aware of the KitaNata Ruang furniture brand.

b. Active in marketing promotions through digital creators and digital features

KitaNata Ruang needs to do gimmicks in promotions such as giving discounts or giving away furniture for followers from influencers so that it is interesting and becomes a consideration for buying. Another strategy that can be implemented by KitaNata Ruang is to attract digital creators through interesting programs that involve consumers, such as making an online workshop using the Instagram and Tiktok features, namely Live. Research by Azizah (2022) states that tiktok social media marketing has a positive influence on brand awareness. KitaNata Ruang can take advantage of currently developing social media features such as IgStory, Live Instagram, and Live Tiktok. This Live strategy on social media is the best strategy at the moment to introduce the brand to the public and increase sales. In addition, there is a need

for more active dissemination of information either through broadcasts related to the latest products, promos, or others.

c. Active in exhibition activities in the furniture industry

KitaNata Ruang can actively participate in exhibitions, especially in the field of furniture to introduce its brands and products to the wider community. Not only that, exhibition consumers in the furniture industry are generally the target market for KitaNata Ruang.

4. Conversation

a. Improved information processing

KitaNata Ruang needs to improve the information process through the stages according to Mowen and Minor (2007), namely exposure in the form of focusing on a media that has large user penetration in line with the target market, whether on Instagram, Tiktok, Facebook or Marketplace to convey the information, attention in the form of composing advertisements interestingly and uniquely through wording and design, comprehension and perception in the form of designing marketing advertising content that has the right message and meaning in accordance with the product and the company, acceptance in the form of creating the desired company perception in the eyes of consumers and retention in the form of providing examples of advertising stimulation given through consumer buying experience.

Strategic Decision

Based on the results obtained by the QSP matrix in Table 2, the first priority alternative strategy that can be implemented by KitaNata Ruang is active in marketing promotions through digital creators and digital features with a TAS (Total Attractiveness Score) score of 6.302. This is because the strategy is considered the most suitable for the current internal and external conditions of KitaNata Ruang. Being active in sales promotions through digital creators can introduce the KitaNata Ruang brand more widely to its target market thereby increasing brand awareness. Other strategic priority sequences are service innovation and furniture products expansion of business cooperation with resellers or partners, implementation of membership, bundling, and sales promotion features, active in exhibition activities in the furniture industry, use of augmented reality and

virtual reality technologies and improved information processing.

Table 2. QSP Matrix

Alternative Strategy	Score TAS (Total Attractiveness Score)	Ranking
Service innovation and furniture products	5.775	II
Use of augmented reality and virtual reality technologies	5.389	VI
Implementation membership, bundling, and sales promotion features	5.71	IV
Expansion of business cooperation with resellers or partners	5.742	III
Active in marketing promotions through digital creators and digital features	6.302	I
Active in exhibition activities in the furniture industry	5.46	V
Improved information processing	4.92	VII

Implications Managerial

Based on the results of the QSP Matrix, it is known that the first strategic priority is to be active in sales promotions through digital creators and digital features. This can be done by engaging digital creators through interesting programs that involve consumers, such as creating an online workshop utilizing the Instagram and Tiktok features, namely Live. In addition, KitaNata Ruang needs to do gimmicks in promotions such as giving discounts or giving away furniture for followers from influencers so that it is attractive and becomes a consideration for buying. The second strategic priority is product and service innovation which can be implemented by expanding the theme of furniture products and providing one-day process design services and product guarantees. The strategy for expanding business cooperation with resellers or partners can be carried out by KitaNata Ruang through collaboration with loyal consumers and partners accompanied by an affiliate program for giving commissions. The fourth strategic priority is carried out by actively

participating in exhibitions, especially in the field of furniture to introduce the brand and its products to the wider community. The fifth strategy can be carried out through the use of augmented reality and virtual reality technology, while the sixth strategy is carried out through improving information processes by applying media to penetrate the KitaNata Ruang market.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Marketing mix performance analysis is conducted using the 4C marketing mix framework. Regarding the co-creation element, KitaNata Ruang has implemented it well by involving consumers in it but there is a lack of 3D design videos so consumers don't feel the feel of the product. On the currency aspect, KitaNata Ruang has applied prices according to the quality and ability to pay of consumers, there is an evaluation in the form of product price variations. In the communal activation stage, KitaNata Ruang has actively collaborated with raw material suppliers and influencers to do endorsements but there are no interesting programs. Furthermore, in the conversation aspect, KitaNata Ruang has been good at providing a place for consumers to interact such as Instagram, Whatsapp, and Marketplace but there is a lack of more active dissemination of information.

Analysis of the perceived level of brand awareness in KitaNata Ruang uses the brand awareness pyramid. The results showed that KitaNata Ruang's brand awareness was at the level of brand recognition among potential customers, where 78% did not know that there was a furniture business called KitaNata Ruang. Meanwhile, for actual consumers, the perceived level of KitaNata Ruang brand awareness is at the brand recall level.

Furthermore, the alternative strategies are prioritized using the QSP matrix and KitaNata Ruang's main priority is to be active in marketing promotions through digital creators and digital features. Other strategic priority sequences are service innovation and furniture products expansion of business cooperation with resellers or partners, implementation of membership, bundling, and sales promotion features, active in exhibition activities in the furniture industry, use of augmented reality and virtual reality technologies and improved information processing.

Recommendations

The suggestion in this study is that KitaNata Ruang should re-evaluate the performance of each division because the operational division in particular plays a job role that is beyond capacity so that business processes take a long time. In addition, KitaNata Ruang must focus on the marketing division team to create brand awareness in its increasing target market.

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