

DEVELOPING MARKETING STRATEGY OF NASATECH KITCHEN SET MALANG TO ENTER A NEW MARKET IN USA

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ABSTRACT

Nasatech is a company that produces kitchen cabinets from granite materials. Nasatech has been almost ten years in the city of Malang, Indonesia. So far, Nasatech only serve consumers who live in Malang and surrounding areas. However, Nasatech has a commitment to be able to market its products abroad if there is a chance. The excellence of Nasatech is its unique product and Nasatech has already used to use internet marketing to market its products and conduct online transactions.

Some research data show that furniture and kitchen countertops from granite materials are becoming a trend in the US so Nasatech is very suitable to market its products in the US. Nasatech needs to make some patent designs for its products with knock-down system so it is more easily shipped and marketed to the US through furniture importers in the US who can become a distributor. Internet marketing can be a good marketing strategy to enter the US market as online furniture purchase transactions increase significantly in the US. This is expected to be a good opportunity for Nasatech to enter the US market.

Keywords: *furniture, cabinet, granite-material, export, internet marketing, US market*

1. COMPANY PROFILE

Nasatech is a company that is located in Jalan Pondok Blimbing Indah J2 24, Purwodadi, Blimbing, Malang City, Jawa Timur 65125. The company was founded in 2008, by Roy Antiono Lukito and developed by Ari Yohan Aryoto in 2011. Nasatech's specialty is producing furniture from Granite and Ceramic tile. This company uses ceramic tile and granite, because it has a strong structure, long lasting, anti-termit, and it is water resistant.

Nasatech Vision and Mission:

Reduce environmental damage due to the use of wood materials that require us to deforest continuously.

Providing solutions to public that complain about the lack of furniture options

Making local products compete at an international level

Opening business opportunities and job opportunities in new fields

Provide people the opportunity to become a distributor or sales agent of standard products and job orders

Organizational structure:

Roy Antiono Lukito as founder

Ari Yohan Aryoto as director and co-founder

Tito Denny as managing director

Bagus Deni Siregar as staff

Nasatech company is already adopting online marketing, this company has a website (<http://nasatechset.com/>) that provides information for their company. Right now Nasatech just serves the local consumer, or Indonesian customer. In the future Nasatech has a purpose to sell their product at the international market.

Company PIC : Ari Yohan Aryoto

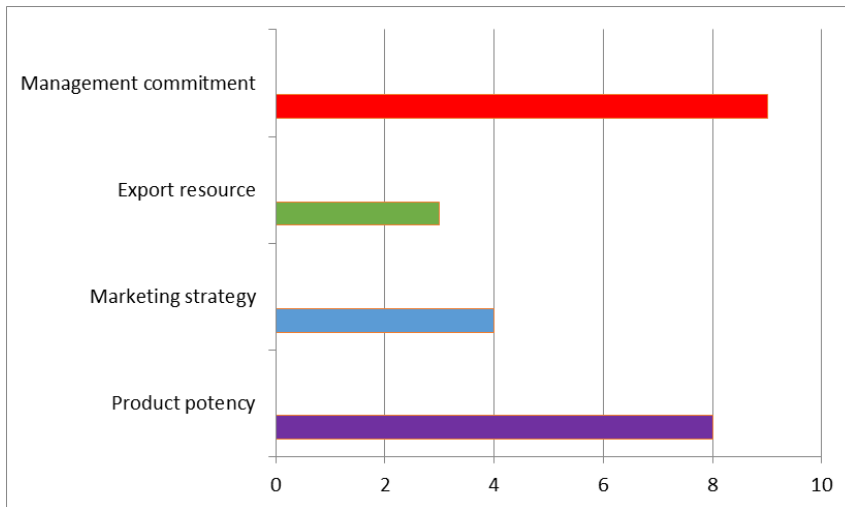
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2. COMPANY READINESS ANALYSIS

The export commitment is crucial in business initiation, development and performance and it would be particularly valuable to assess its role in influencing exporting (Makrini & Chaibi, 2015). Nasatech has high commitment to do international marketing for their business. It is ready to change and adjust the quality and specification of its products in order to market the products abroad as long as it doesn't have to change its characteristics such as using granite materials for furniture and kitchen sets. The owner of the company also said that the company is ready to do international marketing. Both the owner and the staffs are motivated and aware to export Nasatech's products. Export awareness is the most effective factor determining export growth. Indeed, having motivated staffs are the most important

requirements in order to establish a successful export marketing program (Mohammadzadeh, Mohammad &Tayebeh, 2016).



Graphic 2.1 Company Readiness Score

Even though Nasatech have a strong commitment to do international marketing, it has low export resources. It still doesn't know any information about terms and procedures to sell its products abroad. It doesn't have any acquaintances or partners abroad that can help them to promote their products. Lack of information causes failure to see the entirety of the market, which at the same time can distract the company from possible opportunities (Nalcaci & Yagci, 2014). So Nasatech hasn't ready yet for exporting their product right now because it doesn't have enough export resources, it has to learn and improve their export resources to sell their products abroad.

So far, Nasatech only use Bahasa Indonesia to promote their products both online and offline. That means it is not ready yet to do international marketing because to promote their products abroad, at least it should use English language. But there is one point that proof Nasatech have a good marketing strategy. There is fact that all this time it prioritize online marketing than offline. The two uses of the Internet in export marketing contributing significantly to the variation in the export marketing performance were communication and competitive advantage together with company-specific characteristics and export marketing strategy. This means that how an export market perceived the Internet's usefulness in relation to communication and competitive advantage could be used to significantly predict the marketing performance. It is important for the management of any company to be aware of these factors when using the Internet in an export (Lu & Julian, 2008). Building market abroad is easier if the company use online marketing. But Nasatech has to learn using English as their marketing language so it can do international marketing.

A company need product characteristic and differentiation as its competitive advantage. The main objective to differentiate products is to present an added value to the product for realizing customers' needs in this case customer can buy the products with higher prices. To sell differentiated product, companies should convince customers to buy their products (Reguia, 2014). Nasatech have a product characteristic that make them different from their competitors. It use unique materials (full of granite) that have so many advantages than the other products for customers, such as anti-termite, waterproof so not easily porous like wood, easy to clean, give more elegant and luxurious look, scretch resistant and also

durable. Their products are quite potential to be marketed overseas, it just need a patent design, not a custom design, for their product so that it can be mass produced.

3. RECOMMENDED PRODUCT IDEA

Based on Kitchen Cabinet Manufacturers Association's survey, monthly Trend of Business Survey indicated that cabinet sales climbed 4.3 percent in 2016, reaching \$6.8 billion. Participating cabinet manufacturers also reported that stock sales increased 4.0 percent; semi-custom sales increased 5.9 percent, and custom sales increased 1.3 percent. Despite the overall positive news for 2016, the survey saw a decrease in December sales of 1.0 percent compared to monthly figures from 2015. Although stock sales increased 2.5 percent, semi-custom sales decreased 0.2 percent, and custom sales decreased 12.3 percent for the month, compared to 2015. Survey participants include stock, semi-custom, and custom companies whose combined sales represent approximately 70 percent of the U.S. kitchen cabinet and bath vanity market. All major U.S. cabinet manufacturing companies belong to KCMA, and 63 percent of KCMA cabinet manufacturer members report sales below \$10 million annually (Forth, 2017).

From the survey we can see that the demand of custom design kitchen cabinets decrease in 2016. So far, Nasatech sells custom design kitchen cabinets. If Nasatech continue only with their custom design system, it will have some trouble to market their products abroad. Nasatech should have some patent design for their products. It can make the patent design from common design ordered by their customers. Then, it could make a catalogue from that designs. By doing that, the customers from abroad can easily look at the catalogue in website, social media, or another sources. Nasatech can send ready-to-sell kitchen cabinets abroad easily if it can make knock-down products. Knock-down products also good to reduce shipping cost.

4. COUNTRY SELECTION: UNITED STATES OF AMERICA

The United States has seen an increased interest in demand for eco-friendly, carbon-neutral and green products. Therefore, producers are also increasing the green and certified products in the hope of increasing consumers also with the adjustment of products they are willing to buy. So, there is an opportunity for U.S. furniture manufacturing industry. to recreate what was once a proud part of the industrial landscape in the United States (Buehlmann & Schuler, 2009). Nasatech support environmental conservation programs and go green. Nasatech also reduced the use of wood for its products and replaced it with granite materials that are much more durable. Better to buy kitchen cabinets from granite materials that can be used for long periods of time than buying kitchen cabinets from wood materials that are less durable.

Product quality, long-term customer relationships, timely delivery of orders, fair prices, and supplier reputation are factors that are considered critical by respondents in choosing their overseas suppliers. Therefore, it is very important for furniture exporters to the U.S. which focuses on providing timely product quality and maintaining better customer relationships to ensure a sustainable business partnership. Furniture exporters should focus on product excellence, customer relationships, efficient supply logistics, supplier reputations and good

products and product-related environmental claims, if they want to achieve better success in the US market. Results of other surveys and research indicate that U.S. furniture importers prefer electronic sources such as email and websites as an easy source of information, as well as means of communication with their foreign suppliers. Therefore, from the perspective of furniture suppliers, it is necessary to turn to web-based advertising and communication strategies. In addition, furniture is getting traded via e-commerce in the modern market. However, the reputation of word of mouth, international trade shows, and sales representatives are still important sources of information (Bandara & Vlosky, 2012).

Based on the above description, Nasatech is very suitable to be a supplier who markets its products to the United States market. Nasatech in accordance with the criteria sought by the importers of furniture in the United States, namely using communication tools and electronic information sources such as websites, social media and e-commerce. Management Nasatech already used to communicate with clients and transactions online.

In a few years, the amount of imported furniture demands in USA increase so rapidly. The market situation and consumer desires in the US make the competition high for the furniture industry, but it also provides great opportunities (Wan, Sun, & Grebner, 2010). U.S. furniture manufacturer can learn from successful strategies adopted by competing countries to enhance competitiveness and market share in the increasingly globalized furniture market. Key strategies to survive in the competition include more product innovations, clearer customer targets and prices, more intensive promotions by furniture associations, and better government support.

Fortunately, a countertops for kitchen table and cabinets made from granite materials are becoming a trend in USA. That point can be Nasatech's strength to market their products in USA. In an episode in *House Hunters* aired in USA, half of the people interviewed choose granite materials for their kitchen furnitures (Edwards, 2017). There's four factors why granite materials are becoming a trend in USA. First, granite materials seem to be more durable, anti-termite, waterproof so not easily porous like wood, easy to clean, give more elegant-luxurious look and has more color variant.

Second, nowadays shipping granite got easier. In the past, people typically got their domestic granite from local suppliers. USA has granite, but the price is quite expensive. Since shipping granite got easier, furniture and kitchen cabinets in USA can import granite material that have lower price than USA from another country. This opportunity used by manufacturers to produce things made from granite materials with lower costs.

Third, granite become easier to cut. In the past, when granite slab arrived in manufacturer, it hand-shaved into the appropriate size by someone operating an industrial grinder. But now, computer controlled saws can make major cuts more easily. Everything has been influenced by computerized controls. While granite used to be impractical and niche, computer cutting has made it much easier to work with.

The last reason why granite become a trending in USA is the housing boom exaggerated every trend. The timing of the granite boom is closely tied to that of the housing bubble of the 2000s. Trends in home construction during that period probably helped change public opinion on what a "good" kitchen table and cabinets looked like. As builders put granite into their homes, it quickly become a standard.

Beside the granite being a trend, the reason why my team choose USA to market Nasatech's products is because there is an organization in USA that can help Nasatech. The organization named KCMA, Kitchen Cabinets Manufacturer Association. KCMA is the hub where all those who appreciate the true value of cabinetry come together, there are

manufacturers, architects, suppliers, homeowners (Kitchen Cabinets Manufacturer Association, 2017).

It's not difficult to be KCMA's member. As long as it is kitchen cabinets manufacturer, it will be accepted in the association. There is a cost if a company become a member, but the cost is adjusted to the company's annual sales. If the company is new and haven't get any sales yet or only get up to \$5 millions of sales, it has to pay the minimum dues, \$535 or around Rp 7.200.000,- per year. The cost is quite cheap because the company will get so many benefits that will help the company to market their products in USA.

Calculate Your Membership Dues	
Sales Volume in Millions	Dues Rate
\$ 0 to \$ 5	\$535 (minimum dues)
\$ 5 to \$ 10	\$125 per \$ million in sales
\$ 10 to \$ 15	\$100 per \$ million in sales
\$ 15 to \$ 20	\$ 85 per \$ million in sales
\$ 20 to \$ 30	\$ 75 per \$ million in sales
\$ 30 to \$ 50	\$ 65 per \$ million in sales
\$ 50 to \$100	\$ 57 per \$ million in sales
\$100 to \$180	\$ 52 per \$ million in sales
\$180 to \$290	\$ 48 per \$ million in sales
\$290 to \$430	\$ 40 per \$ million in sales
\$430 to \$600	\$ 32 per \$ million in sales
\$600 to \$800	\$ 25 per \$ million in sales
\$800 and up	\$20,000 (plus \$10 per \$ million in sales over \$800 million)

Table 4.1 KCMA Membership Dues (Source: www.kcma.org)

All the members have exclusive access to learning opportunities specific to cabinetry manufacturing. As a member of KCMA, the company will learn about legislative issues affecting the industry and have exclusive access to KCMA management information and industry data including information about regulatory developments that can directly affect the industry. As a member, the company will receive important updates weekly newsletter and breaking news in the issues and policies section of KCMA.

KCMA will provide reports that can help members with strategic business planning, applying for loans, personnel negotiations and management decisions. Each year, KCMA's members gather for high-caliber conferences and plant tours, each offering invaluable chances to network with the best in the business. KCMA is the only industry-specific source establishing benchmarks that identify opportunities for the company continued success. KCMA sponsors the nationally recognized voluntary testing and certification program for cabinets. If the products have been certified, then it will be easier to sell it.

5. MARKETING STRATEGY

Segmentation, Targeting and Positioning

Segmentation and targeting of customers allows the marketer to deliver a product within the target audience needs and wants (Pickton and Broderick, 2005). Since Nasatech has limited resources to spend on marketing, it should focus on one or few market segments to get most return from a small investment. Since it produce a big size products and also sometimes the size is different based on consumer's house, Nasatech should divide their customer with geographical segmentation. It should use geographical segmentation because their products are not easy to send to the customer anywhere. Kitchen set cabinets need high shipping cost, so it will be more effective and efficient if Nasatech only market their products in one certain area. After divide the market segment in an area, Nasatech also should divide their market with demographic segmentation based on gender, age, occupation and the level of economic ability.

As the explanation of country selection above and based on geographical condition, Nasatech's market target is in USA. Since the furniture purchase decisions are made by the wife in the USA (Kaynak & Kucukemiroglu, 2000), Nasatech should focus on promoting their products to women aged 30-40 years that mostly as a housewife. Since Nasatech's products is quite expensive, it should focus on upscale market.

There are so many company that produce kitchen set cabinets in USA, but mostly it use wood materials. Another company also use granite materials but only for the countertops. The cabinet's drawer and door mostly still use wood materials. This is an opportunity to Nasatech to promote their products that use granite materials, not only for countertops, but also for the whole cabinet, drawer and cabinet's door with competitive price. Some of Nasatech's competitors in USA are Barker's Cabinets, Joss&Main and Superior Stone. It sells kitchen cabinet full set for around US\$2000.

Joss & Main market their products online, through their website. This company also put their products through e-commerce like wayfair. Superior Stone market their product through their web. Their web is really informative, and this company also put their finished order kitchen set. Nasatech also have a website and so far Nasatech success to market their products only in online. So, it is easier for Nasaetech to compete with those company because of Nasaetech's high experience in marketing online.

Pricing Strategy

If Nasatech enter the USA market for kitchen cabinets, it should use penetration pricing strategy. Penetration pricing strategy aim to attract buyers by offering lower prices on goods and services. While many new companies use this technique to draw attention away from their competition, penetration pricing does tend to result in an initial loss of income for the business. Over time, however, the increase in awareness can drive profits and help small businesses to stand out from the crowd. In the long run, after sufficiently penetrating a market and increas brand awareness, companies often wind up raising their prices to better reflect the state of their position within the market (Maguire, 2012).

Distribution Channel

Nasatech definitely needs a partner in the US to control the goods sent there and establish relationships with consumers. Nasatech should look for furniture importers in the US who would be invited to work together to market products Nasatech. This importer will be the

distributor of Nasatech's products and corporate representation in the US. The representative jobs are to introduce Nasatech in new market, do online promotion based on market real situation in USA, as a consultant if consumers need recommendation for design and product's specification and also to join the Kitchen Cabinets Manufacturer Association in USA.



Graphic 5.1 Distribution Process

The representative could be Nasatech's sole distributor in USA. If Nasatech have a sole distributor, Nasatech will be look more luxurious as a kitchen cabinets brand. Nasatech can open a business opportunity in the website or social media platform for becoming the sole distributor. Beside that, Nasatech can search for partners in go4worldbusiness.com website. The website contains a list of importers from different countries announcing the demand for a particular product and looking for exporters from other countries. Nasatech can find importers of furniture from the US in accordance with Nasatech products.

Promotion Strategy

Nasatech will use pull strategy promotion. The goal of pull marketing is to get the customers to come to you, where marketers are attempting to pull customers in. Common sales tactics used for pull marketing are mass media promotions, word-of-mouth referrals and advertised sales promotions. From a business perspective, pull marketing attempts to create brand loyalty and keep customers coming back (Robertson, 2015).

Online advertising could be the solution for Nasatech pull strategy promotion. Since Nasatech has high experience in online marketing in Indonesia, it will be easier for Nasatech to use online marketing too in USA. Nasatech can create an advertisement in Google Ads, Facebook Ads and e-commerce Amazon Product Ads that popular in USA. The benefit of advertising in Google Ads and Amazon Product Ads are that Nasatech can set the budget and creat an advertisement that focus on market target specifically.

The use of online adversting is based on a change in purchasing decision making in the US market. The change over the last five years is the willingness to actually buy furniture online. In 2008, only 11% of respondents indicated that they had purchased furniture online, and this number jumped to 21.6% today. Furthermore, more than half of respondents stated that they are willing to purchase furniture online (Ponder, 2013). Thus, the opportunity to get consumers through online marketing is increasingly wide open.

6. EXPORT PROCESS

Before market the products in another country, the company should registered officially in Indonesia as a legal company. All documents that required by the existence of an official legal entity such as a Corporate Deed, SIUP, NPWP, Domicile Notice, AMDAL / IPAL (for waste permits on production activities), K3 Certificate (for employee activity permit more

than 25 persons) and other documents that support the establishment and operation of a business activity.

For export activities, especially furniture products, such business entities shall have the completeness of licensing, among others in accordance with the materials that used for the furnitures (Wijaya, 2017), such as ETPIK: Registered Exporter of Wood Product from Ministry of Trade, ETR: Registered Exporter of Rattan Products from Ministry of Trade, NIK: No Customs Mother from Customs, SVLK: Certification of Timber Legality Verification from MoF. That's all are requirements to be officially become exporter of furniture products from Indonesia to export market. While the requirements required in the export market depend on where (location / country) and how (through agent / trader / whole buyer) the furniture products are exported, because the requirements that need to be fulfilled will follow the process required by the ordering party / order giver.

The requirements / criteria of furniture products that can pass for export market are more normative on the quality of the product itself such as: Uniform and precision shapes with a tolerance of 0.2% of the approved standard size of the order-taker, use of materials as per the specifications of quality 1, moisture content requirements of wood materials between 8-12%, pass a construction test with a certificate from an authorized institution appointed by the buyer or mutually agreed between the importer and the exporter, and using environmentally friendly finishing materials (Green Label).

After the goods are ready and there is a schedule of ships that will transport the goods, the exporter can file a customs document known as the Export Goods Notice (PEB). The PEB contains data of exported goods including exporter data, recipient data, customs broker data (if any), means of carrier to be transported, country of destination, detailed goods, such as quantity and type of goods, accompanying documents, no containers used. After the PEB is submitted to the local customs office, it will be given export approval and goods can be sent to the port which can then be loaded onto the vessel or means of transport to the destination country. Each PEB document is required to pay non-tax state income paid at the bank or at the local customs office. For the export tax amount each item is also different determined by the decision of finance minister.

After fulfilling the above requirements, then to execute export by way of payment using Letter of Credit (L / C) procedure as follows: the exporter holds correspondence with importers abroad to obtain the suitability of quality price, design, delivery and finally contact buying and selling. Then, the importer contacts the opening bank to open the L / C addressed to the exporter. The opening bank continues the L / C to the correspondent bank at the exporter's premises, and correspondent bank forward L / C to exporter. Exporters prepare goods ordered by importers, exporters can contact Independent Surveyor to arrange inspection of goods if required. Exporters or through the services of PPJK (Customs Clearance Services Company) shall load the goods to a ship or aircraft to obtain a bill of lading (B / L) or Air Waybill (AWB) as proof of ownership of goods already contained in ships or aircraft. The exporter shall receive notification of the export of goods to the corresponding Bank by completing the stipulated requirements. Exporters or through the EMKL / EMKU PPJK (Marine / Air Cargo Expedition) requested the approval of loading the Goods (Flat Loading) to Customs. The exporter or through the services of the PPJK shall apply to obtain the SKA (Certificate of Origin) to the regional office of the Ministry of Industry and Trade or the local Ministry of Industry and Trade office if necessary. The correspondent bank negotiates (buys) the draft submitted by the exporter, after examining the correctness of the document submitted by the exporter.

Furthermore, shipment documents are sent by the correspondent bank to the opening bank to receive a reimbursement (reimbursement). The opening bank examines the documents as to whether it is appropriate. The importer pays or asks the opening bank to debit his account with the bank. After the importer pays the documents, the opening bank shall submit the documents to the importer for the excise of goods from customs.

7. EXPORT RISK

Economic risks can be defined as risks arising in the macro economy, political or administrative provisions that will affect investment (often in foreign countries) (Nicolo, Honohan & Ize, 2003). Economic risks for exports can be divided into the following risks: the risk of non-acceptance of products in new markets, exchange rate risk in currencies around the world, the risk of buyer bankruptcy, the risk of payment failure payments (Love & Lattimore, 2009).

The characteristics of demand uncertainty as one of the sources of risk that can not be avoided (Kusmantini, Guritno & Rustamaji, 2015). All the companies that will enter the new market will experience the uncertainty of the amount of demand for the product. Moreover, this is Nasatech's first experience of marketing products abroad, so Nasatech is still less experienced in reading market demand. The risk that can occur from demand uncertainty is lack of product provided or too much. This can lead to profit loss or increased cost savings and production that are not balanced with income.

Since in this report Nasatech offered to have a company representative in USA, a problem between Nasatech and its representative can be a risk too. Due to long distances, most likely communication can only be done by phone or internet. This can lead to misunderstandings between Nasatech and its representatives. If Nasatech and its representatives are less able to understand each other, then the possibility of this business will not last long in the USA. Another possible risk is loss due to product damage during shipment.

8. RECOMMENDATION

Nasatech must face some risks to enter a new market in US, such as demand uncertainty and problem with importer/distributor. To overcome them, Nasatech should predict market demand before actually entering the market in the USA. There are several ways to predict market demand, but the most suitable way for Nasatech is to conduct market surveys to find out the market interest with products from Nasatech. This can be done through online sites to make it faster and easier. And also, Nasatech needs to select who will be his representative very well by holding a challenge to prove its match and its representative abilities. Finally, in order to avoid losses due to product damage during delivery, Nasatech must make clear agreements and use insurance services in the delivery of its products.

9. CONCLUSION

Nasatech has a high commitment to market its products abroad and Nasatech products have great potential to be marketed to the US. The increasing US market demand for kitchen cabinets and furniture made of granite becomes a big enough potential for Nasatech to compete in the US market. But Nasatech still have to improve its marketing communication strategy that so far only use Bahasa Indonesia. Nasatech must provide information in English on its website and social media. In addition, Nasatech also must build export resources that can help realize the marketing of its products abroad. Nasatech had to find an importer who could become a distributor of its products to the US and participate in KCMA organization so that Nasatech always get important information about the furniture industry and kitchen cabinets.

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