



# Strategy for Developing the Indonesian Consumer Goods Market: Study for Steam Iron

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MSc Management of Technology

  
**TU Delft**

**PHILIPS**

Domestic Appliances

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# Strategy for Developing the Indonesian Consumer Goods Market: Study for Steam Iron

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by

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## Executive Summary

As the market leader in the garment care industry, Philips Domestic Appliances aims to drive the global conversions of the iron industry from dry iron to steam iron. However, Indonesia is the only nation that does not engage dominantly in conventional trade but still has dry iron dominating the market. With the largest economy in Southeast Asia and the world's fourth most populous nation, and a total of €41 million market value for the iron market in 2021 (GFK, 2022), Indonesia is regarded as an important market for Philips Domestic Appliances. New low-end steam irons are being prepared by Philips Domestic Appliances to help with the conversion, but the Indonesian market is reluctant and there is not much understanding of Indonesian consumer behaviour. To convert Indonesian consumers from dry iron to steam iron, Philips Domestic Appliances must first understand the consumer behaviour and then develop a strategy to develop the market. Therefore, the aim of this study is to give insights about the consumer goods market in Indonesia and to create a strategy to develop the market.

This research objective is captured by the study's main research question:

*What are the key factors for defining a company's strategy when developing the Indonesian consumer goods market?*

In order to answer the research question, a number of sub-research questions have been formulated and addressed. This study employs exploratory research methods to investigate how consumer goods companies in Indonesia can develop the market. By conducting semi-structured interviews with seven experts from the Indonesian market and analysing market research, a qualitative research approach is performed. Consumption values are used to identify consumers' reasons for buying a certain good, and the 4A framework is utilised to assess the current marketing strategy of Philips Domestic Appliances and to develop a strategy for developing the market, as the 4A framework is best suited for emerging markets like Indonesia.

The answer to the main research question is that a company can define a strategy to develop the market after first understanding the market. The researcher contributed by establishing a step-by-step process for developing the market by identifying the key factors, which are the main actors and factors influencing the consumer goods in Indonesia, key partners, consumption values of Indonesian consumers, main barriers and opportunities in Indonesia, and then evaluating the current marketing strategy using the 4A framework. The A's that need to be improved, combined with market insights, served as the foundation for creating a strategy.

The study reveals that consumers are the main actors in the Indonesian consumer goods market, with price and market trends being the most significant factors. The company's key partners are retailers, and the three most essential consumption values are functional, emotional, and conditional. High wattage is a significant barrier for consumers, and having a good partnership with a creative agency would be beneficial for communicating the product value to consumers. Indonesians generally prefer low-priced products, but they are willing to pay a higher price for products that they think offer great value for money. Lastly, there is considerable growth potential in the market as long as the company contributes not only with innovation on products but also by educating the market to raise awareness of them.

Philips Domestic Appliances has the potential to launch a new steam iron product, but with several requirements based on the 4A framework and market insights. To increase Acceptance, they should educate the market about the benefits of the product and suggested creating a low-wattage steam iron with a spray and a clear watertank. For Philips Domestic Appliances, a 400-650W steam iron is advised to improve affordability. To ensure Availability, they must maintain their current, effective distribution strategy. Finally, to raise awareness, Philips Domestic Appliances could benefit from word-of-mouth marketing, identifying group opinion leaders, and having demo products in offline stores.

Following this study, Philips Domestic Appliances now has a strategy and recommendations on how to launch their new steam iron and develop the market. Moreover, this research is beneficial to the consumer goods industry in Indonesia, as it provides insight into the Indonesian consumer goods market and provides a step-by-step guide for developing the market.

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## 1 Introduction

When garments were stored in the wardrobe for too long, they could begin to smell. This occurs as a result of the humid air within the closet. It may reduce user's confidence in the cleanliness and hygiene of the user's garments. In order to make their consumers feel more confident and comfortable wearing their clothes, Philips Domestic Appliances continues to innovate in the garment care industry by offering garment care solutions that make consumers' clothes neater, cleaner, and less smelly. Within the garment care business unit in Philips Domestic Appliances, there are 4 different product segments, which are DST (Dry & Steam Iron); Garment care treatment and accessories; PSG (Pressurized Steam Generator) and Garment steamers. Philips Domestic Appliances product will ensure that consumers garments is flawless and pleasant to wear in the quickest and most cost-effective manner.

Philips Domestic Appliances has more than 60 years of ironing experience, starting with the first electric iron in 1956 and culminating with the debut of the only iron with Artificial Intelligence in 2020. With over 500 million irons sold worldwide, Philips is the world leader in garment care. (Philips Domestic Appliances onboarding deck, 2022).

One of Philips Domestic Appliances' goals in the iron sector as the market leader is to drive the conversion of iron consumers from dry iron to steam iron. However, certain regions are deviating from this trend. According to Philips sales and margin tracker statistics (2022), only Indonesia and a few African countries (Kenya, Nigeria, and Zambia) have dry iron customers who contribute for more than 90% of their country's entire iron market. For African countries, current sales are still in a conventional market, which, according to their country manager, requires us to follow the way they conduct business in Africa.

Indonesia has the largest economy in Southeast Asia and is the world's fourth most populous nation and 10<sup>th</sup> largest economy in terms of purchasing power (The World Bank, 2022). For consumer goods companies, Indonesia has a complex and evolving challenges, as their retail is dominated by small independent store owners, but they also have a high growing modern retail such as convenience-store chains, supermarkets and hypermarkets (Magni et al., 2015). When discussing iron industry, Indonesia has total €41 million market value worth in 2021 (GFK, 2022), which are an interesting market for the iron industry.

Because of the above reasons, Indonesia is regarded as one of the most important target markets for Philips Domestic Appliances. Understanding the market would be an important way to know how to strategically implement a correct way to deal with Indonesian market. In the steam iron (consumer goods) industry, there is a research gap regarding the consumer behaviour in Indonesia, therefore it is beneficial for the industry to understand on how the consumer behaviour for consumer goods/iron industry in Indonesia are, then to understand how Philips Domestic Appliances can develop the market of consumer goods industry in Indonesia.

### 1.1 Problem Statement

The steam iron has more benefits than the dry iron, especially when it comes to removing stubborn wrinkles. According to GFK research (2022), the use of steam iron has surpassed the use of dry iron in the global market. However, this is not the case in the Indonesian market. According to the statistics, the Indonesian iron market is dominated by dry iron, with steam iron accounting for just 10% of the market (GFK, 2022). Although there are some early indications, it is unclear why the Indonesian market is still preferring dry irons when steam irons provide so many advantages.

The market for steam iron in Indonesia is dominated by low-end steam iron. Currently, Philips Domestic Appliances steam iron products in this price range are scheduled to be phased out by 2022, and a new product in this price range is expected to be launched. Philips Domestic Appliances uses frugal innovation to adapt their technology to this market. Globally, Philips Domestic Appliances plans to launch the DST1000 series by the end of 2022 to address the entry-level steam iron market, replacing their current product named Featherlight and Featherlight Plus. They provide a low-cost steam iron with quality from the Philips brand. This device planned to be marketed globally, however Philips is hesitant to enter the Indonesian market due to unknown barriers to steam iron adoption in Indonesia.

Philips Domestic Appliances is obliged to postpone the debut of the DST1000 series in Indonesia due to a lack of knowledge of the market's hesitancy. As a result, Philips Domestic Appliances' strategy to drive the conversion to steam iron for the Indonesian market was hindered. Indonesia is one of the largest markets in the Garment Care Industry; it is critical for Philips to dominate the Indonesian market and encourage the conversion in Indonesia. However, despite being the market leader in the steam iron market in Indonesia, developing the market in Indonesia to become a steam iron user are still a challenge for Philips Domestic Appliances. There is a need to understand the market first before Philips Domestic Appliances can develop this market, as a result, it is essential to comprehend the consumer behaviour in Indonesia, and later understanding Philips Domestic Appliances current strategy, to develop a strategy to overcome them before effectively launching the DST1000 series in Indonesia.

## 1.2 Research Objective

Based on the above, the objective of this research is to *understand what are the key factors for defining a company's strategy when developing the Indonesian consumer goods market, and recommendation for steam iron industry.*

The goal of this study is to give insights about the consumer goods market in Indonesia, especially for steam iron market, on how to develop the consumer goods market in Indonesia and identifying the key factors to define a company's strategy for developing the market. The research would also assist the consumer goods companies in Indonesia to understand what are the main actors and factors influencing the consumer goods market, main key partners, consumer behavior, the barriers and opportunities in this industry in Indonesia and the strategy to develop Indonesian market. This research will contribute to existing research about consumer behavior especially for Indonesian market.

Furthermore, this research would also help Philips Domestic Appliances to understand why Indonesian trail behind the market in iron industry, by understanding the consumer behavior in Indonesia. The study will help Philips Domestic Appliances understand the barriers to converting dry iron users in Indonesia to steam iron users. This research analyzes the fundamental reason of reluctance in the Indonesian market, consumer behavior, the technological challenge that is holding the Indonesian market back, and their competitors and market.

## 1.3 Research Question

The objectives are summarized in the study's main research question, and that is:

*What are the key factors for defining a company's strategy when developing the Indonesian consumer goods market?*

To answer the research question, the main research question has been subdivided into sub research questions.

- **SRQ1** What are the main actors and factors influencing consumer goods market in Indonesia?
- **SRQ2** What are the main barriers and opportunities of consumer goods market in Indonesia?
- **SRQ3** What are the strategies to launch the new steam iron in Indonesia?
- **SRQ4** How can the steam iron market in Indonesia further developed?

#### 1.4 Research Approach

There are 9 subsequent phases in this research, with the overview are shown in Figure 1. The literature review has explored the existing research in the consumer goods industry in Indonesia, steam iron market, and identified a knowledge gap. Theories to understand the consumer behaviour and developing the market are also defined during the literature review. Research methodology is then established with the objective of answering the knowledge gap with creating step-by-step to developing the market. To answer the sub-research question, the interview question is established. Subsequently, the interviews are done with participants from the similar target market in order to have a proper understanding in the market. The results also combined with the market research that has been done by Philips Domestic Appliances. After that, the findings of the interviews are analysed in order to draw conclusions and recommendations.



Figure 1. The stages of the research

#### 1.5 Thesis Structure

This thesis is divided into 6 chapters, the introduction, problem statement, research objective, research question, and research approach are described in this chapter. In the next chapters, the literature reviews of this research are presented, also the explanation of the knowledge gap. In the chapter 3, the research methodology that are used during this study are explained.

Chapter 4 discussed the research findings based on the interviews and desk research. Furthermore, in this chapter, the research findings that are related to consumption values theory, utilizing both market research and interviewed several experts are explained too.

Chapter 4 also discussed the results from interviewing Philips marketing manager regarding 4A framework that are related to strategy to enter the market in Indonesia.

Chapter 5 entails a discussion of framework that are used to analyse the market, the step-by-step approach to develop the market are explained here. Chapter 6 concludes this research by answering the research question and sub-research questions in the conclusion. Scientific and managerial implications, limitation of this research, recommendation for the future research related to this topic, and the relevance to the MOT program also discussed in this chapter. The diagram below will provide clearer information regarding the flow of this thesis.

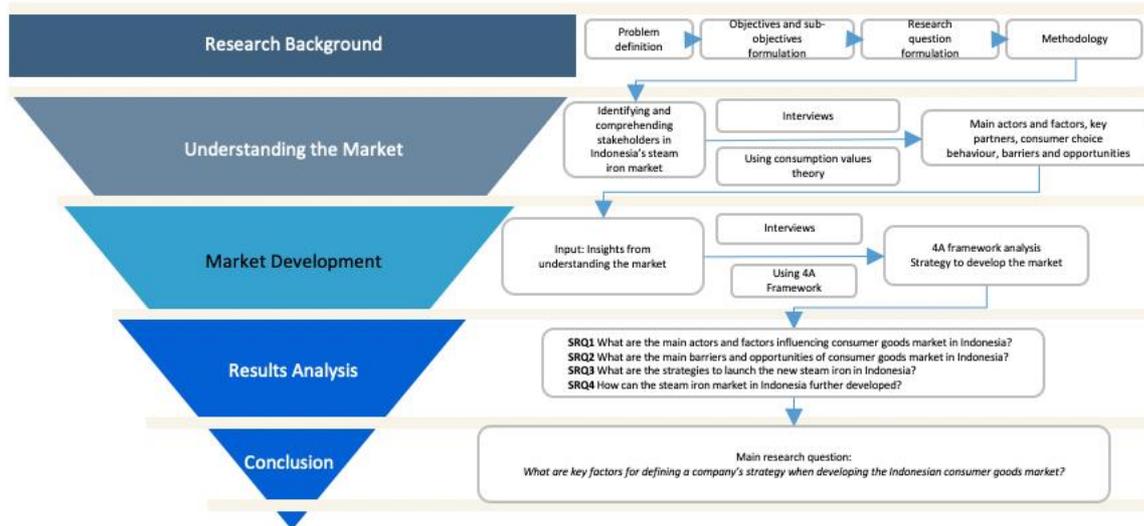


Figure 2. Research flow diagram

## 2 Literature Review

This chapter will discuss the existing literature on consumer goods in Indonesia, with the focus of steam iron.

The literature review started after the problem that comes from Philips Domestic Appliances are provided. To acquire the information regarding current situation in Indonesia, and also to find the research gap, literature review is conducted. The search methods used to find literature were Google Scholar and Scopus. The following keywords for Google Scholar and Scopus were used: “Market Development”, “Consumer behaviour”, “Marketing”, “Technology Adoption”, “Product Adoption”, “Consumer behaviour in Indonesia”, “Consumer goods in Indonesia”, and “4A Framework”. In addition, the reference lists of the identified papers were searched for other relevant articles; a number of them were added. This technique is commonly known as the Snowballing technique.

Furthermore, the private research that has been done by GFK about iron industry in Indonesia that are bought by Philips Domestic Appliances also used. Other research that has been done by Intersection research consultancy regarding steam ironing adoption in Indonesia are also utilised in order to understand Consumer behaviour in Indonesia.

### 2.1 Current condition and opportunities of steam iron market in Indonesia

Indonesia have 2 types of iron in the market, which are dry iron and steam iron. According to GFK research on Indonesian iron markets (2022) shown in figure 3, in the year of 2021, Indonesia has total market value for iron industry of IDR619 billion rupiah (Around €41 million), and only 6.6% of this comes from the steam iron market, while the rest of it from dry iron.

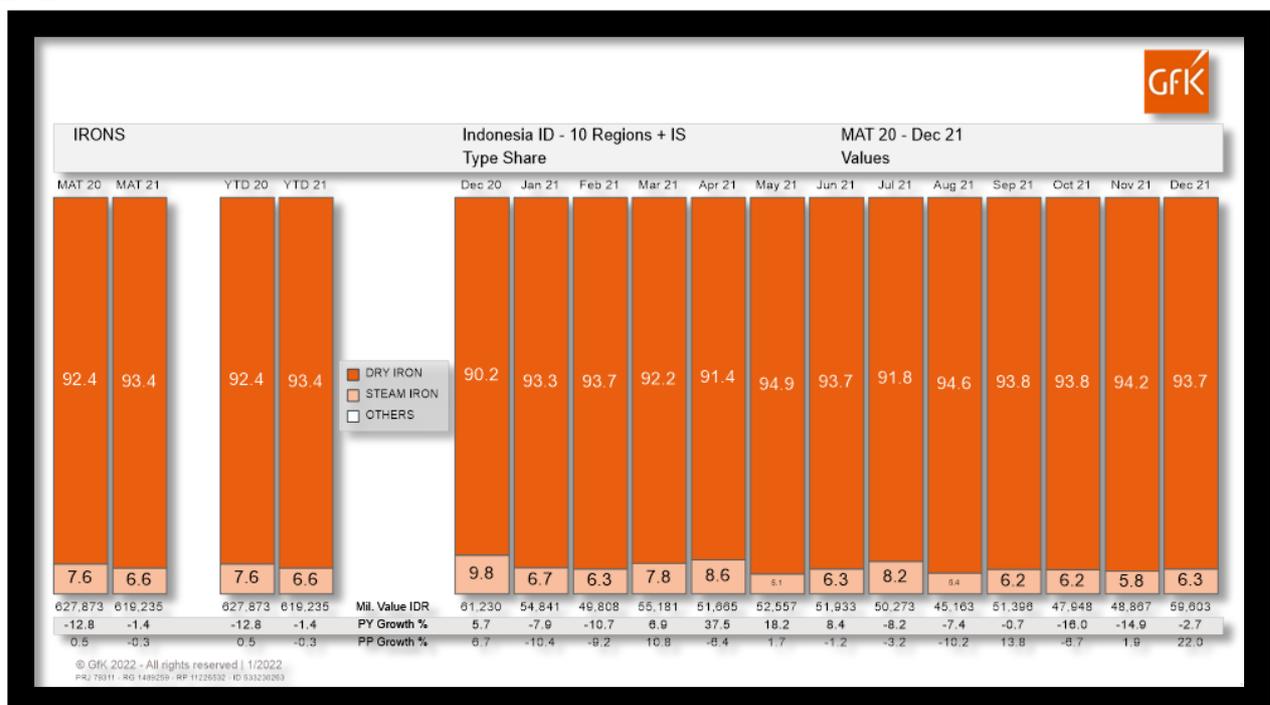


Figure 3. Irons market in Indonesia (GFK, 2022)

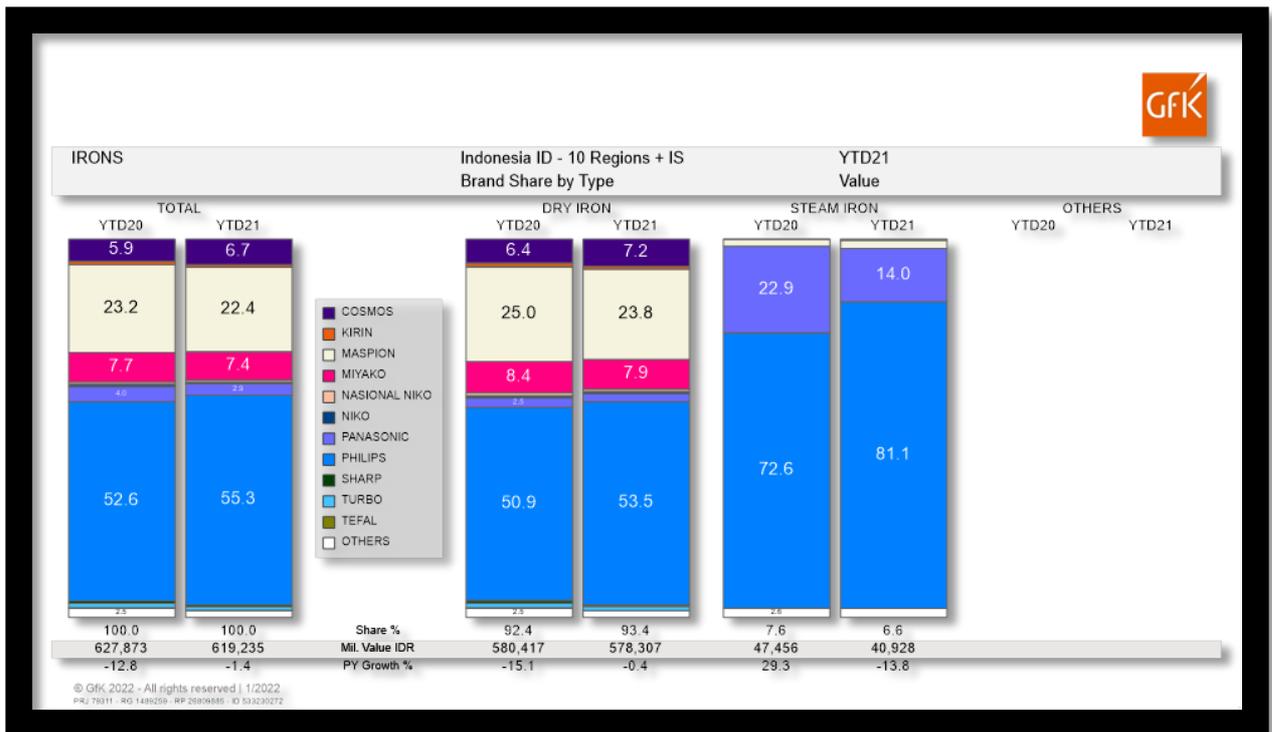


Figure 4. Dry Iron v Steam Iron market in Indonesia (GfK, 2022)

In total the market lost 1.4% of their growth in 2021. For the steam iron market, although Steam iron market decreased 13.8% from 2020, but in general Philips Domestic Appliances are leading the market with 81.1% of the market share, as shown in the figure 4, and therefore Philips Domestic Appliances are hoped to extend their dominations in the market and while also could drive the conversion from dry iron to steam iron market. These will be further discussed in this research report.

## 2.2 Steam Iron definitions

The Steam Iron is an electrical iron that contains water and emits steam to help smoother garments (Definition of steam iron, n.d.). When compared to a regular dry iron, a steam iron is infinitely more successful at removing wrinkles from clothes (Ironing Lab, 2019). Steam penetrates fabrics and helps smooth out creases in record speed, whereas dry ironing requires more strokes and a spray bottle to get the same effects. Although it will be heavier than a dry iron due to the water tank, and most of them will demand more energy than a dry iron, its benefits offer more features than dry iron (McCallum, B., 2022). It includes features such as a built-in spray mist, a vertical steaming option, a time-saving features, a steam boost that provides a burst of steam to assist consumers smooth out wrinkles, and others. These possibilities vary according to price point. The steam iron product line of Philips Domestic Appliances ranges from low-end to high-end products. The newly introduced DST1000 series has superior features compared to the steam irons currently sold in Indonesia, making ironing clothes easier for consumers.

## 2.3 Indonesia consumer goods industry

Consumer goods, particularly fast-moving consumer goods in particular (FMCG), are a significant economic driver in Indonesia (Market Research Indonesia, 2022). According to McKinsey & Company's Survey: Indonesian consumer mood amid the coronavirus crisis (2022), Indonesia has the greatest consumer optimism globally, as well as the highest

willingness to spend more among middle- and high-income and young consumers in 2022. In addition, omnichannel shopping is popular for purchasing consumer items. Magni et al., (2015) said that Indonesia's population of 250 million is spread across in many islands, thus it's crucial for consumer goods companies to ensure that their products are easily accessible to this distributed population. Modern retails such as supermarkets and hypermarkets are expanding twice as fast as fragmented trade in Indonesia, which is dominated by small independent business owners. The consumer goods business in Indonesia is the largest advertising spender in Indonesia, both online and offline, according to Indrawati and Primasari (2016). This suggests that there is a great untapped potential in the consumer goods market in Indonesia.

When discussing their behavior, the pandemic leads consumers who indicate they are willing to spend more in the consumer goods business (fashion, health and beauty, do-it-yourself or home renovation, and luxury or premium products) to decrease, while those who are ready to spend less, rise (PricewaterhouseCoopers, 2022). It is plausible because they are used to stay-at-home regulations during the pandemic and are thus comfortable doing everything from home and not going out, allowing for the likelihood of lower expenditure than pre-pandemic. However, in the wake of this epidemic, consumers have shown a higher tendency to pay a premium for environmentally friendly and locally produced goods. The primary reasons for this increased readiness to pay for local goods are that people are keen to support their local economy, followed by the convenience of being able to acquire the product faster and the shorter amount of time it takes to transport the product. PricewaterhouseCoopers (2022) notes that consumers have challenges making purchases due to product unavailability while shopping either online or in a physical store. When faced with an issue in acquiring a product due to its unavailability, customers are open to exploring other options before making a purchase; this includes searching for similar products and reading reviews if shopping online or visiting multiple shops in person. In addition, PricewaterhouseCoopers's study reveals that Environmental, Social, and Governance (ESG) influences customer confidence in a business, their choice to promote a company or brand, and their decision to purchase a product or service.

#### 2.4 Consumer behaviour

Sheth et al (1991) discuss about how to understand consumer behaviour by understanding their decision to buy or not to buy a product by identifying factors that are influencing their consumption behaviour, which are functional value, social value, emotional value, epistemic value, and conditional value.

- Functional value: “*Functional value is presumed to be the primary driver of consumer choice*” (Sheth et al., 1991). Functional value is assumed as the main reason of consumer choice. For instance, consumer choose to buy a product based on the reliability, durability or the price of a product. The function or the benefit that comes from the product itself is the functional value of the products.
- Social value: “*The perceived utility acquired from an alternative’s association with one or more specific social groups*” (Sheth et al., 1991). The reason to buy a product based on the social image, rather than its functional values. When the consumer is choosing to buy a product to help them raise their social status, or to provide a gift that associated with a stereotyped demographic, socioeconomic or cultural-ethnic groups, that is an example of social value.
- Emotional value: “*The perceived utility acquired from an alternative’s capacity to arouse feelings or affective states*” (Sheth et al., 1991). Often times, when purchasing goods or products, a specific feeling comes with it. Consumer choice might not always be based on rational considerations, sometimes with noncognitive and unconscious

motives. It is when a consumer chooses to buy the product because some feelings are attached, for instance, comfortness, or happiness that comes by buying the products.

- Epistemic value: “*The perceived utility acquired from an alternative’s capacity to arouse curiosity provide novelty, and/or satisfy a desire for knowledge*” (Sheth et al., 1991). Epistemic value is related to the curiosity of a new product to try or buy, or when the consumer has a desire to try learning or experiencing other product rather than what they already possessed.
- Conditional value: “*The perceived utility acquired by an alternative as the result of the specific situation or set of circumstances facing the choice maker.*” (Sheth et al., 1991). The conditional value is related if the reason to buy the product is situational, or because of a specific condition or times. For example, products that comes only on specific times of the year, or if there is a special condition like emergency.

In different decision contexts, the five consumption values described by the theory contribute differently. Consumers are typically prepared to accept less of one thing in exchange for greater value of another. By focusing on what types of consumer behaviour in Indonesia, companies would then understand what types of strategy to drives the Indonesian consumer. This idea would help the researcher in discovering what drives Indonesian consumers to purchase dry/steam irons/consumer goods in Indonesia.

By utilizing consumption values, the decision-making process for the Indonesian customer purchasing a household iron or consumer goods in Indonesia will be discussed. In order to correctly market a new Philips Domestic Appliances product, it is necessary to comprehend the buying decision-making process of Indonesian consumers, as will be explored in further detail in this report.

## 2.5 Market Development in Indonesian

According to Ansoff (1957), market development is a business strategy used to penetrate new markets using current products and/or services. In spite of the fact that the steam iron market already exists in Indonesia, it has a vast amount of untapped potential, as its current market share of 10% represents a total market value of €41,9 million. Indonesia is classified as an Emerging Market country, which means that a large proportion of the population lives at or near the base of the pyramid. As a result, the marketing focus in these countries is frequently on increasing adoption among non-users, who make up a significant portion of the market (Maity & Singh, 2020). In the emerging market, a large number of population are lives or near the Bottom of Pyramid (Maity & Singh, 2020), and in Indonesia, 56.8 million adults are belonged to the bottom of pyramid (Bio et al., 2021), meaning that majority of people in Indonesia are have a low income, however this market has the potential to bring profit to companies. The marketing to this population is unique, because it should be more focus to increasing adoption to non-users, focus on the mindset of the consumer, and how the product is delivered to the customers.

4A framework can help managers to see a movement done by a business through the eyes of consumers (J. Sheth & Sisodia, 2011). This framework could help managers to predict the success of their product before the launched itself. This would be very helpful for Philips Domestic Appliances to understand the possibility of successful launch of the new low-end steam iron in Indonesia. 4A Framework consists of acceptability, affordability, accessibility, and awareness.

- **Acceptability:** *“The extent to which the firm’s total product offering meets and exceeds customer expectations. It has two dimensions: functional acceptability and psychological acceptability”* (J. Sheth & Sisodia, 2011). When consumers buy a product, they have certain expectations about the product, as promoted in the company explanation and as established by the firm. This A is taking into account the need to modify the product to meet the functional and psychological requirements of buyers in developing markets (Dadzie et al., 2017). The functional acceptability of a product would attempt to evaluate the buyer's expectations about the product's function, while the psychological acceptability of a product would measure how consumers accept the product emotionally. The 4A framework book states that acceptability is the most crucial part of this theory since it guarantees that businesses can provide the right value to their target customer. The market winner is not always the product with the superior quality, but rather the one that best matches its target market.

In order to achieve Acceptability, the consumer expectations must be satisfied and even surpassed by the companies. Consumers may reveal their wants, but not necessarily their needs, and that is something to keep in mind. The company itself, the advertising and promotional claims made for it, and the availability of other brands all play a role in shaping consumers' expectations. The acceptability of a product or service is measured by a number of factors, the most significant of which are its quality, ease of use, and reliability.

Increasing Acceptability may be done in a number of different ways. On psychological acceptability, this may be accomplished by establishing brand image, positioning the product such that it is psychologically acceptable to the customer, and providing service guarantees that assure risk-averse consumers are able to believe that the firm can supply them with a guarantee if their product fails and the consumer is unaffected. In contrast, businesses may begin working toward functional acceptability by strengthening the product's performance and safety, simplifying the user experience for complicated items, and strengthening the product's reliability.

It is critical for consumer goods companies to recognize that the products they present to the market are supposed to be innovative, but not too radical for this Acceptability. They must exceed customer expectations while remaining simple. When consumers are trying out a new product category for the first time, they may experience certain psychological barriers that need to be overcome. However, as time goes on and consumers have more experience with the product, the functional aspects start to matter more to them.

- **Affordability:** *“The extent to which customers in the target market are able and willing to pay the product’s price. It has two dimensions: economic affordability (ability to pay) and psychological affordability (willingness to pay)”* (J. Sheth & Sisodia, 2011). According to the book by J. Sheth and Sisodia (2011), there are two important characteristics for the consumers in order to be able to buy a product, which are willingness to pay and ability to pay. Firms that are operating in the low social economic market needs to ensure that the consumers are able to afford the product despite their resource that they have (Maity and Singh, 2020). Several factors that needs to be considered by the companies are consumers miniscule disposable incomes, lack of steady income and their psychological willingness to pay the price of product and services (Dadzie et al., 2017). Furthermore, companies when they want to develop the

market, they need to consider not only the ability to pay from providing a good price, but also the willingness to pay the product. For the economic affordability, company should try to understand whether the price point of the product is within the reach of the target consumer. This can be done by analysing the competitor's price and their replacement of the product. For the psychological affordability, it is important to understand that the products that are created are have a adequate benefit for the consumer that makes them willing to pay for the price that companies provided.

In order to improve affordability, company needs to make the products are worth in customers mind through functional improvement. This could be done by adding the desirable features or improving quality. In the current steam iron products, Philips Domestic Appliances currently have a steam iron that has low specification in the market, which makes not much difference to the dry iron. If they want to try selling the new steam iron, Philips Domestic Appliances needs to launch a steam iron that has better features that are align like what market needs or improve the current features that they have. These features will further be discussed in this research when interviewing the Philips Domestic Appliances manager and other interviewees in order to understand what current market needs. Further, adding these would help to create the product worth more in the consumer minds through psychological factors.

Improving willingness to pay would occurs in two levels. On the first level, consumers are willing to pay if the price is reasonable. They would consider a lot of product when they want to buy a product, including the price of the competitors' product, the cost of the substitute products, their perception of what are in the product and the value they expect from buying the product. It is a function of value created in the mind of the consumers. In the second level, its if they are convinced that the price that the product offer is far less than what they are paying for. Some other way according to J. Sheth and Sisodia (2011) to improve the willingness to pay, by better positioning, targeting, bundling with different products and service into once price package. For this low-income market, it is important to create a product that are appealing to the market to spend despite their tight conditions of money.

- *Accessibility: "The extent to which customers are able to readily acquire and use the product. It has two dimensions: availability and convenience"* (J. Sheth & Sisodia, 2011). This would be to understand on how the potential customer able to get the product. The product that will be launch will need to be available in the numerous stores or marketplace for their target market. A strong distribution networks across the country are important for the Accessibility. The companies need to overcome the distribution and logistic infrastructure challenges in emerging market, including long travel distances to rural markets, poor transportation infrastructure, inadequate and less developed wholesale and retail outlets, and convenient access to retail outlets (Dadzie et al., 2017). Company needs to ensure that their products are always available whenever their consumer wants to buy it, otherwise the competitors would get a free trial opportunity (J. Sheth & Sisodia, 2011). Furthermore, company needs to also maintain the supply, not to be oversupply which would lead to downward pressure on prices, and also ensure the right products available at the right way, right time, and right decisions.

Creating convenience that can raise the accessibility could also done by selling products that are easily unpack, and also easy to dispose. Next, it can also by approaching the

consumers with a win-win partnership with other companies, with a clear goal to making the lives of consumers easier and more enjoyable. This is would become a possibility to offer and will be further discussed in this research.

- Awareness: *“The extent to which customers are informed regarding product characteristics, persuaded to try it, and, if applicable, reminded to repurchase it. It has two dimensions: brand awareness and product knowledge”* (J. Sheth & Sisodia, 2011). Prior to buying a product, consumers need to understand the product first. It is simply not enough to know that the products are available because consumers need to also know what the company are offering, and company should also make the consumer know what their product can do and not, also whether this could fulfil their needs, or which needs that can be supported. Education on product is important for this product (Maity and Singh, 2020), and awareness is about knowing and understanding the brand and the product, because there are a lot of consumers that recognize the brand but not truly informed about the product details (J. Sheth & Sisodia, 2011). According to the 4A Framework book by J. Sheth and Sisodia (2011), there are two types of awareness, which are deep awareness and shallow awareness. Deep awareness is where the consumers actively seek out reviews and educational sources about the product that they are interested in order to fairly understood what products that they are going to buy. All these information they can gather through several medium, such as advertising and word-of-mouth. The shallow awareness is when consumers are passively acquired brand awareness and product through advertising, and it exist only in their short-term memory. If with the increased advertising, the sales are not following, the explanation to this is either the ad campaign is not effective on raising awareness and gain the interest from the market, for the problem occurs from the other A's.

To have a campaign that are different from only promoting the products but want to raise the awareness, company needs to create a campaign that are about educating the market, by informing them about the product and let them decide whether they want to buy it (J. Sheth & Sisodia, 2011). Dadzie et al., (2017) also mention the importance of educate or informing the consumers about brands and address the inherent challenges in the development of marketing communication that targets low-income emerging markets. To understand what Philips Domestic Appliances are currently doing with the market, this research will further interview the interviewee from Philips Domestic Appliances that are handling this campaign.

Raising brand awareness can also be done by touching all the consumers touch points (J. Sheth & Sisodia, 2011). This can also be done by maintaining the exisiting consumers for further exposing the bigger awareness of the brand and product offering. Later they can convince the influential consumers to spread the positive input that they have from having the products that are offered by the company. Word-of-mouth communication is an important factor for marketing success, and the basic elements of this are educating people about the products, identifying who are the key opinion and also providing tools to share it, and studying on how the opinions on product collected and shared (J. Sheth & Sisodia, 2011). For the steam iron products that Philips Domestic Appliances are offering, this can be a good insight to learn about the key opinion leader (KOL) in the market, and this will be further investigated in this thesis in order to understand the current strategy from Philips Domestic Appliances and later develop something new or enhance what they already possessed as their strategy.

Not only brand awareness, product knowledge is also important, which refers to the amount of information and understanding that consumers have on product itself (J. Sheth & Sisodia, 2011). The company needs to educate consumers about the real benefits of their products compared to alternatives, otherwise this can also be done ongoing basis, by constantly reminding the consumers about the product that the company offers.

The 4A framework, according to Sarker et al., (2022), is more focused on assisting large companies in reaching out to consumers, as well as providing explanations and guidelines for large company managers to identify the 4A aspects of the consumer that would help their companies enter emerging markets. Sarker et al., (2022) also mention that they have created additional 3A's, but they are more suited toward micro-entrepreneurs. As a result, the 4A framework will be used in this research because it is more appropriate for large corporations such as Philips Domestic Appliances.

## 2.6 New Product Adoption

According to Du et al. (2020), when consumers evaluate total value evaluation, they build their consumer innovativeness and behavioural innovativeness through the adoption of new products by assessing both functional value and non-instrumental utility of the new product. As a corporation, Philips Domestic Appliances must consider both functional and non-functional benefits of new products. It is necessary for Philips Domestic Appliances to first highlight the functional value of the steam iron, but it is also important to emphasize the economic, epistemological, emotional, and social worth of the new steam iron. This is because following the ideas by Sheht et al. (1991) on consumption value, it is essential that functional value be emphasized. Du et al. (2020) continue to assert that promotion or integrated marketing communication initiatives should prioritize providing customers with additional opportunity to try new items. Emerging marketing strategies that exist in Indonesia, such as tapping social media influencers, could be one of many approaches for the marketing strategy to reach additional possibilities to promote the advantages of steam iron over dry iron by showcasing user experiences. According to Du et al., communicating information about new products that emphasize consumption values could boost working efficiency, stimulate curiosity, and strengthen interpersonal relationships (2020).

## 2.7 Conclusion

Based on the literature review, it is clear that consumer goods in Indonesia have enormous potential and a large market. There are certain changes in consumer behavior during the pandemic, but their spending habits are helpful to businesses, particularly consumer goods companies that they must spend their income on daily needs. Using consumption values theory to analyse consumer behaviour would be beneficial to understand the intention of Indonesian consumer to choose to buy a product, which would be a beneficial insight for Philips Domestic Appliances. This would help to understand on why consumer choose to buy a product, and in this way, researcher would understand the reasoning behind the decision-making process of Indonesian consumers.

This research will go over the process of building a market step by step. Further discussions with market experts and an analysis from the market research will be discussed in this chapter with aim to understand more about this consumer behavior. Furthermore, with such large populations and behaviors, it is conceivable to develop this market when there is no discussion,

particularly in the steam iron sector, where Philips Domestic Appliances intends to drive the conversion from dry iron to steam iron. 4A framework is identified in the literature review as a framework that can help manager understand the business from the consumers point-of-view, and its more fit to the emerging market countries which has unique set of market development issues, like Indonesia. With diverse and huge population that lives at the bottom of pyramid, 4A framework are more suitable to be used to analysed current marketing strategy of Philips Domestic Appliances, and later to create a strategy for Philips Domestic Appliances which will be further discussed in Chapter 4. This would help Philips Domestic Appliances eventually to efficiently develop the Indonesian market by identifying its limitations.

### 3 Research Methodology

The literature review from the previous chapter shows that there is an existing gap in regards research to develop the consumer market in Indonesia. Hence, the need for additional research exist. To develop the consumer goods market in Indonesia, specifically steam iron, the researcher first needs to understand the market before developing strategies. The main research questions therefore explore the strategy for entering and developing the market. It is formulated as: “*What are the key factors for defining a company’s strategy when developing the Indonesian consumer goods market?*”. In order to answer the research question, and also to fulfil the research objective of the study, a research methodology is defined. The research methodology will be discussed in this section, which will also help to explain how to answer the sub-research question of this research, which are:

- **SRQ1** What are the main actors and factors influencing consumer goods market in Indonesia?
- **SRQ2** What are the main barriers and opportunities of consumer goods market in Indonesia?
- **SRQ3** What are the strategies to launch the new steam iron in Indonesia?
- **SRQ4** How can the steam iron market in Indonesia further developed?

#### 3.1 Methodological Approach and Data Collection

This study employs exploratory research methods to investigate how consumer goods companies can develop the market in Indonesia. This research will help to understand the current barriers and limitations to understanding consumer behavior in Indonesia as it relates to the consumer goods industry. This research will rely on qualitative approaches to data collection as explained by Sekaran and Bougie (2016) by interviewing consumers and industry managers.

Because of goal of this research is to investigate the strategy for developing the consumer goods market in Indonesia, there is a need to understand Indonesian consumer behavior, which is supported by literature reviews. The keyword "Consumer Behaviour" was then used in a Scopus search to find examples of consumer behavior research and theories related to consumer behavior. Consumption values theory was chosen to understand consumer behavior in Indonesia because it identifies five consumption values that explain why consumers make purchasing decisions. It explains why consumers choose to buy or not buy consumer goods, why one product is preferred over another, and why one brand is preferred over another. This theory has been used in many studies to understand consumer behavior, so the researcher will continue to use it. To comprehend the Indonesian consumer goods market as well as the Indonesian steam iron market, the researcher employs this theory to analyze market research on the use of irons in Indonesia conducted by Intersection consultancy hired by Philips Domestic Appliances. Following understanding of the bottom-up approach, the top-down approach is implemented by interviewing experts in the Indonesian consumer goods market. Interviewees have the opportunity to ask for clarification on questions and assist the researcher in gaining a better understanding of the context, which is best accomplished through interviews. Interviews are also used to gather information for sub-research questions. Interviews with interviewees outside of Philips Domestic Appliances are used to find answers to sub-research questions 1 and 2, because the goal of these two sub-research questions is to understand the market by identifying the main actors and factors in the Indonesian consumer goods industry, as well as the main barriers and opportunities.

After understanding the market, the search for how to develop the market continues. The market development theory is discussed in this thesis because Philips Domestic Appliances has already sold the product in the market and their primary goal is to drive the conversion from dry to steam iron. Before deciding on the 4A Framework as the framework to develop the market, the researcher searches for theories in Scopus and Google Scholar using the search code "market development" and analyzes the results. The 4A framework is used to explain market development, according to Maity and Singh (2020). Numerous studies have discovered that the marketing mix activities defined by the 4As are particularly well-suited to addressing the unique set of market development issues encountered in emerging market countries. The 4A framework focuses on what large corporations must do to make their products/services available to customers in developing countries (Sarker et al., 2022). Sarker et al 7A's framework is not used in this study because their findings show that the additional 3A's in the research are useful for micro-entrepreneurs. As a result, the 4A framework is used in this study rather than the 7A framework. This 4A framework is then asked of Philips interviewees in order to understand Philips' current marketing strategy and what can be improved based on the 4A Framework and the insights gained from understanding consumer behavior. The researcher will be able to answer sub-research question 3 about market development strategy based on the interviews and analysis of the interview results, as well as market insights. The interviewees were also asked their opinions on how to further develop the consumer goods market, specifically the steam iron, which will later answer sub-research question 4. The theories that are used in this research are summarized in Table 1 below.

Table 1. Framework and the reasoning

Theories	Reasoning
Consumption values	<ul style="list-style-type: none"> <li>- Contribute to general understanding of consumer choice behaviour</li> <li>- Assist researcher to understand what motivates consumer to choose one product.</li> <li>- Consists of five values influencing consumer choice behaviour, that includes: functional value, social value, emotional value, epistemic value, and conditional value</li> </ul>
4A Framework	<ul style="list-style-type: none"> <li>- Helping managers to understand the market from a consumer's perspective</li> <li>- A tool for developing the consumer in emerging markets</li> <li>- Identifying bottle-necks and craft creative ways to address them</li> <li>- Consists of: Acceptability, Affordability, Accessibility and Awareness</li> </ul>

These steps of understanding consumer behavior using consumption values, then analyzing the current strategy with the 4A framework, and finally developing a strategy for developing the consumer goods market in Indonesia have never been done before, and this framework of developing the market, combining market insights to develop the market using the 4A framework, would later become a tool for a company that would be useful if they chose to develop the market in Indonesia.

### 3.2 Data Collection and Analysis

The data collection that will be performed in this thesis project is a literature study and interview. This section briefly described the two data collection methods.

### 3.2.1 Literature Study and Desk Research

A literature review will be conducted to acquire and analyse relevant information. This research will utilize a variety of literature, including journal articles, published papers that provide valuable market insights, market research data acquired by Philips Domestic Appliances, consulting research appointed by Philips Domestic Appliances, government reports, online newspapers, and other online resources deemed useful to this study. This thesis research will employ academic search engines, such as Scopus, Google Scholar, and ScienceDirect, to locate relevant prior research. The process of gathering information from published sources is commonly known as desk research.

### 3.2.2 Semi-structured interview

For this research's primary data, interviews will be done to gather the essential information. The researcher will conduct semi-structured interviews, which may result in the identification of new variables and a deeper understanding. The semi-structured interviews will allow for some follow-up questions linked to the interview responses (Edwards and Holland, 2013). The interview questions should be formulated so that each question is understandable, — in other words, they should not contain unnecessarily difficult questions. When sufficient information is gathered to comprehend and define the significant aspects for this research, the information is summarized, and the data is examined. This will help the researcher in validating the theories and deriving a conclusion for this study (Sekaran and Bougie, 2016).

Individuals who are approached and interviewed are those who are knowledgeable about the Indonesian consumer goods market, specifically with similar target market of steam iron consumers. To gain a deeper understanding of consumer behavior in the Indonesian market in a similar target market as Philips Domestic Appliances' steam iron, interviewees are from the product manager or similar title who has done a project, is working on a project, or has a project that has a target market of millennials, mother of a family, early gen-z, from the age range 20-40 that could become a consumer of steam iron in Indonesia. They have consumer knowledge from the consumer goods market, and they either work for or with a company from the consumer goods industries that operate in Indonesia, or they are an individual who has previously done research or projects related to the consumer goods market in Indonesia as a manager or senior executive in consumer goods or creative agency for consumer goods companies. As a result, the interviewees are managers, leads, and directors who can provide information about consumer behavior for steam iron consumers or similar in Indonesia. Interviewees also come from creative agency firms, which serve as a link between the company and the consumer by providing appropriate communication to the Indonesian market. As a result, the researcher can gain insight from both the consumer goods company and the creative agency that markets the product.

During the interviews, interviewees will be asked questions about the research question in this study. As previously stated, this interview is semi-structured, which means there are spaces for additional questions related to answers given by interviewees during the interviews, allowing the researcher to collect additional relevant insights that may not have been included in the interview questions. If the interviewees believe they have the same answers, the supporting questions in this interview can be combined during the interviews. The interviewees were asked to respond to a question about the consumer goods market in Indonesia, and then asked if they had an opinion about the steam iron market in Indonesia. The same questions were asked of each interviewee. The interviews were later compared according to question basis, and for the interviewees from outside Philips Domestic Appliances, their answers are more contributing

on the first and second sub-research questions because they have experience dealing with the consumer goods industry in Indonesia, and for Philips Domestic Appliances interviewees, it would be more focus on the later question about the market strategy because on the needs to understand what are the current Philips Domestic Appliances strategy with the existing proposition in the market. To answer sub-research question four, all interviewees were asked the same questions. For each question, after the interviewees answer the question, the researcher repeats the answer back to the interviewees to avoid the researcher misinterpreting the answer.

Because of the geographical difference between the interviewer and the respondents, the interview will be conducted online. Online interviews, classified as telephone interviews, will allow the researcher to conduct interviews with a variety of people locally and worldwide in a very short amount of time (Sekaran and Bougie, 2016). During the interview, many platforms, including Zoom meetings, Microsoft Teams meetings, and WhatsApp calls, will be utilized. The list of participants in this study is provided in Table 1.

Table 2. List of potential respondents

Interviewee	Actor Title	Actor type	Motivation of selection
A	Ex-Assistant Brand Manager	Outside Philips – Multi-national consumer goods company	This interviewee was chosen for the interviews because of her experience with several consumer goods products in Indonesia from a well-known multinational consumer goods company in Indonesia. This interviewee has prior experience developing a proposition in a more premium segment of an existing market.
B	Strategy and Marketing Digital Director	Outside Philips – Creative agency company	This interviewee is in charge of handling the advertising client, which includes both consumable and non-consumable products, one of which is related to the iron category. He is very insightful in terms of capturing the perspective of a creative agency company, and he also has experience dealing with consumers in the iron industry.
C	Group Account Director	Outside Philips – Advertising agency company	This interviewee was chosen for his 22-year experience working in an advertising agency in the consumer goods industry in Indonesia. His job is to communicate the advertising to the consumer, to plan the marketing strategy, and to communicate the product to the market.
D	Product Supply Manager	Outside Philips – Consumer goods company	This interviewee was chosen because he works with a consumer goods product that has a similar target market to Philips Domestic Appliances.
E	Account Manager	Outside Philips - Consumer goods company	This interviewee has worked for an IT and hardware company that sold products to distributors, so she understands how to manage communication with retailers in

			Indonesia, which will help the researcher understand the retailer consumer in Indonesia.
F	Category Lead	Outside Philips - Consumer goods company	This interviewee has three years of experience in category and channel development from one of Indonesia's emerging consumer goods companies. His company's product is now in a top market, and it has the potential to drive consumer consumption and habits in Indonesia.
G	Philips Marketing Manager Indonesia	Within Philips	This interviewee is the product owner of iron products in Indonesia and has prior experience campaigning for Philips iron products in the country.

The interviewees were asked in a semi-structured interview in order to gather the information regarding consumer behaviour in Indonesia. Seven respondents ranging from Strategy and marketing brand director to marketing manager are interviewed. The respondent was asked about the question that would support answering the sub-research question 1 and sub-research question 2, because they have expertise in dealing with the consumer in Indonesia. At the end of the interview, each respondent was asked about what is the main factor that could help develop the Indonesian market in order to also help Philips Domestic Appliances to fully drive the conversion from Dry Iron to Steam iron in Indonesia, which will be further discussed in the next section. The length of the interview is ranging from 60 minutes to 90 minutes and is completed within 3 weeks.

### 3.2.3 Interview questions and transcription of Interviews

When conducting interviews, the audio is recorded with the permission of the interviewees (discussed before to the interviews), and then the prepared questions are asked. The prepared questions were obtained from the sub-research questions, the consumption values theory, and the 4A framework theory. The first, second, and fourth research questions were asked to all interviewees in order to gain a better understanding of the market from experts, while the 4A framework was only asked to the Philips Marketing Manager in order to analyze Philips Domestic Appliances' current strategy for approaching the market in Indonesia. When the interview is finished, it is transcribed. To prevent translation or interpretation issues when translating this to English, the transcripts are published in Indonesian (the language spoken by the respondents), and to maintain the study transparent and replicable for future researchers. Additional questions are asked and recorded subsequently if the responses provided by participants during interviews lead to novel insights that will improve the research. Transcripts are shared with the corresponding participant to ensure they agree with the transcript before the transcripts and conclusions of the interviews are integrated into the study. If the transcript doesn't match their perspective, they may adjust before moving on with processing.

These results are based on analysis of the transcripts. Interviewees' perspectives and statements are collected and analysed for their relevance to the study's subject, and any areas of agreement or disagreement are then determined by comparing interviewees' perspectives and statements. The interview results are then utilized to help answering the research question.

### 3.2.4 Interview Protocol

The following protocol for interviews has been designed to assist the interviewing process and guarantee compliance with ethical laws.

1. The interviewer will present the responder with a list of questions in advance to guarantee the interview's continuation.
2. Before commencing the interview, the interviewer will discuss the Appendix B permission form.
3. The respondent will be asked for permission to record the interview and quote his or her responses for the analyses.
4. The interviewer will explain the background and purpose of the research at the outset of the interview.
5. The interviewer will then ask a question, and the respondent will provide an answer.
6. The interview will last between 60 and 90 minutes.

### 3.2.5 Validity and reliability of the study

External validity refers to the degree to which results can be generalized to other contexts (Sekaran and Bougie, 2016). The findings of this study can be applied to other electric consumer goods products that target a similar consumer as the steam iron, namely mothers and young people aged 20 to 40. Furthermore, the steps developed in this study, which include understanding the main actors and factors, key partners, understanding consumption values, main barriers and opportunities, and then analyzing the strategy with the 4A framework, can be generalized to other consumer goods products in Indonesia or other countries with similar types of markets, but the strategy that results from the 4A framework will be different and dependent on which types of product. According to Sekaran and Bougie (2016), a lower degree of internal validity is associated with higher external validity. Cause-and-effect relationships may not be accurately measured if interviewees are chosen for reasons other than their actual relevance to the study. 2016 (Sekaran and Bougie). To reduce bias, this study considers and differentiates the interviewees' positions, companies, and roles, as well as the roles of the companies themselves, in order to provide more representativeness on how to improve the consumer goods market. Therefore, the prepared questions are aimed to the appropriate respondent, enhancing the validity of the study.

The reliability indicates the extent to which it is free of bias and ensures consistent measurement over time and across the various research items. The interviews in this study were recorded, and the questions followed the sub-research question as well as the consumption values theory and 4A framework theory. Each interviewee has been asked the same questions in the same order and approached using the framework of steps-by-steps to develop the market in order to have a structured way of collecting data to ensure the researcher could compare the data, analyze the data, and finally conclude the data.

## 4 Results

In this chapter, the findings from the semi-structured interview and market research that has been done by Philips Domestic Appliances will be discussed. The interviews resulted in a number of findings in a wide range and provided a useful insight that can be helpful for Philips Domestic Appliances.

### 4.1 Main actors and factors that are influencing consumer goods industry in Indonesia

In order to answer this section, researcher interviews all the interviewees with several question regarding the main actors and factors.

#### 4.1.1 Main actors

In your opinion, who are the main actors that influencing consumer goods (steam iron) in Indonesia?

##### *Interviewee A*

According to interviewee A, the most significant actors on the Indonesian market are consumers. Company must examine the Indonesian market and understand consumer preferences. It is essential for a business to develop products based on consumer needs. In Indonesia, consumers are segmented based on their monthly salary or income and their willingness to spend when they visit the marketplace. By establishing a price, a company becomes an important actor, and Indonesian consumers totally love promotional goods.

The Indonesian government is only developing regulations for the product known as BPOM. Their role is to supervise, and they have little impact on the market. In the consumer goods industry, many products are sold through traditional markets rather than supermarkets; as a result, companies are adapting their products to be more suitable for traditional markets.

##### *Interviewee B*

Interviewee B agrees that the most important actors are the consumers. The family mothers are the primary decision-makers in this process, which is becoming increasingly pragmatic. Interviewee B states that a different influencer is required, one who can initiate the movement or alter the mothers' pragmatic to dynamic mindset. Consumer goods are frequently neglected because consumers believe that if the product is not broken, there is no need to update or purchase a replacement.

Not only mothers, but the younger generation who begin living on their own may become a segment to be considered, as they are no longer reliant on their mothers to purchase a product. Creating a new trend can begin with this group, as they are young, employed, becoming increasingly active, and capable of making their own purchasing decisions for consumer goods. These young people have a strong presence in social media, where they are active and influential.

Other actors that are mentioned are government who have roles by defining regulations (from macro point-of-view), retailers who are selling the product, and a lot of Small-Medium Enterprise (SME) in Indonesia who also can drive the market.

### *Interviewee C*

According to Interviewee C, its marketer or the brand itself. In Indonesia, marketers play a crucial role in determining the direction of the consumer goods industry. People in Indonesia typically do not know what they want for themselves or acquire knowledge on what they need, but they enjoy being told what they want or need. They prefer observing what others have before deciding that they also require it. Therefore, the marketer and the brand play significant roles in this context, particularly the marketer, who must create words for a campaign to be promoted to consumers. However, the internet is beginning to shift this trend by giving consumers more power, as they can now easily evaluate where to shop online, including price comparisons. However, they are still susceptible to upper-class influence.

Next is ecommerce, because with the emergence of ecommerce, consumers have greater access to a variety of stores or locations selling the same product, allowing them to compare prices and understand the differences between them. As a result, consumers now play a significant role in determining the success of a product.

The government only has a role in specific consumer goods products, such as medicine, because they create strict regulations. The only government-issued regulations for consumer goods are the BPOM and the Halal certificate, but this has little impact on the product development process of consumer goods manufacturers.

### *Interviewee D*

According to interviewee D, the main actors in Indonesia are the influencers, as a growing number of people watch YouTube and make decisions based on the recommendations of their favorite YouTubers. Additionally, Interviewee D believes that the government did not play a significant role in the consumer goods industry, whereas corporations did. The company image, or brand name, could become one of the main reasons consumers choose to buy a product because of the brand that they can be proud of when using the product.

### *Interviewee E*

The majority of Interviewee E's consumers are retailers; and thus, she believes that their largest actors are small office and home office, and from the end-user, it would be a student or notary public, anyone who requires a printer; and hence, consumers are the most important actors in the consumer goods industry. The product that are sold to the consumer are actually following what the market demands, and company are developing product based on the market demand.

When asked if the government plays a significant role in the consumer goods industry, interviewee E explains that the government does not play a significant role in this industry, but they are sometimes interviewee E's customers when they place bulk orders for their work.

### *Interviewee F*

The main actors, according to Interviewee F, vary depending on the type of consumer goods being discussed. When developing a new product, the primary needs consumer goods or fast-moving consumer goods (FMCG) company has an important role in educating the consumer and addressing their specific needs. For secondary or non-primary products, however, it is the consumers who drive the market, as the company must develop and supply them with products that are in high demand. In some instances, government regulation aids in the promotion of a product, but this is not always the case.

In addition, interviewee F offers an opinion on the steam iron market. He suggests that the company educate the market on the fact that the new steam iron is a complementary product and not a substitute, and then attempt to convince them to purchase using this strategy.

#### *Interviewee G*

As per interviewee G, the consumer is the main actor in the consumer goods industry. They have aspirations, and when they want to purchase a luxury item for themselves, they nowadays often turn to consumer goods products. They are the primary drivers and are supported by the company's advertising, which creates a perception that drives the consumers' mindset and leads to the realization of new needs that must be met for them. Regarding the government, Interviewee G mentions that they have established a regulation, SNI (Indonesia National Standard), for a product, and that they have recently been pushing to slow down imports. Government are trying to push the local company to grow, and by slowing down the export, this means that for a multinational company like Philips Domestic Appliances, it might cause a trouble in the future. Interviewee G also suggest that it would be great if company invest in creating a factory that are producing a product for Indonesian market which would help to reduce the price and stocks.

#### *Summary of main actors*

According to the interviews, experts agree that the primary actors in the Indonesian consumer goods industry are consumers (<sup>A,B,C,E,F,G</sup>). Understanding the needs of Indonesian consumers and then developing a product to meet those needs are crucial elements for dominating the Indonesian market. It also depends on the types of consumer goods offered by the companies (<sup>A,F</sup>). According to Interviewee A, for instance, the Indonesian market is segmented based on factors such as their monthly salary/income, how much they spend per trip to the minimarket, etc. According to Interviewee F, it varies by product category, which is divided into primary needs products and secondary needs products. When it comes to primary products, the company is the key actor who can educate the market, whereas in secondary and tertiary markets, consumers drive the market because the company must create a product to meet their demands. According to the information provided by Interviewee B, the majority of decision-makers in Indonesian households are mothers, and gaining their trust is crucial for gaining market share. Younger generations who have recently begun working and living apart from their mothers will be the potential new market, as they can now begin making independent decisions.

Some interviewees also mentioned Ecommerce and Influencers (<sup>C,D</sup>). E-commerce plays a role in marketing the product, so it offers convenience to the consumer. Many consumers search YouTube channels of influencers or Key Opinion Leaders (KOL) for product reviews in the present day. Consequently, collaborating with the appropriate KOL may also increase sales because this KOL can influence consumers to purchase particular company products. Moreover, according to several interviewees (<sup>A,C,F,G</sup>), the Indonesian government plays a minor role in the market, as it merely regulates the consumer goods industry in Indonesia. Recently, exports have been slowed down by regulations designed to support the expansion of local businesses, which may be concerning multinational companies.

#### 4.1.2 Main factors

In your opinion, what are the main factors that influencing consumer goods (steam iron) in Indonesia?

### *Interviewee A*

Regarding the question of what the main factors are, interviewee A believes it largely depends on consumer habits. It depends on their daily activities and how far they travel to work, which influences their decision-making process.

### *Interviewee B*

In both consumable and non-consumable consumer goods, according to interviewee B, the recent trend of social media is a main factor influencing the industry. The Key Opinion Leader (KOL), also known as an influencer, would be able to begin promoting a specific product, thereby establishing a trend; they may even sell their own product in the future. Interviewee B mentions that whatever is currently trending in Indonesia is very practical for business, not only from large corporations but also from small businesses. Occasionally, when there is a new product trend, local companies are able to create a new brand for themselves, import from China, have a 'white label' product, and sell the product via social media or ecommerce, thereby competing with large corporations. There will always be someone who can sell a product for a lower price, making it difficult to sell for the lowest price. And a large number of Indonesians are purchasing these items because they purchase them primarily because they are trending and not because they need them. As a result, they look for the cheapest product on the market so that if they don't like it, at least they did not spend a great deal of money.

Although there are consumers who only look for the lowest price on the market, there are also consumers who choose to purchase a product because they trust the brand. Some emerging local retailers that now have stores in the shopping mall, for instance, have consumers who are willing to pay a higher price for a product because they trust the brand more than these 'white labels' companies, despite the fact that the price is higher.

### *Interviewee C*

Interviewee C states that the features of the product, the product's claims and innovation, and the price versus features are the most important factors of consumer goods. When a company launches a new product, Indonesian consumers have a tendency to compare the product's features to those of its competitors, despite not understanding or willingly using all of the product's features. This interesting fact occurs in certain instances, such as the television market. People are more likely to purchase a product when the company advertises that it has more features and is more comprehensive than its competitors, even if these features go beyond the product's primary function. Another example given by interviewee C is of Chinese products gaining market share in Indonesia. They initially enter the market with innovative, low-quality, and low-priced products, but as they gain market acceptance and consumers become accustomed to them, they improve the quality of their products, and consumers are already accustomed to thinking that products with innovative and diverse features come from China.

According to Interviewee C, a company must include a variety of features and market-aligned innovations in its products. Next, collaborating with a creative agency to educate consumers on the benefits of all these features would increase consumer awareness and encourage them to purchase the products.

### *Interviewee D*

Along with price, interviewee D identifies company image as one of the most important factors. When a consumer chooses to purchase a product from a company, the company's image also conveys a social image, which becomes one of the most influential factors in their decision.

Next is the price. The majority of Indonesians desire the best product at the lowest possible price, and they also enjoy low - priced products. Therefore, it is essential for a business to provide consumers with products that are both affordable and of the highest quality. Furthermore, Interviewee D suggests that it would be advantageous to have a low-wattage steam iron proposition in Indonesia, given the market's electricity constraints.

#### *Interviewee E*

According to interviewee E, pricing is a crucial factor in the consumer goods market. She gave the example of her product, which is always in short supply because, according to consumers, it offers the best price-to-value ratio. It meets their basic needs, and the SKU above it has a feature that consumers believe is not one of the most important factors for them, in this case a printer with wifi. This demonstrates that consumers in Indonesia seek the lowest price with the greatest value. Interviewee E also mentioned that this popular SKU is frequently sold out on the market, causing a problem with the product's availability. As a result, retailers can typically increase the price of this SKU, causing target consumers to switch to a different brand. According to Interviewee E, if this SKU is unavailable, they do not switch to a different product from the same brand, but instead search for the lowest price among comparable competitors.

#### *Interviewee F*

According to interviewee F, market trends are critical here. Because the market situation can be analysed and predicted, it is critical for an FMCG company to follow the market situation, being more agile to keep up with the trend. If there is a new trend in the market, it is recommended to develop a product for that trend, because consumers find it difficult to switch to another brand when they are already accustomed to the products.

#### *Interviewee G*

The Indonesian consumer goods industry is influenced by a number of factors, says interviewee G. The first is about the average income in Indonesia, because this will influence their decision on which product to prioritize. The middle and lower classes would prioritize food and education, whereas the middle and upper classes could begin saving for their basic needs first, then food. Because they have more disposable income, the middle and upper classes are more likely to purchase a product for their home needs than the middle and lower classes.

Next is the education of the Indonesian market by the government. By having young leaders these days, the government can help to create an intelligent young generation that will be more successful and rise to the upper-class level in the future.

Another consideration is social media. If there is a new viral product, Indonesians are easily influenced by social media. Indonesian spending habits are notoriously impulsive, which the company can exploit by selling the product and influencing the KOL.

The final factor is technology versus helper. When it comes to technology for household appliances, despite the fact that it would be very useful, there is a challenge to grow in Indonesia because many households have a helper. The helper can be told to do a lot of things with basic technology, allowing the owner of the house to forego more advanced technology at the risk of their helpers not understanding its function.

### *Summary of main factors*

When asked about the main factors in the Indonesian consumer goods industry, the experts have a variety of factors that are mentioned during the interviews. Price was mentioned the most <sup>(B,C,D,E)</sup>, followed by social media/market trend <sup>(B,F,G)</sup> as the most important factors in the consumer goods market. Interviewees B and D state that the majority of consumers in Indonesia seek the lowest-priced product on the market, and interviewees C and E back up this claim by stating that they seek the lowest price and the best value for their money. The Indonesian consumer believes that they can and want to find the lowest possible price for the highest possible quality. It is understandable; however, this implies that price is their primary concern when shopping for products. Interviewee E stated that when they already know what they want but the product is not available to buy due to a supply issue, they would rather look at a competitor with the same price range and look for the lowest price, rather than choose a different type of product that the same brand offers. And, according to Interviewee C, they can later walk out of stores with the product with the most diverse features at the lowest price, even if they do not use the features. The company must have a good understanding of market pricing and place the most competitive price and features in the market.

Other factors mentioned include social media and market trends. Indonesia has over 170 million social media users (DMFA Marketing Team, 2022), and social media easily influences Indonesian consumers. There are many KOLs today who are endorsed by companies and help them promote their products. They are frequently the ones who start the trend on social media and later help influence a large number of people to purchase the same product that they use in their daily lives and that they promote. Indonesians are easily persuaded by these KOLs because they have a shopping habit and are very impulsive when their surroundings already have some products and they do not <sup>(G)</sup>. The company must keep up with market trends, analyze and predict them, and later develop a product that can fit this market, because becoming the dominant brand is easier when you are the first to market rather than pulling consumers away from one brand.

Several additional factors are mentioned. For example, interviewee A mentions that understanding consumer habits, their jobs, daily activities, and commuting time are the most important factors. Then according to interviewee C, the claims and how the company communicates with the market are important. Last but not least, as mentioned by Interviewee G, because many people have a helper in their home, more advanced technology is difficult to adopt by Indonesian consumers. Consumers could ask their helpers to do what more advanced household appliances would do if only basic functioning products were required. For example, they can instruct their helper to sweep the floor with broomsticks rather than a vacuum cleaner, and they can instruct their helper to cook a variety of foods rather than using a multifunctional rice cooker. It would be a significant challenge for consumer goods companies, particularly in household appliances, to develop this type of consumer.

#### 4.1.3 Key Partners

Which key partners that are crucial in order to succeed in Indonesia consumer goods industry (steam iron)? And how did your company work with their key/partner/how do you communicate it?

#### *Interviewee A*

Creative agencies are important key partners in developing an idea for how to create a proper market campaign. The company can discuss who to collaborate with, promotion, and other

challenges with this creative agency, which they will later communicate to the consumer. Furthermore, small local supermarkets in Indonesia have become a means of promotion in Indonesia.

#### *Interviewee B*

Interviewee B believes that having a retail partner is important for the company, especially with the rise of small-medium retail businesses in Indonesia. This retail, which sells consumer goods ranging from fashion to household appliances, could become a new way for the company to market its products. If the company decides to enter the market, they can try to sell a good price to these retailers so that consumers can buy their product. If they want to raise awareness, they can start by creating a campaign with good communication to the market through these small-medium retailers. However, more research is required in this area.

#### *Interviewee C*

According to interviewee C, the 4P marketing mix must be properly filled in order for a product to be sold to the market, and product availability is often a common problem for a company to sell their products to the market. In order to assist consumers in selecting the company's proposition, a good product distribution is required, in addition to meeting the 4P marketing mix.

#### *Interviewee D*

Retailers, according to interviewee D, are important key partners for Indonesian markets, as well as large ecommerce companies for online selling. Furthermore, if a company needs to advertise to the market and does not have a dedicated marketing team to handle this work, it is critical to collaborate with the creative agency team.

#### *Interviewee E*

Because Interviewee E's company is a principal company, distribution company is very important to them. They must keep distributors as their primary partners, who will then sell the products to retailers. According to interviewee E, collaborating with several large distributors is critical to ensuring that their products reach the market.

#### *Interviewee F*

According to interviewee F, depending on the category, there will be a different approach to the consumer or partners. If it is a personal care item, it is preferable to form a partnership with someone who can provide credibility to the product. Collaboration with a child doctor, for example, would help raise the credibility of baby diapers. However, for non-personal care products, word-of-mouth marketing is more important than having someone to provide credibility. His company tries to reach as many places as possible, so they do not have a specific key partner, but instead try to reach as many retailers/distributors as possible to help their product be available everywhere.

#### *Interviewee G*

According to interviewee G, Philips Domestic Appliances has several key marketing partners, including traditional and modern trade. In Indonesia, traditional trade is comprised of small retailers and a Modern Trade Independent (MTI), whereas modern trade is comprised of ecommerce and B2B partners.

### *Summary of key partners*

According to the interviews, all interviewees agree that their products must be widely distributed. This is because they want their products to be available in as many places as possible, which means that the company wants consumers to be able to buy their products anywhere <sup>(A,C,F,G)</sup>. To accomplish this, retailers have become one of the company's most important key partners in order for their products to be available in Indonesia <sup>(B,D)</sup>. To accomplish this, retailers have become one of the company's most important key partners in order for their products to be available in Indonesia <sup>(B,D)</sup>. According to Interviewee B, in order to create a positive impression of the product and gain market share, a company must first focus on mass volume. Promoting a good campaign and maintaining good relationships with local and medium-sized retailers may be the best way to achieve those objectives. Furthermore, Interviewee G mentions that products must be available in both online and offline stores, which can be accomplished by retaining good distribution partners.

Interviewees A and D also highlight the significance of collaborating with a creative agency when developing a campaign. In Indonesia, creating a creative marketing campaign that can get into the minds of consumers and remind them of what they should need is critical to educating them about the product. First, the creative agency would brainstorm with the company about who to collaborate with (KOLs, advertising models, etc.), what product claims are important and can be communicated to the consumer about how beneficial it is for their daily life, and later, which types of campaigns to launch.

#### *4.1.4 Consumption value theory*

When analysing consumption values theory, the researcher is using bottom up and top down approach to understand the consumer behaviour. This chapter summarizes the results of the bottom-up and top-down approaches. The bottom-up approach is carried out by using the literature review and market research conducted by Intersection Research Consultancy (2022) on their research on steam ironing adoption in Indonesia, whereas the top-down approach is gathered by interviewing several FMCG industry experts. This market research reveals several findings about consumption values from the market's perspective, which will be discussed further below.

Despite the fact that steam iron has a number of advantages, dry iron continues to dominate the Indonesian market. When a product offers superior technology but the market has not yet adopted it, the market must be studied so that the company can determine what the market wants and how to market its products. According to Zeithaml (1988), perceived quality is a consumer's assessment of a product's overall excellence or superiority. Subjective quality, as opposed to objective or actual quality, is a higher-level concept rather than a specific property of a product, a global evaluation that in some cases reflects attitude, and a judgment typically made within the evoked set of a consumer. Because the majority of Indonesian consumers are already used to using dry irons, it is entirely possible that steam irons are not being considered by Indonesian iron users.

#### *Bottom up*

The bottom up approach is done by understanding the consumer and market behaviour. From the market research that has been done by the Intersection Research Consultancy (2022), conditional value, functional value and emotional value are the drivers of consumer choice on choosing to buy the steam iron products. Epistemic value, and social value are considered a less influencing values for the consumers in Indonesia on buying steam iron.

The conditional value reflects the types of people that will use the steam iron in Indonesia, dry iron for helpers, and steam iron are for buyers. People who has a helper at home will buy a dry iron instead of steam iron because it is very simple, and their helpers will have no issue on how to use the iron. Meanwhile the steam irons are mostly used by the buyers because majority of them have concern that their helpers not knowing how to use the steam iron or might damaging the iron while using it.

The next discriminating factors are functional values. The functional values spell out several reasons on why they choose to use the steam iron, such as, to have a better de-wrinkling results, for different types of fabric, and also to look for a faster heat-up time. The consumer is reportedly satisfied on how it is easier and faster than dry iron to get the results, ability to customize steam for different needs, and still has a low wattage of 400 W (For steam iron GC1418). Furthermore, some complaints that comes from the dry iron users are, tiring to get results, may not get perfectly smooth results for some clothes, and it takes a lot of time to iron clothes. It can be derived from these complaints, company can drive the conversion from dry iron to steam iron by providing solutions to these complaints and improve the current positive inputs from the steam iron users.

The last values that are found in the market research are emotional values. Intersection Research Consultancy (2022) mentioned that how the steam iron can kill the bacteria can influence the consumer decision making to convert to steam iron. Consumers in Indonesia belief that heat kills bacteria, and that they would feel safer to iron their clothes because it would be safe from bacteria. However, the benefit of heat killing bacteria is not tied to steam irons, and no recognition that steam irons can kill bacteria better than dry irons, Intersection Research Consultancy (2022) suggesting that by explaining how steam is superior to dry heat in sterilizing effect is more likely to change how consumers look at steam's hygiene benefit. Steam allows sterilizing heat to penetrate deeper into clothing and can more effectively kill microorganisms.

#### *Top-down approach*

Based on the interviews, the most important values are functional value (<sup>A,C,D,E,F,G</sup>) along with emotional value (<sup>A,B,C,D,F,G</sup>), followed by conditional value (<sup>B,C,D,E</sup>). Functional value is frequently mentioned because consumers are interested in the product's function, specifications, what it does for their lives, and what the product could do. According to Interviewee A, when Indonesian consumers have a strong connection with a brand, they may purchase a product solely because the brand is selling the product, even if competitors offer a better value. According to Interviewee B, the feeling or experience evoked when trying the products is the reason for a consumer to choose to buy a product. This was further explored by Interviewee C, who stated that emotional value could be the main foundation for a company when creating a campaign, and this is possible because Indonesian consumers frequently buy a product if the campaign is aligned with their emotions.

Conditional value can also be created, according to interviewee C. This can happen during a campaign to reconstruct the users' minds and lead them to purchase a product from the company. The benefits of the products must be properly communicated to consumers, creating a condition and reasoning for them to purchase the company's product. According to interviewee D, conditional value may occur as a result of market trends in Indonesia, or simply because they seek a lower price. It could also be because they only want a product that meets their needs.

Interviewees B and G mention epistemic value as a result of their curiosity. Because Indonesians have a shopping habit, their curiosity becomes a reason why they choose to buy a product. They would buy a product simply because it was recommended by another influencer or trend. According to interviewee B, this could be used as a campaign to pique their interest in purchasing a product. Social value is only mentioned once by Interviewee C, who states that in some instances, it becomes a reason for consumers to purchase a product.

## 4.2 Barriers and opportunities in Indonesia

### 4.2.1 Main barriers

#### *Interviewee A*

According to interviewee A, the main barrier for Indonesian consumers is price. To be successful in selling goods to consumers, the 6P marketing mix must be maximized. In terms of electric appliances, Interviewee A mentions that large wattage on a product would also be a barrier for them to purchase a product due to the limitations of their house wattage capacity.

#### *Interviewee B*

In terms of barriers, Interviewee B believes that the current barriers to purchasing a product in Indonesia are that they have other priorities on their list. Normally, they set a budget to buy a product, and now that everything is returning to normal, their spending is shifting away from consumer goods and toward eating out and following new trends like home renovations. As a result, their hesitancy stems from another category that they prioritize first these days.

In terms of wattage, Indonesian consumers believe that 1000W electric appliance wattage is reserved for ovens or microwaves. For steam iron products, having a high wattage would be a problem for Indonesian consumers because they are not used to using high wattage irons and do not believe ironing is worth using such wattage.

#### *Interviewee C*

Interviewee C mentions that the biggest barriers in Indonesia are related to educating consumers about the products. It is critical to communicate how the product will improve the consumers' lives. Consumers frequently do not realize the benefits of purchasing a product because it is not always obvious. Proper communication is essential, and companies must inform customers about the benefits and why it will benefit them. Communication should be based on both functional and emotional factors.

Interviewee C uses a steam iron as an example. If the company claims that the steam iron is better, faster, and more reliable, it should also mention that the time saved for ironing can be used for more important things, such as spending time with family. With this type of campaign, consumers will realize that they are not only purchasing a steam iron to benefit their garments, but they are also benefiting themselves by having more time to spend with their loved ones.

Furthermore, interviewee C states that consumers in Indonesia will treat a product as a commodity if they believe there are no significant differences between brands, which means they will only look for the lowest price available rather than considering the benefits. A good example of this is cooking oil, which they rarely compare the benefits of different brands. This could be the case for some product categories if a company was unable to differentiate their product and properly educate the market about the products.

In terms of wattage, Interviewee C states that in Indonesia, consumers' house electricity capacity is limited. The majority of them are middle and low income, which means that most of them only have 950W to 1100W per house. This means that convincing them to buy an electricity product with a high wattage close to the total maximum wattage of their house would be difficult.

#### *Interviewee D*

According to Interviewee D's experience from his company's project, Indonesian consumers struggle to afford a high-end or more premium product. An example of a diaper product, the company's factory in Indonesia may have to close due to a lack of sales in the country. Their willingness to pay for more expensive products is low, which other companies in the consumer goods industry should consider if they want to launch a high-end product. However, if the product successfully captured the attention of consumers, price would not be an issue because there are numerous payment methods available these days, such as paying in installments.

Another barrier that may arise is that the wattage use per house in Indonesia must be considered, as most of them are in the range of 950W to 2200W. They have a mindset where 1000W is commonly used for microwaves or ovens, so selling a steam iron with a 1000W would be tough in Indonesia.

#### *Interviewee E*

According to Interviewee E's experience, the most significant challenge in Indonesia is product pricing and availability. Since the pandemic, stocks have frequently become limited due to reduced printer production from the factory, resulting in product scarcity in the market. This is a loss for the company because it reduces revenue.

#### *Interviewee F*

One of the barriers for the consumer in Indonesia is proper product education to help the consumer understand and be aware of the product. In Indonesia, consumers frequently lack product knowledge, and companies frequently fail to properly educate customers about their offerings. Indonesian consumers are usually too lazy to seek product information, especially if it differs from what they already have in their home. They will be locked with a single brand's product, and if it is not broken yet, they will not bother changing it to buy something new. Furthermore, because the majority of them are at the bottom of the pyramid, their ability to comprehend new information is limited. In some cases, if no event forces them to change or purchase a new product, they will continue to use what they have at home. Furthermore, Interviewee F agrees that wattage would be a barrier for electric appliances if they had a high wattage product.

#### *Interviewee G*

Wattage is a main barrier for Indonesian consumers when purchasing electronic products. This is due to the fact that the majority of consumers have a limited wattage, which ranges from 950W to 1100W. As a result of these factors, consumers will prefer lower wattage electric appliances for their homes.

The following section is about practical matters. Many consumers believe that a home appliance only needs to perform basic functions. Consider a rice cooker. There are several models of rice cookers available today that can cook a variety of foods, including porridge. However, many consumers will not use these features, preferring to use the rice cooker for its

primary function, which is to cook rice. Other examples include the iron, which many consumers believe only requires a standard dry iron capable of ironing without regard for appearance, color, design, or anything else. Because of the basic features and low price, the new dry iron from Philips Domestic Appliances that was launched in Indonesia was a huge success. Several other cases have been reported in which customers are still using an old iron with a damaged soleplate because it still performs its basic function, which is ironing.

Other barriers discussed include product education. Most consumers do not understand the difference between a dry iron and a steam iron, which is why they do not want to buy a steam iron. They must be reminded of the benefits of purchasing a product, which may necessitate additional research by the company in order to create a good consumer campaign.

### *Summary of main barriers*

According to the interviewees, there are several barriers for consumers to purchase a consumer goods product. The first concern is wattage. Interviewees B, C, D, F, and G all agree that high wattage would be a significant barrier to Indonesian consumers purchasing electric appliances. This occurs because the majority of consumers have low wattage home. They believe that 1000W products are only for microwaves and ovens, not for other electric appliances.

Product education is also important for consumers. Most of them are completely ignorant of the benefits of the products, which causes them to be unaware of the benefits that the products provide to them. Experts agree that proper communication and product education are essential for a project. Education on new products to the market could also serve as a basic fundamental connection with the consumer, allowing them to form an emotional attachment to the brand (F). According to interviewee C, in some cases, the companies were unable to communicate effectively. The product's benefits must be communicated to potential customers, who must then be persuaded that the product is necessary. Indonesians could be persuaded to buy something they don't really need if the right campaign is launched. A unique approach that inspires and incorporates their emotional experiences into the products would be beneficial in increasing market product awareness.

Price has also become a debatable barrier for consumers in Indonesia. Interviewees A, D, and E say this is a barrier, whereas Interviewees B, C, and G say it isn't always the case. Interviewees A and E mention that price becomes a barrier because they cannot always afford it and must resort to other brands. Interviewee D even mentions that a high-end product is unsuitable for Indonesian consumers because they cannot afford it, and that in his company's case, the factory was even shut down due to a lack of sales of this premium product. However, Interviewees B, C, and G argue that price is not always the case, because if consumers believe the product is good value for money, they will buy it. They would normally understand what types of products they are looking for, and if they connected with the brand, they would not hesitate to purchase it. Furthermore, if the company has intrigued the consumer's interest and they are willing to pay, there are many payment methods available these days that are appealing to Indonesian consumers, such as payment in installments and paylater methods from Indonesian ecommerce, which allow consumers to get the products first and pay later with credit facilities.

Another barrier mentioned is the lack of product availability. According to interviewee E, who works with retailers, favorite SKUs sell out faster than others, and the company struggles to keep these products in stock at all times. Sometimes retailers demand more, but the problem is

that the factory has limited supplies. Another issue is that consumers may have several priorities for spending their money on, and in the case of the steam iron, due to the post-pandemic era, steam iron is not their main priority to spend their money on compared to leisure activities.

#### 4.2.2 Opportunities in Indonesia market

##### *Interviewee A*

There is a substantial opportunity for companies to capitalize on the shopping habits of Indonesian consumers. A company's market dominance will be facilitated by a strong market proposition and communication. Preparing claims that are distinct from and superior to those of competitors may convince consumers to choose one product over another.

##### *Interviewee B*

According to interviewee B, Indonesian consumers have a high potential for further development; however, this is not always about the product or distribution of the product; it is also about the communication from the company to the consumer. It would be preferable for a company to educate the market about its products through a smart educational campaign, rather than simply selling the product at the lowest price possible to the Indonesian consumer. Although it may be advantageous for product sales, when the company needs to develop the market, it will pose a major obstacle because Indonesian consumers are not accustomed to the company's innovative new technology. Therefore, communicating the benefits of the products and promoting their functionality can help educate consumers and enable the company in expanding its market.

##### *Interviewee C*

According to interviewee C, Indonesian consumers are extremely price sensitive, and the majority of Indonesian consumers have middle- and low-incomes, resulting in a price war among many brands in the consumer goods industry. In some cases by other brands that are now dominant in their category, such as a large sugar company in Indonesia, when they effectively communicated and positioned their product on the market, they were able to sell their products and dominate the sugar market, which did not have a dominant brand previously.

##### *Interviewee D*

The interviewee D acknowledges that the Indonesian market has a great deal of untapped potential. Since active Indonesian consumers under the age of 40 are well-known for their love of spending money on products, this is a compelling reason for consumer goods companies to continue innovating and developing products for this target market. Furthermore, Interviewee D suggests that advertising in soap operas that are frequently broadcast on television channels in Indonesia would be a good idea, as many mothers and steam iron users may be watching soap operas in their spare time.

##### *Interviewee E*

Interviewee E mentions that when her company's retail partners are given a sales target, they are frequently motivated with a yearly prize from the company if they reach or surpass the minimum goal, and they generally surpass it. This means that, despite having a large target, retailers can be pushed to help the company reach its annual sales target. However, this is sometimes hindered by the product's availability; if a company can resolve this issue, it will be able to achieve even greater annual sales in Indonesia.

### *Interviewee F*

According to economic indicators, Indonesia is an attractive market, as it does not have a significant economic crisis or inflation compared to Europe and the United States. There is a great deal of potential in the market, but it will take a massive effort to educate consumers about the market's contribution. Companies in this industry lack a platform to educate middle-to upper-class consumers and encourage them to purchase consumer goods in order to increase sales in this market. The impulsive shopping behavior of the typical Indonesian consumer is indicative of their purchasing power, but they must be directed and educated to continue purchasing consumer goods.

### *Interviewee G*

There are opportunities for the consumer goods company to create innovative products that address consumers' pain points. An innovative technology with a unique proposition would be a good suggestion for developing a product for the Indonesian consumer, who has a large population.

### *Summary of opportunities in Indonesia market*

The Indonesian market has huge growth potential. In order to succeed in the market, the company must educate the market adequately about its product. Due to the fact that Indonesian consumers prefer to be told what they need in life, this could be an effective marketing strategy for companies seeking to develop the market. There have been numerous successful attempts to expand the market, including Gulaku and Pocari Sweat. Gulaku has successfully altered the perception of the market by introducing a unique sugar. Recognizing that most people are unaware of the distinctions between sugars, they identified themselves as a sugar of higher quality. Gulaku is now regarded as a must-have sugar by the upper middle class. Another example is Pocari Sweat, which developed a beverage containing a substance that the human body needs to remain hydrated. Pocari sweat is developing a campaign to raise awareness of the necessity of an ion-regenerating beverage for human health. Through this campaign, consumers become more aware of the issue and seek a solution, which is where their product comes in.

According to Interviewees A, D, and F, the Indonesian consumer has a shopping habit, and with the huge amount of population, this presents a fantastic opportunity for businesses to capitalize on these consumers.

## 4.3 Strategy to market for Philips Domestic Appliances

The results of the literature review and interviews from understanding the market can assist the researcher in defining an appropriate strategy for entering the market. As Philips Domestic Appliances already has a steam iron product on the market, it is critical to understand consumer behavior in Indonesia in order to develop the market to switch to their new steam iron. Using the 4A framework, the researcher would try to assess Philips Domestic Appliances' current approach and make suggestions to further improve the strategy, which would later support them in successfully launching their steam iron products in Indonesia.

### 4.3.1 Important point from the market research

According to the study's findings, there are a number of actors and factors influencing the Indonesian consumer goods market, as well as significant key partners and various challenges and opportunities for the market. The interviews also reveal why Indonesian consumers choose to purchase a particular product. The findings suggest that consumers are the most influential

actors on the Indonesian market, as they determine the market's product requirements. When designing a product for the Indonesian market, it is important to consider price and market trends. Maintaining a positive relationship with retailers and having a wide distribution network are crucial for a company's growth in the Indonesian market when discussing key partners. The top three important consumption values to consider for the Indonesian market are functional, emotional, and conditional value.

Philips Domestic Appliances should not launch a steam iron with a high wattage, as this is one of the most significant barriers for Indonesian consumers. In addition, product awareness is crucial because consumer behavior in Indonesia indicates that the majority of people are unaware of the product's benefits. Communication between the company and the consumer is sometimes misaligned because the company's claims are unrelated to the consumer's daily activities; therefore, a creative agency that translates the company's claims so that they are advantageous to the consumer is essential. A good partnership with a creative agency that can create a campaign that increases product awareness while reshaping the mindset of Indonesian consumers could help to accelerate the growth of the Indonesian market. Regarding pricing, if Philips Domestic Appliances can provide a good pricing that makes Indonesian consumers believe it is worth their money, it will not be a problem for them, as the new launch plan is the lowest steam iron in the product line up. Due to the vast population, there are sufficient opportunities in the market, and if properly educated, a business can generate enormous sales from this population. The interview summaries are presented in Table 3.

For the Indonesian market, Philips Domestic Appliances must have a product with strong functional claims. Philips Domestic Appliances must identify and communicate the hidden pain points in the current iron industry, as there is currently no strong force driving the conversion to the dry iron, according to the research. Additionally, during the campaign, the benefits that can be useful for the daily activities of Indonesian consumers should be highlighted in addition to the product's claims. The campaign should highlight the differences between a steam iron and a dry iron, why people need it, and how much time they save by using a steam iron, among other things. Their mindset must be altered in order for them to recognize the value of a steam iron in their daily lives.

#### 4.3.2 Current Philips Domestic Appliances strategy

According to an interviewee from Philips Domestic Appliances in Indonesia, the company has already invested in marketing the steam products on the market. Not only steam irons, but also steamers, an existing garment care product from a different category from Philips Domestic Appliances, have been introduced to the market with multiple advertising campaigns over the past two years. Philips Domestic Appliances has invested in a variety of advertising channels to promote the product, including social media (Instagram, Tiktok, etc.), ecommerce platforms (Tokopedia, Shopee, Lazada, Blibli, etc.), and a partnership with Key Opinion Leader (KOL), also known as influencers in Indonesia. They are promoting the current line of steam iron products that are selling in Indonesia with three main claims: "25% lebih cepat rapih, aman untuk semua bahan, dan higienis." This means that the irons are 25% faster, safe for all materials, and hygienic. Unfortunately, the growth of steam iron users has been slower than anticipated, and consumers continue to favor dry irons for ironing clothes.

#### 4.3.3 Analysis using 4A Framework

After conducting an interview with a representative from Philips Domestic Appliances Indonesia, the results will be analyzed using the 4A framework in order to comprehend the

Table 3. Interviews summary

Interviewees	Main Actors	Main Factors	Key partners	Consumption values	Barriers	Opportunities
Interviewee A	1) Consumers 2) Ecommerce 3) Influencers 4) Government (creating the regulations)	1) Consumer habit (travel time, daily activities)	1) Creative agency 2) Any distributor or retailer	1) Emotional value 2) Functional value	1) Price	1) Shopping habit 2) Good proposition and communication
Interviewee B	1) Consumers (mothers and young generation who lives alone) 2) Retailers	1) Social media trend 2) KOL (Start the and promoting trends) 3) Price (different types of perception)	1) Retail partners	1) Conditional value 2) Epistemic value 3) Emotional value	1) Priorities on their budget 2) Wattage on electric appliances	1) Good educational campaign to develop the market
interviewee C	1) Marketers and companies 2) Ecommerce 3) Government (small roles) 4) Consumers	1) Features of the products 2) Claims 3) Innovation that the product offers 4) Price vs features	1) Good distribution partners	1) Conditional value 2) Functional value 3) Emotional value 4) Social value	1) Education of products 2) Price as commodity 3) Wattage on electric appliances	1) Recommendation to dominate the market
Interviewee D	1) Key Opinion Leaders 2) Company (company Image)	1) Company image (brings social image) 2) Price (seek for the most affordable price)	1) Retailers 2) Creative agency	1) Emotional value 2) Functional value 3) Conditional value 4) Social value	1) Price (cannot afford high-end product) 2) Wattage on electric appliances	1) Shopping habit for below 40 years old 2) Soap opera advertising
Interviewee E	1) Consumers (retailers, end-users)	1) Pricing (best value to money, meets basic function)	1) Distributors	1) Conditional value 2) Functional value	1) Availability 2) Price	1) Retailers that reach target sales
Interviewee F	1) Company (on educating the consumers for primary products) 2) Consumers (drive the market for secondary products) 3) Government (creating the regulations)	1) Market trend	1) Someone who can give credibility (if needed) 2) Any distributor or retailer	1) Functional value 2) Emotional value	1) Education of products 2) Wattage on electric appliances	1) Attractive economic indicator 2) Potential market, 3) Need to educate the medium to upper class 4) Shopping habit
Interviewee G	1) Consumers 2) Government (creating the regulations)	1) Average income 2) Education from the government 3) Social media 4) Technology vs helper	1) Any distributor or retailer	1) Functional value 2) Emotional value 3) Epistemic value	1) Wattage on electric appliances 2) Technology that are too advance 3) Education of products	1) Develop innovative tecnologia 2) Huge populations

current state of Philips Domestic Appliances' strategy to develop the market for steam irons in Indonesia.

#### *Acceptability*

In Indonesia, there are several main barriers that exist in the customer mindset regarding the conversion to steam iron, that is, either they did not find the key benefit to use steam iron compared to dry iron, and mostly the target consumer has a helper in their house. Consumers are already aware that Philips is an industry-leading brand for garment care, but they must be reminded of the products' primary applications. The current primary claims made by Philips – 25% faster, safe for all types of clothing, and hygienic – do not appear to enhance the product's understanding sufficiently.

In the current steam iron product from Philips Domestic Appliances, there are two products, which are Featherlight (GC1418) and Featherlight plus (GC1424), with their main differences are, Featherlight has 400W and Featherlight plus has 800W, the color, and also the steam rate. As consumers in Indonesia are more accustomed to dry ironing, they are currently unaware of the steam rate. Interviewee G also mentions that there were several complaints that the color red that the current Featherlight Plus has are quite solid that its hard to see the water left in the water tank. The next most important factor is the wattage. The Featherlight 400W has a higher acceptance rate than the Featherlight Plus 800W. They believe that, in order to iron their product and to upgrade from their dry iron, they cannot afford to use more than twice as much wattage as they currently do. They seem to be fine with the 400W, which are not so huge difference with the dry iron (350W). As a consequence, Philips Domestic Appliances should not launch a steam iron that has a big difference in terms of wattage compared to the current dry iron in order to be successful and to pass the consumer psychological barrier with the big wattage.

According to interviewee G, Philips Domestic Appliances' current strategy for the category of steam irons involves promoting them as secondary irons. Currently, consumers appear content with their dry iron and use of 'Kispray' to facilitate ironing. Kispray is an ironing aid spray that contains an antiseptic which helps to kill germs on garment while doing the ironing (Greene, 2020). The consumer anticipates that by using Kispray, their product will be ironed with greater quality and dependability. According to interviewee B, Kispray has a large market due to the perception that mothers have about using the product to assist ironing. However, by using Kispray, the lifespan of the iron's soleplate is reduced.

To improve the acceptability, this can actually be answered by the steam iron products that have a spray function. Philips Domestic Appliances should consider developing an iron with a spray, a more durable soleplate, and a higher level of reliability. According to Interviewee G, the existing iron has a number of leakage issues, which they expect the new iron to resolve. Philips Domestic Appliances should not only prepare to overcome the psychological barrier, but also this functional barrier, which must be overcome after the psychological barrier has been overcome.

#### *Affordability*

Regarding the affordability of steam iron products, interviewee G implies that Indonesian consumers have the ability to pay for the product, but their willingness to pay is dependent on how they actually value the product. If they believe that the money that they must spend on an iron is worth the features that the product offers, good value for money compared to their competitors, and the cost of their alternative product is less valuable than the selected product,

it would be acceptable for them to spend money on a product. The interviewee G also states that 400W is sufficient for a daily iron, but not 800W. Furthermore, the benefits of the steam iron need to be further communicated to the market in order to increase their willingness to pay for the product.

#### *Accessibility*

In terms of accessibility, Philips Domestic Appliances products have attempted to penetrate all market channels, from online (ecommerce) to offline (distributor and retailers). They separate the route to market, 60% via traditional trade retailer (retailer center in Glodok (Jakarta), Modern Trade Independent for instance Hartono, Ufo, Semeru) and the other 40% are via ecommerce (Tokopedia, Shopee, Lazada, Blibli.com) and modern retail (Ace Hardware, Electronic City, Informa). For steam iron product, most of the retailer did not have over stock for this because they did not think steam iron is an attractive market so far, due to Philips Domestic Appliances are the only major player. Other competitor with the cordless technology is not seems have a very appealing sales, but rather declining. In conclusion, Philips Domestic Appliances already has a good strategy in place by reaching all possible offline and online retailers.

#### *Awareness*

For the past two years, Philips Domestic Appliances has attempted to raise social media awareness through market campaigns. The goal was to increase consumer awareness and desire to purchase the steam iron product. Interviewee G states that they attempted to increase desire by investing in digital social media, improve consideration to buy the product by hiring KOL with their three main claims (25% faster, safe for all types of garments, and hygiene). Unfortunately, this accounted for only 11% of total iron market growth.

When asked what Philips Domestic Appliances has done with the current campaign, Interviewee G mentions that they have already hired total 35 KOL of the target market between the ages of 25 and 35 in the last two years, with the goal of gaining audience from these KOL and diversifying KOL types to reach a larger audience. This KOL's content is mostly related to the fashion industry, home-related content, and cleaning-related content. Because these types of content appear to be ineffective in increasing the number of steam iron users in Indonesia, further research is needed. Is the KOL reaching the intended audience? Is the KOL properly educating the market on how to use the steam iron?

Because there are two types of awareness, based on current information, consumers may only have shallow awareness. Philips Domestic Appliances would need good word-of-mouth marketing to help them reach deep awareness. Since they are currently the market leader in steam iron in Indonesia, and they already dominate the market, they would need to reach their current existing consumers, or a community group composed of mothers and young generation, then provide them with a free trial of the product, educate them directly by having samples in the stores that they are selling, and increase advertising by constantly reminding them about the steam iron products. With the upcoming launch of the new steam iron, Philips Domestic Appliances must prepare the desired specifications that are better than their current offering and follow what the market desires. This will be covered in greater detail in the following section.

#### 4.3.4 Proposed Strategy

Based on the 4A framework analysis, it can be concluded that Philips Domestic Appliances still needs to improve in order to develop the iron market in Indonesia. The strategy will be discussed in accordance with the A's of the 4A framework.

According to Acceptability, it is understandable that a low wattage iron is required to enter the Indonesian market. This was also covered in the previous section, where it was discovered that the majority of Indonesian consumers have limited wattage in their homes. As discussed with Interviewee G, Indonesian consumers are already used to the standard 350W dry iron, and if Philips Domestic Appliances wants to develop a steam iron for the Indonesia market, an advisable wattage should be around 400W to 650W, with the consideration that the consumer does not feel a significant wattage change from their current iron.

Aside from the wattage, many Indonesian consumers now use additional spray (Kispray) to iron their clothes. Meanwhile, having a spray in many steam irons would be beneficial enough to help ease the ironing process. However, if the new steam iron has this function, it is still necessary to communicate this benefit to the Indonesian consumer, as well as to further understand how beneficial this feature is. Furthermore, having the same or a better soleplate than the featherlight plus is required to maintain the high standard of Philips Domestic Appliances soleplate. Interviewee G also mentions that a steam iron with a better color transparent water tank is preferable, as there have been several complaints about the current featherlight plus water tank not being clearly visible to check the amount of water remaining in the tank.

For the other dimensions of Acceptability, which are psychological acceptability, Philips Domestic Appliances could maintain their good brand image as market leader by not only maintaining the quality of their product and fixing current issues (such as the leakage problem mentioned by Interviewee G), but also by defining a campaign that can further educate Indonesian consumers about the benefits of steam iron over dry iron. In the previous chapter, interviewee C mentions that this can be accomplished by incorporating their emotional and conditional values into the campaign. A campaign program could be created by reminding them of the time they saved by using faster ironing to spend with their families.

When discussing affordability, it can be concluded from interviews with experts that, while price may be an issue for Indonesian consumers, if they can persuade them that the value of the product is greater than what they paid for, they will be willing to pay for the product. As mentioned by Interviewee D, there are many payment methods available these days, making it easier for consumers to have economic affordability. However, for psychological affordability, Philips Domestic Appliances must improve and develop products with lower wattage and improved features, as mentioned in Acceptability. The benefits must also be emphasized to consumers in order for them to overcome the psychological barrier of affordability by being reminded of the price they will pay for the product.

Based on the analysis from the current Philips Domestic Appliances approach, they managed to have a good distribution by reaching out to the market in various ways. Philips Domestic Appliances has divided their market route by going to both traditional and modern trade, which means they have a high availability score. Furthermore, ensuring that their products have no complaints in terms of opening and disposing of the box would be a good way to have a good convenience, as well as collaborating with emerging local retailers. This could be an option, as mentioned by Interviewee B in the previous section, that having local emerging retailers could

be a way to further penetrate the market or educate the market about the product. However, more research is required before taking these steps.

Finally, there is Awareness. According to Interviewee G, despite investing in many KOLs every quarter, Philips Domestic Appliances has yet to achieve a significant increase in market development. As previously stated, Philips Domestic Appliances is a well-known and market leader in this category, implying that they should have the ability to develop the market. Further research into the current Philips Domestic Appliances KOL selection is required to ensure that they collaborate with the right KOL to reach their target market.

To improve product knowledge, the KOL's content should focus on educating the market by reminding them of the advantages of using a steam iron over a dry iron. As mentioned in the previous section, Indonesian consumers must be reminded and informed about what they require. As a result, having the right KOL with the right content should be enough to increase brand awareness. Another suggestion is to find a Group Opinion Leader who interacts with and is important to the target market of mothers in Indonesia. Furthermore, as mentioned by Interviewee D, collaborating with a soap opera is also an option, because soap opera viewers are similar to Philips Domestic Appliances steam iron's consumers. Furthermore, for the offline methods, Philips Domestic Appliances could provide a demo by collaborating with retailers. Interviewees B and C mentioned that product education for the market could combine functional and emotional values. By providing demo products or free trials of steam iron products, consumers will be able to experience the steam iron product, which will help to improve product knowledge because the consumer will be able to try and experience the product itself. The market development strategy based on the 4A Framework is summarized in figure 5 below.

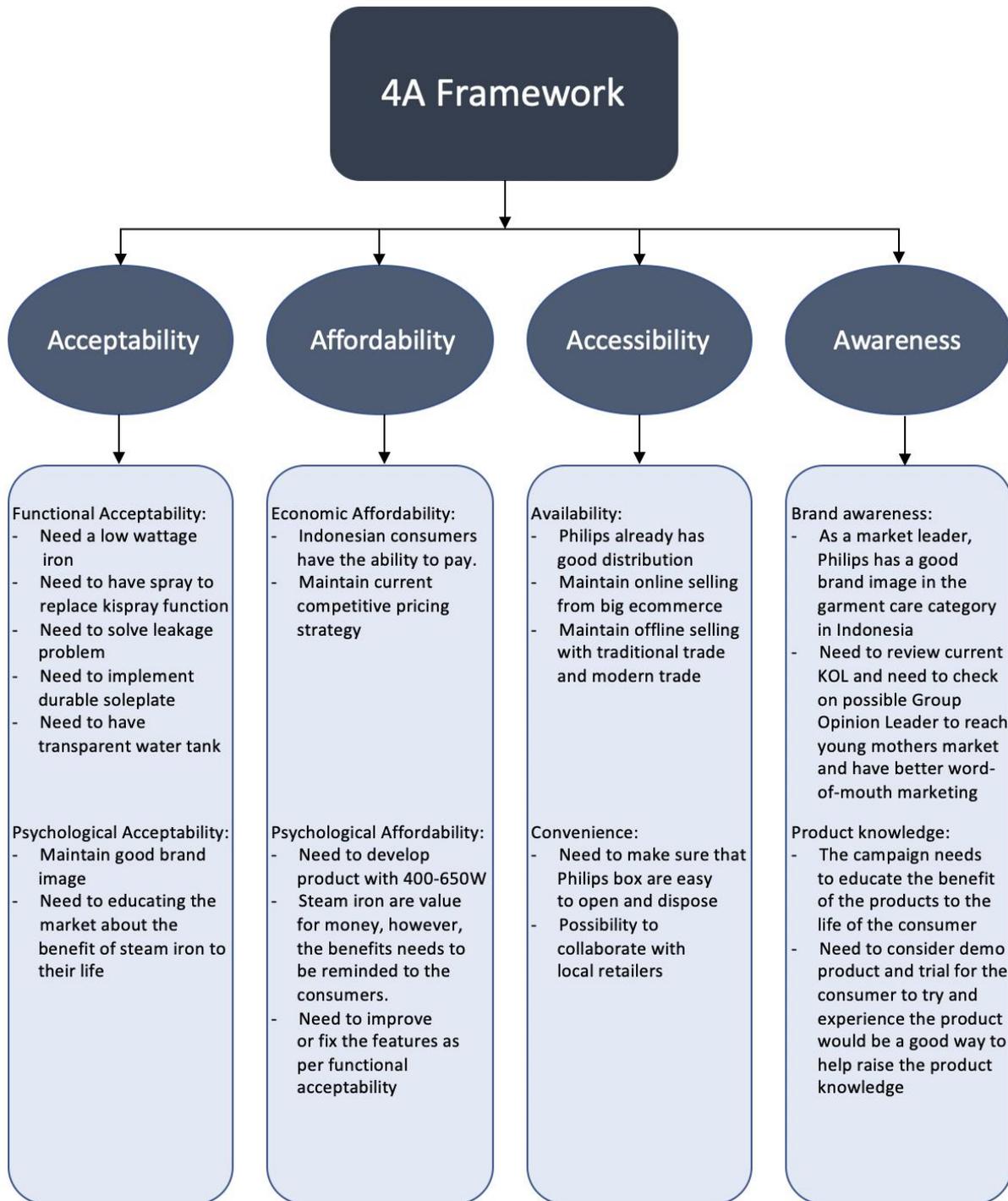


Figure 5. 4A framework summary

## 5 Discussions

This chapter presents and describes the steps that the researcher takes to analyze and create a strategy to develop the market.

Researchers attempt to develop a framework, a step-by-step approach to developing the Indonesian market. First, the company must understand consumer behavior in the market - in this research, consumer goods market in Indonesia for steam iron - using a consumption values theory, before attempting to analyze their current marketing strategy using the 4A framework. A strategy can be developed based on the 4A framework analysis by improving what needs to be improved.

Findings from Philips Domestic Appliances' market research on the steam iron, as well as interviews with seven experts, were gathered to better understand current consumer behavior in Indonesia. These experts were then interviewed with a series of questions aimed at understanding the main actors and factors influencing the Indonesian consumer goods industry, main key partners, using consumption values theory to understand the main reason for Indonesian consumers to buy a product, and the main barriers and opportunities available in the Indonesian consumer goods market.

The next step is to develop the market after understanding consumer behavior in Indonesia. The researcher resumes the interview with the next section, which is about market development strategy. Interviewees from outside the company were asked about their experiences entering and developing the Indonesian market, and the researcher attempted to obtain the key takeaway from it. The interviewees from the company (in this research is from Philips Domestic Appliances) were then asked about the current strategy based on 4A frameworks questions, which the researcher then analyze on how the current marketing strategy is doing using the 4A framework, and which A's need to be improved or maintained. These step-by-step approaches to market development are the study's output for companies who is planning to develop the market with a new product launch to replace existing product. Figure 6 below demonstrates the steps.

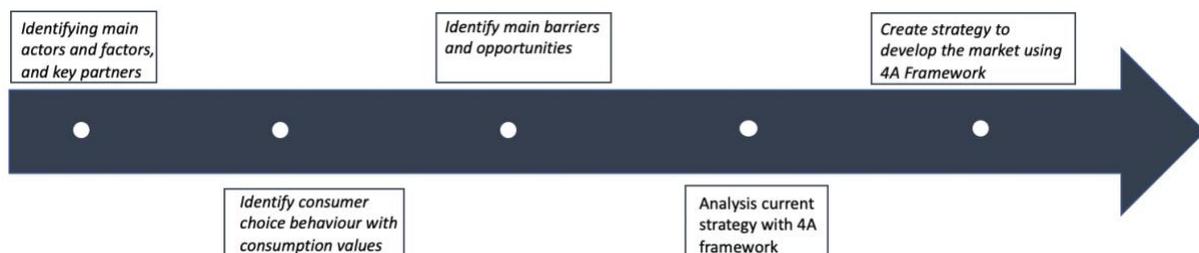


Figure 6. Steps to develop the market

## 6 Conclusions, Recommendations and Limitations

### 6.1 Conclusions

The study aimed to define the strategy to enter the consumer goods industry, by understanding the target market and to help the companies developing the market by defining framework for it. The study uses a qualitative approach and collected primary data, and it has been collected through expert interviews. The results of these number of interviews will be discussed in this section and will be categorized in the sub-research questions that have been established for this study and are part of the main research question.

**SRQ1** What are the main actors and factors influencing consumer goods market in Indonesia?

The results indicate that the main actors are consumers, the marketer or the brand, with one expert mentioning influencers as well. Consumers are the primary drivers because they are the ones who drive market demands, and companies develop products based on market needs. However, when a company introduces a product, it is also their responsibility to educate the market and communicate the benefits of their product to the market for the consumer to understand. Indonesian customers love being told what to do; as a result, companies can use this to their advantage by creating advertising and campaigns that not only educate the market, but also persuade consumers to purchase the product by highlighting its benefits; this is where creative agency partners come in who help to communicate these benefits to the consumers. In addition, influencers nowadays become important factors in influencing consumers to purchase a product from a company. Several experts agree that Indonesian consumers follow their favourite influencers; therefore, selecting the right KOL is critical for further engaging with the consumer.

There are various expert opinions about the main factors. Five interviewees mention price, and based on the interviews, the researcher concludes that a low price is important for Indonesian consumers; however, if they believe that the price for the product is justified, they will still purchase the product. It's not that they lacked purchasing power; it's just that it's already ingrained in their minds that they want to pay the least amount possible for the best product. Consumers will choose the lowest price on the market if they do not comprehend the product benefit. Furthermore, market trends play an important role in this. Indonesian consumers are easily influenced, and a KOL can start a trend that will eventually influence a large number of Indonesian consumers to be pushed to buy a product. Their impulsiveness can be used to a company's advantage if they want to sell more of their products.

Experts agree that the most important key partners are good retail partners. It is critical for companies in the consumer goods industry to have their products sold on as many platforms as possible. The interviewees all agree that if a consumer can buy their product anywhere, it is a good sign for a company. Collaborating with local retailers to promote the product and creating promotions such as bundling was also mentioned as an interesting proposition for the Indonesian consumer. As previously stated, consumers in Indonesia are looking for good value for money, and if properly communicated, a company can combine its best and worst-selling products to maximize its offering to customers.

Based on the findings of 4.1.4, there are three important consumption values for the Indonesian steam iron market, which are conditional value, functional value, and emotional value. These three consumption values are the primary drivers of the Indonesian steam iron market consumers. The researcher then attempted to validate this by interviewing several experts, and

all of the experts mentioned that functional values are important consumption values, and five out of seven mentioned that conditional and functional values are important, thus the researcher can clarify that these three consumption values, as summarized by Philips Domestic Appliances research, are aligned and confirmed by the experts. According to the interviews, functional values are important because consumers choose to buy a product when it can help to ease their life or benefit them, and then they want the best possible. Emotional values are more closely related to their connection to the company's brand. One expert says that conditional value can be created by properly educating the market so that they feel the need to buy a product.

**SRQ2** What are the main barriers and opportunities of consumer goods market in Indonesia?

When discussing barriers on the Indonesian market, there are a variety of barriers to consider. Several experts mention product education and product pricing, followed by availability and wattage or electricity for the steam iron. Several experts stated that Indonesian consumers should be properly educated about consumer goods products. Unfortunately, it appears that many Indonesian consumer goods products are not properly educated to their consumers, resulting in the consumer not realizing the benefits of purchasing the product and thus ignoring the campaign. As previously stated, Indonesian consumers prefer to be told what to buy. The company can help with this by properly informing the consumer about the products, emphasizing the benefits for their daily lives rather than just mentioning the product's claim, and providing as much information about the product as possible. When they are accustomed to a product, it is difficult to convince them to switch. This can be addressed by emphasizing their emotional value and mentioning the benefit related to their emotion in order to persuade them to purchase a new product offering.

Another barrier is price. When they want to buy a consumer goods product, the competitors are sometimes not other products in the same category from different brands, but the consumer's other needs. They would create a specific budget to purchase a consumer goods product, which would be based on their income and how much they want to spend on their primary needs, leaving the budget for others, including consumer goods products. Then, based on this budget, they must decide what types of consumer goods they will purchase. Other barriers include product availability, which stated that sometimes product stocks are limited, resulting in product availability in multiple locations. The electricity of the steam iron, or other electric consumer goods products, if its big then it would become a barrier. In Indonesia, there are several home wattage classes, with the majority having less than 2200W per house. They are used to having a dry iron with 350W, and if Philips Domestic Appliances launch a steam iron that has wattage above 1000W (as the standard DST1000 Series currently has), they will assume it is too large for them. In Indonesia, majority thinks that 1000W electricity consumption is for products such as microwaves and ovens, and an iron is not supposed to have that much wattage in their minds.

The researcher also investigated about the importance of educating the market, and the experts agreed that this is a vital issue. Consumers must be educated, and the company must take a unique approach to this, particularly in raising consumer awareness about the benefits of purchasing the products. Several experts have suggested that this could be accomplished through good promotion, an inspiring campaign, and a daily, weekly, or monthly campaign for all marketers to remind consumers about the product.

In terms of opportunities in the Indonesian market for the consumer goods industry, the interviewees all agree that there are potential opportunities to be explored. Some interviewees believe that there is still a lot of room for innovation in order to meet the needs of consumers. Furthermore, Indonesian consumers enjoy spending their money on goods and have a shopping habit. As noted previously, they are easily persuaded and would choose to have a product that everyone buys. With these benefits and the large population of the market, the researcher believes that the Indonesian market is interesting and can provide many opportunities for the company.

**SRQ3** What are the strategies to launch the new steam iron in Indonesia?

Based on the findings of this research, Philips Domestic Appliances is still experiencing a problem with several A's from the 4A framework for its strategy to enter the market with the new steam iron. In terms of acceptability, consumers continue to find it difficult to switch from dry iron to steam iron because many of them have a helper in their home to assist with housework. Those who do not have a helper are still comfortable using a dry iron and kispay combination, and there is no strong push to shift to a steam iron. Other factors, such as the Featherlight Plus's 800W power, act as a barrier to switching, as they believe such power is excessive for ironing. Another issue that exists is leakage, which Philips Domestic Appliances must resolve. If they want to launch a new steam iron while also encouraging the market to switch to steam irons, they must launch a product with a strong campaign that has a desirable power and is of better quality than the existing one.

Philips Domestic Appliances has a higher score for Affordability and Accessibility. Indonesian consumers are willing to spend more money if it is worth the value they perceive, and with Philips Domestic Appliances brand image that is strong for garment care in Indonesia, the interviewees believe that consumers are willing to spend more money for the steam iron, but the wattage of this products must be within the range of 400-650W. In terms of Accessibility, Philips Domestic Appliances' current approach of selling their products through both ecommerce and retailers is already a good way to provide convenience for their customers. It is also important for Philips Domestic Appliances to note that if their new steam iron is successfully launched in the future, they must maintain product availability in the market through a good distribution strategy.

Philips Domestic Appliances must also work on Awareness for the final A's in the 4A framework. The current strategy of partnering with 35 KOLs needs to be evaluated further to determine whether it is correctly targeting the market. Not only that, but the content that these KOLs present to the market should be assessed further. Consumers must be educated about the benefits of the steam iron, and the marketing campaign must appeal to their emotional values and convey that the new steam iron is significantly superior to the one they currently own.

**SRQ4** How can the steam iron market in Indonesia further developed?

After analyzing the findings of the interviewees, it is clear that the steam iron market in Indonesia has enormous potential for development. It can begin with developing the consumer. Consumers in Indonesia are not well educated, so it is the responsibility of the company or marketer to educate the product that they are selling to the consumer. Continuous advertising, strong marketing activities, and effective word-of-mouth marketing all have an impact on shaping new consumer behavior. When communicating with the consumer, bring up their urgency, and then offer the solution to their urgency with the product offering.

By educating the market, companies can help to raise awareness of a technology and the benefits of their proposition, and in the long run, this can also develop the consumers mindset to be aware of the technology and innovation that the company offers, which will benefit the company if they want to launch or develop the market further in the future.

**MRQ** the main research question is formulated as follows:

*What are the key factors for defining a company's strategy when developing the Indonesian consumer goods market?*

This research's main takeaway would be as follows. Companies can develop a strategy after first comprehending key factors on understanding the market. Company needs to understand the main actors and factors influencing the market, key partners for the company, main consumption values of the Indonesian consumer goods market, and main barriers and opportunities from the Indonesian goods market. After obtaining an understanding of the market, the current company's strategy is evaluated using the 4A framework. In this study, the researcher investigated the Indonesian consumer goods market, and the key factors from interviews and market research are summarized in Table 3. Following that, Figure 5 depicts the strategy later proposed to Philips Domestic Appliances for the steam iron market in Indonesia based on the 4A framework analysis and the insights from Table 3.

Figure 6 illustrate an overview of this step-by-step approach to develop the consumer goods market. This step-by-step approach are generally applicable to other consumer goods market, not only for other products in consumer goods market in Indonesia, but also for other consumer goods market in other emerging countries.

## 6.2 Scientific and managerial implications

### 6.2.1 Scientific implications

In this study, the researcher defined a step-by-step approach to develop the market by identifying the main actors and factors, key partners, understanding consumer behavior by utilizing consumption values, recognizing the main barriers and opportunities in Indonesia, analyzing the current marketing strategy by company using the 4A framework, and later developing a strategy based on it. This had never been done before, and the researcher contributed by combining consumption values and the 4A framework. As Indonesia is considered an emerging country, the 4A framework is appropriate to analyze the marketing strategy as mentioned in other research, and the results from analyzing consumer behavior from consumption values theory add up the insights from the market in order to have a better understanding of the market and help to create a better strategy to develop the market.

When discussing the generalizability of this study, the findings in table 3 can be applied to other consumer goods products in Indonesia, especially those with the same target market as steam iron products. The findings of this study's 4A framework may be generalizable to other emerging countries with similar markets to Indonesia, but only for steam iron products. However, the steps identified by the researchers in this study are generalizable to other products in consumer goods markets in Indonesia or other emerging countries with similar consumers. This is possible because this step-by-step is based on an existing theory that is more appropriate for developing countries.

### 6.2.2 Managerial implications

The findings of this study confirm that consumers are the main actor in the Indonesian consumer goods market, and that many Indonesians have a shopping habit that can be leveraged by the company. KOL can assist companies in influencing consumers in Indonesia and increasing sales, as social media/market trends are also mentioned as important factors in the Indonesian consumer goods market other than price. Indonesian consumers typically seek the lowest possible price in the market; however, when they value a product, they are willing and able to pay for it. According to interviewees, retailers and creative agencies are two important partners for consumer goods companies in Indonesia.

The top three consumption value theories for the Indonesian market are functional value, emotional value, and conditional value. Therefore, it may be more effective for the company to develop promotions by leveraging this value. Next, because the majority of Indonesian consumers have low wattage housing, high wattage electric appliances are a huge barrier. Furthermore, product education is also a barrier because Indonesian consumer characteristics are like being told what to do, so companies must be very clear in communicating their product to the market, by explaining the benefit of the product, not only based on claim, but also try to gain their emotional value. Table 3 summarizes the expert interviews' findings. These insights would contribute to knowledge and understanding of Indonesian consumer behavior, which could be applied to consumer goods products in Indonesia that have a similar target market as the steam iron for Philips Domestic Appliances.

The findings of this study suggest that Philips Domestic Appliances has the potential to develop the steam iron market in Indonesia, with several specifications to consider. Based on the research findings, there are several insights that would be beneficial for Philips Domestic Appliances if they plan to continue launching the new DST1000 series in Indonesia, as shown in Figure 5. To increase Acceptance, Philips Domestic Appliances must create a product with a low wattage, a spray, a durable soleplate, a transparent watertank, and solve the current leakage problem. Educating the market is also essential for increase the Acceptance. Following that is Affordability, and since the consumers have the financial ability to pay, it is critical to pass their psychological affordability. For Indonesian consumers, a 400-650W steam iron would be advisable, and the benefits should be emphasized again to gain their trust, not only the functional benefits, but also emotional benefits for them. Next A is Availability, which so far, Philips Domestic Appliances has done a good job with Availability. It is recommended that they collaborate with local retailers and maintain a good distribution of their products. Lastly, in terms of Awareness, word-of-mouth marketing would be an important way to promote their product, which can be accomplished by identifying a group opinion leader who is related to young mothers. Collaboration with a soap opera may also be an option because the viewers are similar to the target market for steam iron. Finally, demo products and consumer trials can be considered to help educate the market about the products.

### 6.3 Limitations and future research

This research would help to understand what the consumer behaviour in consumer goods industry in Indonesia are. Although it covers the main actors and factors, key partners, barriers and opportunities, consumption values and 4A framework theory, this research are having experts from different types of consumer goods with similar consumer types. The proposed strategy and summary of this research would be more useful for consumer goods company who has a consumer of young mothers and millennials between 20-40 years old. However, for the future research, it would be recommended to narrow the scope to specific types of consumer

goods industry in Indonesia, whether it is a consumable or non-consumable, or electrical appliances, in order to increase the reliability of the further research.

Although this study used a perspective from several experts from different consumer goods companies, it is recommended to verify the findings of this study with a larger number of participants from a specific respondents from a specific category of consumer goods, to increase the reliability of this findings. This is a limitation in this study as the thesis projects held for a limited period and finding respondents on a large scale is not feasible in this period of time.

#### 6.4 Relevance to the MOT Program

This research focused on the scientific study of how to develop a strategy based on technology from a company resource. In this study, the researcher learned how to support Philips Domestic Appliances in developing a market strategy for the launch of new irons with improved technology in Indonesia, with the goal to develop the market in the emerging country. As a result, the discussion of business strategy and framework in this research is coherent with other content in the Management of Technology program. This research would be beneficial because the approaches used in this study could be replicated for other students in the TPM or Management of Technology program who are working on a market development strategy.

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## Appendix I: Interview Protocol

### Information Sheet – Research on Consumer Goods in Indonesia

Research Title: How to develop consumer goods market in Indonesia, and suggestion for iron industry

Researcher: Randana Prayuda

Affiliation: Delft University of Technology (TU Delft)

Supervisor: Victor Scholten ([V.E.Scholten@tudelft.nl](mailto:V.E.Scholten@tudelft.nl))

The researcher (also known as the interviewer) devises an interview protocol to guide the interview process and assure ethical considerations are respected throughout the interview.

*Peneliti (juga dikenal sebagai pewawancara) menyusun protokol wawancara untuk memandu proses wawancara dan memastikan pertimbangan etis dipatuhi selama wawancara.*

### Purpose of Research

Thank you for consenting to be interviewed as part of the research study on consumer goods in Indonesia. This investigation has three objectives. First, to understand who are the main actors and factors that influencing consumer goods in Indonesia. Second, to understand barrier and opportunities to tackle consumer goods in Indonesia. In the end, this research will conclude by creating strategies to tackle consumer goods in Indonesia, in this case for steam iron market.

### Tujuan Penelitian

*Terima kasih telah bersedia diwawancarai sebagai bagian dari studi penelitian tentang barang konsumsi. Penyelidikan ini memiliki tiga tujuan. Pertama, untuk mengetahui siapa saja aktor utama dan faktor utama yang memiliki pengaruh besar di industri barang konsumsi di Indonesia. Kedua, untuk mengetahui hambatan dan peluang di industri barang konsumsi di Indonesia. Pada akhirnya, penelitian ini akan menyimpulkan dengan menyusun strategi untuk bisa memasuki industri barang konsumsi di Indonesia, dengan studi untuk setrika uap.*

### Data Collection

An offline or online interview will be used to gather the data, and it will be recorded. The interview will last between 60 and 90 minutes. Your participation in this study is fully voluntary, and you have the right to terminate the interview or stop participating at any moment without justification or repercussions.

### **Metode Pengumpulan data**

*Wawancara offline atau online akan digunakan untuk mengumpulkan data, dan akan direkam. Wawancara akan berlangsung antara 60 dan 90 menit. Partisipasi Anda dalam penelitian ini sepenuhnya bersifat sukarela, dan Anda memiliki hak untuk menghentikan wawancara atau berhenti berpartisipasi setiap saat tanpa pembenaran atau akibat apa pun.*

### **Data Handling**

If anonymization is desired, your name and organisation will be substituted with "Interviewee number" and "generic job or title." The interview will be transcribed, used in the study's analysis, and presented in the thesis report. The only person with access to the interview recording is the researcher.

### **Penanganan data**

*Jika anonimisasi diinginkan, nama dan organisasi Anda akan diganti dengan "Nomor yang diwawancarai" dan "pekerjaan atau jabatan umum". Wawancara akan ditranskrip, digunakan dalam analisis penelitian, dan disajikan dalam laporan tesis. Rekaman wawancara hanya dapat diakses oleh peneliti (pewawancara).*

### **Interview procedure**

The interview procedure is outlined below:

1. Prior to the interview, the interviewer explains the informed consent forms and requests permission to record the discussion and anonymously quote the interviewees' remarks in the thesis.
2. The interviewer introduces the study's background and objectives.
3. The interviewer presents interviewees with a set of questions in advance to guide the discussion.
4. A typical interview is 60 – 90 minutes in length, depending on the availability of the interviewees.
5. Two days after the interview, the recording is transcribed to prevent information loss or misinterpretation.

### **Prosedur wawancara**

*Prosedur wawancara diuraikan di bawah ini:*

1. *Sebelum wawancara, pewawancara menjelaskan formulir persetujuan dan meminta izin untuk merekam diskusi dan secara anonim mengutip pernyataan orang yang diwawancarai dalam tesis.*
2. *Pewawancara memperkenalkan latar belakang dan tujuan penelitian.*
3. *Pewawancara memberikan daftar pertanyaan terlebih dahulu kepada orang yang diwawancarai untuk memandu diskusi.*
4. *Wawancara pada umumnya berdurasi 60 – 90 menit, tergantung pada ketersediaan orang yang diwawancarai.*
5. *Dua hari setelah wawancara, rekaman ditranskripsikan untuk mencegah hilangnya informasi atau salah tafsir.*

## Appendix II: Interview Questions

### Interview Questions – Research on Consumer Goods in Indonesia

Research Title: How to develop consumer goods market in Indonesia, and suggestion for iron industry

Researcher: Randana Prayuda

Affiliation: Delft University of Technology (TU Delft)

E-mail: [RandanaPrayuda-1@student.tudelft.nl](mailto:RandanaPrayuda-1@student.tudelft.nl) / [randanaprayuda@gmail.com](mailto:randanaprayuda@gmail.com)

Supervisor: Victor Scholten ([V.E.Scholten@tudelft.nl](mailto:V.E.Scholten@tudelft.nl))

A list of concept-related questions to ask during the interview has been prepared. The questions are defined based on a research about consumer goods industry in Indonesia.

*(Daftar pertanyaan terkait konsep untuk ditanyakan selama wawancara telah disiapkan. Pertanyaan- pertanyaan tersebut disusun berdasarkan riset mengenai industry consumer goods di Indonesia)*

#### Introductory questions

- Could you please describe your role and expertise of your company/organisation in the consumer goods industry (steam iron) in Indonesia?  
*(Dapatkah Anda jelaskan peran dan keahlian perusahaan/organisasi Anda dalam industry consumer goods di Indonesia?)*
- How do you see the influence of your company to consumer goods industry (steam iron)?  
*(Bagaimana Anda melihat pengaruh perusahaan anda terhadap industry consumer goods?)*
- What are your thoughts on the current consumer goods industry (steam iron) in Indonesia?  
*(Bagaimana pendapat Anda tentang industry consumer goods Indonesia saat ini?)*

#### Theme 1: Main actors and factors that influencing consumer goods (steam iron) in Indonesia

- What are the main actors and factors that are influencing the consumer goods industry (steam iron) in Indonesia?  
*(Siapakah/apakah aktor dan faktor utama yang memengaruhi industry consumer goods (setrika uap) di Indonesia?)*
  - In your opinion, who are the main actors that influencing consumer goods (steam iron) in Indonesia?  
*(Menurut Anda, siapa saja aktor di industry consumer goods (setrika uap) di Indonesia?)*
  - In your opinion, what are the main factors that influencing consumer goods (steam iron) in Indonesia?  
*(Menurut Anda, apa yang menjadi faktor penting yang mempengaruhi industry consumer goods (setrika uap) di Indonesia?)*
  - Which key partners that are crucial in order to succeed in Indonesia consumer goods industry (steam iron)? And how did your company work with their key/partner/how

do you communicate it?

*(Siapa kah partner penting di Indonesia untuk perusahaan agar dapat berhasil memasarkan produknya di Indonesia? Dan bagaimana perusahaan anda bekerja sama dengan partner penting/bagaimana cara mengkomunikasikannya?)*

- Consumption values
  - Based on market research, most important consumption values for Indonesian market are conditional values (helper/no helper), functional values (specs), and emotional values (feeling safe). Do you agree with this?  
*(Berdasarkan riset market yang sudah dilakukan Philips Domestic Appliances tentang market di Indonesia, teori consumption values yang paling berpengaruh adalah conditional values, functional values, dan emotional values. Apakah anda setuju dengan pernyataan ini?)*
  - Based on consumption values theory, which value do you think are the most important for Indonesian market, and why?  
*(Berdasarkan teori consumption values, value yang manakah yang menurut anda paling penting/berpengaruh untuk market di Indonesia?)*
  - To what extent do you think these consumption theories complement/supporting each other?  
*(Menurut anda, seberapa jauh consumption values tersebut saling mendukung satu sama lain?)*
  - In your opinion, how to maximise this consumption values theory?  
*(Menurut pendapat anda, bagaimana cara memaksimalkan teori consumption values ini di Indonesia?)*
  - Is there any other reason that are influencing consumer decision making process in Indonesia (steam iron)?  
*(Apakah anda memiliki pendapat tentang alasan lain yang mempengaruhi keputusan pelanggan di Indonesia)*

## Theme 2: Barriers and opportunities in Indonesia

- What are the main barriers in consumer goods industry (steam iron) in Indonesia?  
*(Menurut Anda, apa saja halangan terbesar di industry consumer goods di Indonesia?)*
- What do you think are important for decision-making process of Indonesian consumer? (Maybe buying power, information, good services, logistics, etc?)  
*(Menurut anda, apa yang paling penting dalam proses decision-making consumer di Indonesia? (Kemampuan membeli, informasi, servis yang baik, logistic, dll?))*
- To what extent do you think education on products are influencing the consumer decision-making process in Indonesia?  
*(Menurut anda, seberapa besar pengaruh edukasi terhadap produk memengaruhi proses decision-making consumer di Indonesia?)*
- Do you agree that wattage is one of the main important factors of consideration of electric products in Indonesia?  
*(Apakah anda setuju kalau watt sebuah produk adalah salah satu faktor penting dalam pembelian produk elektrik rumah tangga di Indonesia?)*
- What do you think we should consider (wattage, main specs, consumer behaviour) for Indonesian market?  
*(Apa yang menurut anda perlu dipertimbangkan (wattage, spesifikasi utama, consumer behaviour) untuk market di Indonesia?)*
- What types of offer do you think should be considered/avoid for Indonesian market?  
*(Menurut anda, tawaran apa yang penting untuk dikonsiderasi/dihindarkan untuk market di Indonesia?)*

- What barriers that your company recently faced in Indonesian market, and how do you solve it?  
*(Rintangannya apa yang perusahaan anda baru saja hadapi di market di Indonesia, dan bagaimana anda menghadapi/menyelesaikan masalah tersebut?)*
- What are the opportunities for consumer goods industry (steam iron) in Indonesia?  
*(Apa saja peluang pada industry consumer goods di Indonesia?)*
- Do you see that Indonesian market are potential to be further developed?  
*(Apakah anda melihat potensi bahwa market di Indonesia masih bisa dikembangkan lagi?)*

### Theme 3: Strategy to enter the market

- How did your company enter the Indonesian market with “...” product? / How should Philips Domestic Appliances enter the Indonesian market with the new steam iron product?  
*(Bagaimana perusahaan anda masuk ke market di Indonesia dengan produk “...”? / Apakah anda memiliki pendapat untuk bagaimana Philips Domestic Appliances masuk ke market di Indonesia dengan setrika uap baru?)*
- What challenges do you have when you are entering Indonesian market with ... strategy? And how does your company solve it?  
*(Tantangan apa yang anda dapat saat memasuki market di Indonesia dengan strategi ... ? Dan bagaimana perusahaan anda menyelesaikannya?)*
- What do you think are the most important drivers of Indonesian market?  
*(Menurut anda, apakah faktor paling penting yang menggerakkan market di Indonesia?)*
- What specs do you think would be important for Philips Domestic Appliances to enter Indonesian market? What needs to be considered to properly enter Indonesian market?  
*(Spesifikasi/claim apa yang menurut anda penting untuk Philips Domestic Appliances untuk masuk ke market di Indonesia? Apa yang penting untuk dipertimbangkan untuk bisa masuk dengan proper ke market di Indonesia?)*

### Closing questions

- How do you see the development of consumer goods (steam iron) industry in Indonesia in the future?  
*(Bagaimana Anda melihat perkembangan industry consumer goods (setrika uap) di Indonesia ke depan?)*
- Is Indonesia moving in the right direction in terms of converting from dry iron to steam iron?  
*(Apakah Indonesia menuju ke arah yang tepat dalam mengganti dari setrika kering ke setrika uap?)*
- In your opinion, how do you think consumer goods (steam iron) industry can be further developed?  
*(Apakah Anda memiliki masukan untuk mengembangkan industry consumer goods (setrika uap) di Indonesia di masa mendatang?)*

## Appendix III: Informed consent form (Draft Version)

### **Informed consent of Participant Information – Research on Consumer Goods in Indonesia**

Research Title: How to develop consumer goods market in Indonesia, and suggestion for iron industry

Researcher: Randana Prayuda

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Supervisor: Victor Scholten ([V.E.Scholten@tudelft.nl](mailto:V.E.Scholten@tudelft.nl))

The informed consent is accompanied by an information sheet that describes adequately (for the interviewees)

- Purpose of the research
- Procedures for withdrawal from the study.
- Whether any personal information about the interviewees will be collected, processed and how and for what purpose; the right of the interviewees to request access to and rectification or erasure of personal data.
- Usage of the data during research, safeguarding personal information, maintaining confidentiality and de-identifying (anonymising) data, controlled access to data, especially in relation to data archiving and reuse, ways of dissemination, data archiving and possible publishing.
- Retention period for the research data, or if that is not possible, criteria used to determine that period.
- Contact details of the researcher (or his representative), contact details of the data protection officer, institution, funding source, how to file a complaint.

## Consent form for Research on Consumer goods in Indonesia

Please tick the appropriate boxes <i>Mohon pilih (centang) kotak yang sesuai</i>	Yes <i>Ya</i>	No <i>Tidak</i>
<b>A. Taking part in the Study</b>		
<b>A. Kebersediaan berpartisipasi</b>		
I have read and understood the study information, or it has been read to me. I have been able to ask questions about the study and my questions have been answered to my satisfaction. <i>Saya telah membaca informasi diatas mengenai studi ini, atau yang telah dibacakan kepada saya. Saya dapat mengajukan pertanyaan mengenai penelitian ini dan pertanyaan saya telah dijawab secara jelas.</i>	<input type="radio"/>	<input type="radio"/>
I consent voluntarily to be a participant in this study and understand that I can refuse to answer questions and I can withdraw from the study at any time, without having to give a reason. <i>Saya setuju untuk menjadi narasumber pada penelitian. Saya mengerti bahwa saya memiliki hak untuk menolak menjawab pertanyaan dan dapat mengundurkan diri dari penelitian kapanpun tanpa harus memberikan alasan.</i>	<input type="radio"/>	<input type="radio"/>
I understand that taking part in the study involves: a video-recorded interview and the interview will be transcribed as text. <i>Saya mengetahui jika penelitian ini meliputi: rekaman video dalam wawancara dan wawancara akan ditranskripsikan sebagai teks.</i>	<input type="radio"/>	<input type="radio"/>
<b>B. Risks associated with participating in the study</b>		
<b>B. Potensi Risiko dalam Berpartisipasi</b>		
I understand that taking part in the study also involves collecting specific personally identifiable information (PII) such as name, organisation name and job title with the potential risk of my identity being revealed. The research will mitigate the potential risk of a data breach using the TU Delft system. <i>Saya mengetahui jika dalam berpartisipasi dalam studi akan meliputi pengumpulan informasi identitas pribadi seperti nama, nama organisasi dan posisi pekerjaan, dimana data ini akan berpotensi untuk mengungkap data pribadi. Penelitian ini akan memitigasi resiko dari pelanggaran data dengan menggunakan sistem TU Delft.</i>	<input type="radio"/>	<input type="radio"/>
I understand that personal information collected about me that can identify me, such as [e.g. name, organization name and job title], will not be shared beyond the study team. <i>Saya mengetahui jika informasi pribadi yang dikumpulkan dan yang bisa digunakan untuk mengidentifikasi saya, seperti [nama, nama organisasi dan posisi pekerjaan], tidak akan dibagikan diluar tim riset.</i>	<input type="radio"/>	<input type="radio"/>
<b>C. Research Publication, Dissemination and Application</b>		
<b>C. Publikasi Penelitian, Diseminasi dan Aplikasi</b>		

I understand that after the research study the de-identified information I provide will be used for report.

*Saya mengetahui bahwa setelah penelitian selesai, informasi yang dikumpulkan akan digunakan untuk pembuatan laporan.*

I agree that my responses, views or other input can be quoted anonymously in research outputs.

*Saya setuju jika jawaban atau informasi dapat di kutip secara anonim dilaporan penelitian.*

I understand that access to the output (report) of this repository is open for public.

*Saya mengetahui jika laporan akhir penelitian dapat di akses oleh umum.*

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## Signatures

\_\_\_\_\_  
Name of participant (printed)      Signature      Date

I, as the researcher, have accurately read out the information sheet to the potential participant and, to the best of my ability, ensured that the participant understands to what they are freely consenting.

\_\_\_\_\_  
Researcher name (printed)      Signature      Date

Study contact details for further information: [Name, phone number, email address]