

## **Proposed Marketing Strategy to Increase Brand Awareness and Sales of Portable Smart Projector (A Case Study of Samsung the Freestyle)**

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### **ABSTRACT**

**Keywords:** portable smart projector, marketing strategy, brand awareness, sales performance

Samsung The Freestyle, a portable smart projector launched by Samsung, has faced challenges in increasing brand awareness and sales in the Indonesian market. Initially introduced in January 2022, Samsung the Freestyle garnered significant interest during its pre-order phase. However, despite its innovative features, the product experienced a decline in sales performance over time. This research aims to identify the internal and external factors influencing the performance of Samsung The Freestyle, employing both quantitative and qualitative approaches. Primary data were gathered through interviews with Samsung Electronics Indonesia employees and surveys with questionnaires, while secondary data were collected from reports, articles, and social media. The study also utilizes comprehensive consumer analysis, including segmentation, targeting, and positioning (STP), level of awareness, perceptions and level of satisfaction. External analysis was conducted by analyzing the general environment, industrial environment, and competitor analysis. Resource analysis and value chain analysis were performed to obtain the internal factors. A SWOT analysis identified the strengths, weaknesses, opportunities, and threats, leading to the formulation of the TOWS matrix for strategic recommendations. Based on the analysis, the appropriate corporate strategy for Samsung Electronic Indonesia is growth, the proposed business strategy for The Freestyle is differentiation, and marketing strategies are proposed through the 4P marketing mix (Product, Price, Promotion, and Place). Strategies encompass product diversification with competitive pricing, market development to the mid to premium segment, branding on social media, conducting strategic partnerships, interesting promotions, and improving distribution networks and product availability.



### **Introduction**

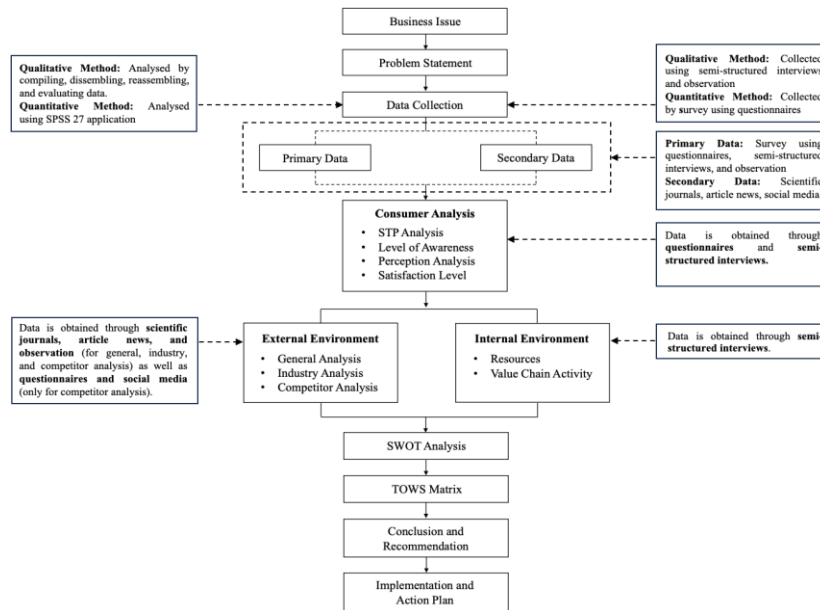
Television has evolved from a novelty to a global cultural staple, becoming a primary source of entertainment and information for millions worldwide (Agustian & Badri, 2021). In 2021, 1.72 billion households had a TV, with pay TV subscribers making up 58.2% of this number (Digital TV Research, 2021). The number of TV households is expected to reach 1.8 billion by 2026, with digital TV users surpassing digital cable TV.

Indonesia, the world's fourth most populous country, has seen a significant increase in TV ownership, driven by improved access to electricity and rising living standards (Central Statistics Agency of Indonesia, 2019). Television has become a household staple, offering a convenient platform for relaxation, entertainment, and information amidst busy lifestyles (Wikstrom Jones et al., 2018). The rise of streaming services has further solidified its relevance.

Smart projectors are emerging as a disruptive force in home entertainment, providing immersive viewing experiences with portability and connectivity (Ha et al., 2021). The market for smart projectors is expanding, driven by consumer demand for innovative home entertainment solutions. Samsung has established itself as a leader in the global TV market (Kuncoro, 2023). In 2022, Samsung introduced The Freestyle, a groundbreaking smart projector that combines stunning visuals, immersive sound, and intuitive controls, representing a significant advancement in home entertainment technology (Samsung Newsroom, 2022). The rise of smart projectors and innovative products like The Freestyle highlight a shift towards portable, versatile solutions in home entertainment.

## **Method**

This study employs a mixed-methods research design, combining both qualitative and quantitative data to provide comprehensive insights. Mixed methods allow for a deeper understanding of research phenomena, leveraging the strengths of both approaches. This study uses a mixed-method research design, combining qualitative and quantitative data for comprehensive insights (Poth & Munce, 2020). The qualitative method involves in-depth interviews with Samsung's Marketing Communications Department to understand issues facing Samsung the Freestyle. The quantitative method focuses on consumer analysis and generating a marketing mix using survey data.



**Figure 1**  
**Research Design**

The research began by identifying the business issue through interviews with Samsung employees. Consumer analysis was then conducted using questionnaires and semi-structured interviews, covering respondent profiling, awareness of Samsung the Freestyle, product perceptions, competitor perceptions, and customer satisfaction. External and internal analyses were performed to determine the SWOT of Samsung the Freestyle. The external analysis assessed the general environment, industry environment, and competitors, while the internal analysis evaluated resources and value chain activities. These results informed a SWOT analysis and TOWS matrix, leading to a proposed business solution. Finally, an implementation and action plan were formulated for the new marketing strategy for The Freestyle.

### Data Collection Method

Data collection is fundamental to this research, involving both primary and secondary sources. Primary data is gathered through observations, interviews, and questionnaires, while secondary data is sourced from relevant reports, journals, and articles. Observations are used to provide insights into the current external conditions in the digital media and TV industry. Interviews are another primary data collection method, conducted with the Marketing Communication department team at Samsung Electronics Indonesia to identify business issues and internal conditions. Additionally, interviews with potential customers help gather information on their awareness, buying behavior, and perceptions of Samsung the Freestyle.

The research also employs a survey method using questionnaires to conduct a consumer analysis. The questionnaires are designed to capture comprehensive data on consumer profiles, awareness levels, perceptions of the product, perceptions of competitors, and customer satisfaction. The sampling technique used is non-probability

purposive sampling, targeting respondents who match the profile of Samsung the Freestyle's target audience. A total of 120 samples were collected, ensuring a representative sample size based on the guidelines by (Gronemus et al., 2010).

### Data Analysis Method

This research uses both qualitative and quantitative methods to analyze the collected data. Qualitative methods are applied in environmental scanning, SWOT analysis, TOWS matrix, and during interviews and observations. Quantitative methods involve analyzing data using the SPSS application. The research employs validity and reliability tests to ensure the questionnaire's effectiveness. Descriptive analysis summarizes statistical data from the questionnaires, providing an overview of consumer profiles, awareness levels, perceptions, and satisfaction. Clustering analysis groups respondents into clusters based on similar traits, helping to identify distinct customer segments.

### Results and Discussion

#### STP Analysis

In this study, consumer analysis was conducted to identify potential segments for Samsung the Freestyle based on a survey of 120 respondents. This research aims to identify the most suitable business segment for Samsung the Freestyle by examining demographic, geographic, psychographic, behavioral, and needs-based characteristics. The survey results, analyzed using K-Means clustering, identifies three distinct customer groups as follows.

**Table 1**  
**Final Cluster Centres**

| Indicators        | Cluster Centres |                          |                           |
|-------------------|-----------------|--------------------------|---------------------------|
|                   | 1               | 2                        | 3                         |
| Gender            | Female          | Female                   | Male                      |
| Age               | 20-25           | 31-35                    | 36-40                     |
| Education         | High school     | Bachelor's degree        | Bachelor's degree         |
| Background        | and equivalent  |                          |                           |
| Marital Status    | Not married yet | Married with no children | Married and has 1 child   |
| Income            | < IDR 5,000,000 | IDR 5,000,000-14,999,000 | IDR 15,000,000-30,000,000 |
| Watching Duration | < 2 hours       | 2-3 hours                | 2-3 hours                 |
| Buying Frequency  | 1 product       | 1 product                | 2 products                |
| Price Preferences | < IDR 3,000,000 | IDR 3,000,000-6,999,000  | IDR 7,000,000-12,000,000  |
| Portable Needs    | No              | Yes                      | Yes                       |

Based on the analysis, cluster 2 and 3 are identified as the potential segments due to their higher income, spending habits, and interest in premium, portable TV products.

**Level of Awareness**

The survey shows high brand awareness among existing consumers, with most respondents scoring at Scale 5 on the Likert scale, indicating effective communication and engagement strategies. However, among non-consumers, 89% have low awareness, with only 11% showing moderate awareness. Brand recognition is also high among existing consumers, with 100%, but 97% of non-consumers show low recognition. Brand recall among consumers is strong, with 100% scoring at Scale 5, while non-consumers have 100% at Scale 1, indicating very low recall. Only about 3.33% of all respondents consider Samsung the Freestyle as top of mind, highlighting a need for improved marketing efforts to increase brand visibility and recall among potential customers.

**Perception & Level of Satisfaction**

Consumer perceptions and satisfaction reveal strong positive feedback from existing customers. 100% of consumers rate product quality and service quality as high, and 94% rate promotion efforts highly. However, price perception shows room for improvement; while consumers find the price within their financial capabilities, they do not view it as particularly affordable, with the most common rating being 3 out of 5. Non-consumers also show varied perceptions, with 60% finding the price high and 39% moderate. The ease of finding the product is rated high by 61% of consumers and 79% of non-consumers. Promotion effectiveness is recognized by 94% of consumers and 76% of non-consumers. High customer retention is evident, with 94% of consumers likely to buy another Samsung TV product and recommend The Freestyle to others. These insights can be leveraged to enhance marketing strategies, and improve perceived value.

**Environmental Scanning**

The purpose of the external analysis is to identify opportunities and threats for Samsung The Freestyle which consists of general environment, industry environment, and competitor analysis.

**General Environment**

According to (Wandebori, 2019), these factors include Political/Legal, Economic, Demographic, Sociocultural, Technological, Global, and Physical aspects.

**Table 2**  
**General Environment**

| <b>General Environment</b> | <b>Explanation</b>                                                                                                                                                                                                                                                                                     |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Political/Legal            | The Indonesian government's Analog Switch Off (ASO) policy mandates the transition from analog to digital TV, improving picture and sound quality and increasing TV sales by 3-5% in 2023. However, new regulations restrict electronic imports, causing delays in product availability by 5-6 months. |
| Economics                  | Indonesia's GDP growth dropped to -2% in 2020 due to COVID-19 but recovered to 5.3% in 2022. Inflation fluctuated, peaking at nearly 6% in 2022 but declining in 2023. These economic factors impact consumer purchasing power and the overall market for electronic devices.                          |

|               |                                                                                                                                                                                                                                                                                                                                  |
|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Demographics  | Millennials and Gen Z, who make up 53.81% of Indonesia's population, are key target demographics. These groups, known for their preference for mobility and digital lifestyles, represent significant market potential for products like Samsung The Freestyle.                                                                  |
| Sociocultural | TV remains integral to Indonesian culture, with communal viewing ("nonton bareng") being popular. However, there's a shift toward digital content consumption, with 65% of millennials preferring online videos. Samsung The Freestyle's portability and compatibility with streaming services align with these changing habits. |
| Technological | Advances in TV technology, such as 4K resolution and smart functionalities, have become standard expectations. Incorporating these trends into Samsung The Freestyle offers opportunities for market differentiation but also poses competitive challenges.                                                                      |
| Global        | The global shift from traditional TV to smart TVs and streaming platforms is significant. In 2023, U.S. audiences streamed 21 million years' worth of content. Samsung The Freestyle caters to this trend with its portable, appealing to the demand for flexible entertainment options.                                         |
| Physical      | The consumer electronics industry faces sustainability challenges, necessitating measures like resource efficiency and recycling. Samsung can enhance Samsung The Freestyle's durability, repairability, and recyclability, aligning with global sustainability trends and reducing long-term costs.                             |

### Industry Analysis

According to (Grigoriou & Rothaermel, 2017), industry environment analysis is crucial for determining optimal positioning and strategy development, aiming to secure and sustain a competitive edge. This research uses Porter's Five Forces Model to assess the profit potential in the consumer electronics industry, specifically focusing on portable smart projectors in Indonesia.

**Table 3**  
**Industry Analysis**

| Industry Analysis                          | Explanation                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Threat of New Entry<br>(Moderate)          | New entrants pose a threat by increasing production capacity and attracting customers. Barriers to entry include economies of scale, government policies, high capital requirements, and established distribution channels. While significant, these barriers are not prohibitive, allowing opportunities for new entrants to leverage innovation and differentiation strategies. |
| Bargaining Power of Supplier<br>(Moderate) | Suppliers can influence pricing and terms, especially for specialized components. The limited number of high-quality component suppliers and substantial switching costs strengthen their bargaining power. However, these factors are balanced, allowing manufacturers some                                                                                                      |

|                                              |                                                                                                                                                                                                                                                                                           |
|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                              | flexibility in managing supplier relationships.                                                                                                                                                                                                                                           |
| Bargaining Power of Buyers<br>(High)         | Buyers have significant power due to price sensitivity and access to extensive product information. The availability of alternative products and the ease of comparing prices and features online empower buyers to negotiate better terms and prices, increasing their bargaining power. |
| Threat of Substitutes<br>(High)              | Alternative devices like smartphones, tablets, and traditional projectors pose a significant threat. These substitutes offer similar or superior functionalities, often at competitive prices, making it challenging for portable smart projectors to maintain demand.                    |
| Rivalry among Existing Competitors<br>(High) | Intense competition exists among major players in the portable smart projector segment. High fixed costs, rapid technological advancements, and the importance of brand reputation contribute to this intense rivalry, driving aggressive pricing, innovation, and marketing strategies.  |

### Competitor Analysis

The competitor analysis for Samsung the Freestyle reveals that its main rivals in the Indonesian market are ViewSonic and Anker. ViewSonic offers portable projectors known for their compact design, 4K resolution, and smart connectivity, making them versatile for both indoor and outdoor use (Apriyani et al., 2016). Anker's Nebula series focuses on affordability and ease of use, featuring built-in smart TV capabilities and long battery life. In comparison, Samsung the Freestyle stands out with its Full HD resolution, 360-degree sound, high portability, and smart TV features, appealing to tech-savvy users. However, Samsung faces challenges due to the premium pricing of Samsung the Freestyle, which may deter price-sensitive buyers. Samsung's extensive distribution network and strong promotional strategies, including partnerships with high-profile brand ambassadors, give it a competitive edge in visibility and market reach. Despite these advantages, the survey to 120 respondents indicates significant opportunities for Samsung to enhance brand visibility and differentiate Samsung the Freestyle's unique features to counteract the threat of substitutes like tablets and smartphones, which offer similar functionalities.

### Internal Analysis

The strengths and weaknesses of the firm were identified through an internal analysis. Data were collected via in-depth interviews with employees from Samsung Electronic Indonesia's Marketing Communication Department (TV Business Unit) and Human Capital Department. The analysis used two frameworks: resource analysis and value chain analysis.

### Resource Analysis

Resources are the assets and capabilities an organization uses to achieve its objectives and create value. These resources can be tangible or intangible. According to Wandebori (2019), combining both tangible and intangible resources creates capability.

Below is the analysis of resources at Samsung Electronic Indonesia that relates with the product of Samsung the Freestyle.

**Table 4**  
**Resources and Capabilities Analysis**

| <b>Resources</b>         | <b>Capabilities</b>                                                                                                                                                                                                                                      |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Financial Resources      | High return on investment (ROI) for marketing activities, indicating effective financial management and allocation towards promotional efforts.                                                                                                          |
| Organizational Resources | Efficient coordination and communication through a hierarchical organizational structure, ensuring smooth operations and clear roles and responsibilities.                                                                                               |
| Physical Resources       | Comprehensive infrastructure including office facilities, factories, warehouses, and transportation networks, supporting large-scale production and distribution. Production and distribution processes are systematized to ensure smooth operations.    |
| Technological Resources  | Advanced technological systems such as ERP for resource planning, CRM for managing customer interactions, HRIS for employee tracking, and financial management systems for budgeting and accounting, enhancing operational efficiency and data security. |
| Human Resources          | Well-structured recruitment process, extensive training programs, and effective performance management, ensuring a skilled and capable workforce.                                                                                                        |
| Innovation Resources     | Strong R&D capabilities through SRIN, fostering innovation and adaptation to local market needs, resulting in unique products and applications tailored for Indonesian consumers.                                                                        |
| Reputation Resources     | Strong brand recognition and positive perception in the market, reinforced by high-quality products, effective marketing strategies, and excellent customer service and after-sales support.                                                             |

**Core Competencies**

Core competencies are the capabilities that give a firm a competitive edge over its rivals. These competencies form the firm’s unique identity, setting it apart from its competitors (Hitt, n.d.). To transform these capabilities into a sustainable competitive advantage, they must meet all four criteria: Valuable, Rare, Inimitable, and Non-Substitutable (VRIN). The competitive outcomes and performance implications are determined by how well these criteria are met, as illustrated in the table below.

**Table 5**  
**VRIN Framework of Samsung Electronic Indonesia**

| Aspects                  | Valuable | Rare | Inimitable | Non-substitutable | Competitive Implication           | Performance Implication             |
|--------------------------|----------|------|------------|-------------------|-----------------------------------|-------------------------------------|
| Financial Resources      | ✓        |      |            | ✓                 | Competitive parity                | Average return                      |
| Organizational Resources | ✓        |      |            | ✓                 | Competitive parity                | Average return                      |
| Physical Resources       | ✓        | ✓    |            | ✓                 | Temporarily competitive advantage | Average to the above average return |
| Technological Resources  | ✓        | ✓    | ✓          | ✓                 | Sustainable Competitive Advantage | Above average return                |
| Human Resources          | ✓        |      |            | ✓                 | Competitive parity                | Average return                      |
| Innovation Resources     | ✓        | ✓    | ✓          | ✓                 | Sustainable Competitive Advantage | Above average return                |
| Reputation Resources     | ✓        | ✓    | ✓          | ✓                 | Sustainable Competitive Advantage | Above average return                |

### Value Chain Analysis

Value chain activities are tasks a firm performs to deliver products or services to customers. According to Porter (1985), these activities are divided into Primary and Supporting Activities. This analysis aims to help Samsung Electronic Indonesia choose the best strategy to boost its competitive advantages.

**Table 6**  
**Value Chain Analysis**

| Activity               | Description                                                                      | Key Points                                                                                                                                                                                                                                                                                                                          |
|------------------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Inbound Logistics      | Receiving, storing, and distributing raw materials from South Korea.             | <ul style="list-style-type: none"> <li>- Managed by the product marketing team.</li> <li>- Requests updated monthly.</li> <li>- Highly structured process, rare stock-outs.</li> </ul>                                                                                                                                              |
| Operations             | Transforming raw materials into finished products at the Cikarang factory.       | <ul style="list-style-type: none"> <li>- Factory capacity: 800,000 units/year.</li> <li>- Products stored in warehouses across Indonesia.</li> <li>- Highly structured and systematized process.</li> </ul>                                                                                                                         |
| Outbound Logistics     | Distributing finished products to consumers through offline and online channels. | <ul style="list-style-type: none"> <li>- Offline: Managed by Area Sales Managers.</li> <li>- Online: Products shipped from the central warehouse.</li> <li>- Over-concentration of stock in the Greater Jakarta area.</li> </ul>                                                                                                    |
| Marketing and Sales    | Promoting and selling products through various channels.                         | <ul style="list-style-type: none"> <li>- Offline: Retail marketing, ATL, event activation.</li> <li>- Online: Social media, performance, influencer, in-apps marketing.</li> <li>- Sales: B2C (field force) and B2B.</li> <li>- Uneven distribution of marketing programs and last-minute changes.</li> </ul>                       |
| Service                | Providing support before, during, and after sales.                               | <ul style="list-style-type: none"> <li>- Before sales: Customer service for product information.</li> <li>- During sales: Assistance with delivery.</li> <li>- After sales: Handling complaints, warranty claims.</li> <li>- Systematic and fast service, but delays in spare parts replacement due to import processes.</li> </ul> |
| Procurement            | Sourcing, acquiring, and managing resources for production.                      | <ul style="list-style-type: none"> <li>- Ensures compliance with regulations and fairness in vendor selection.</li> <li>- Well-managed process but new partners need time to adjust.</li> </ul>                                                                                                                                     |
| Technology Development | Researching, developing, and implementing new technologies.                      | <ul style="list-style-type: none"> <li>- Conducted by SRIN, a subsidiary of Samsung Electronic Indonesia.</li> <li>- Focus on software development, user experience, hardware optimization.</li> <li>- Notable contributions: Samsung Gift Indonesia, Samsung Pay Indonesia, Salaam/MyFaith, S-Lime.</li> </ul>                     |

|                           |                                                        |                                                                                                                                                                                                                                                                                                                 |
|---------------------------|--------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Human Resource Management | Strategic management of the workforce.                 | <ul style="list-style-type: none"> <li>- Recruitment: In-house and outsourced.</li> <li>- Training: Comprehensive orientation and product training.</li> <li>- Performance Management: Regular feedback and goal-setting.</li> <li>- Disparity in benefits between contract and full-time employees.</li> </ul> |
| Firm Infrastructure       | Support functions and systems within the organization. | <ul style="list-style-type: none"> <li>- Multidivisional structure for efficient management.</li> <li>- Corporate culture emphasizes innovation, collaboration, integrity, and customer-centricity.</li> <li>- Promotes cross-functional synergy and ethical conduct.</li> </ul>                                |

### SWOT Analysis

The SWOT analysis for Samsung the Freestyle examines both external and internal factors to understand the product's strategic position. The external analysis identifies Opportunities and Threats, highlighting potential external impacts. The internal analysis reveals Strengths and Weaknesses, providing insights into intrinsic factors affecting performance.

**Table 7**  
**Significant strengths, weaknesses, opportunities, and threats of Samsung The Freestyle**

| <b>Strengths of Samsung The Freestyle</b>                                                                                                                                                                                                                                                                                                        | <b>Weaknesses of Samsung The Freestyle</b>                                                                                                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>1. Has dedicated R&amp;D centres</li> <li>2. Diverse marketing activities</li> <li>3. Advanced and systemized technological, operations, and logistics</li> <li>4. Has strong reputation</li> <li>5. Very high perceptions and satisfaction towards product and service quality</li> </ol>                | <ol style="list-style-type: none"> <li>1. The price is considered expensive</li> <li>2. Very low product awareness</li> <li>3. Uneven marketing distribution</li> <li>4. Uneven product allocation and presence</li> <li>5. Delays in spare parts availability</li> </ol>    |
| <b>Opportunities of Samsung The Freestyle</b>                                                                                                                                                                                                                                                                                                    | <b>Threats of Samsung The Freestyle</b>                                                                                                                                                                                                                                      |
| <ol style="list-style-type: none"> <li>1. Increasing internet penetration</li> <li>2. Shift towards streaming content and TV consumption trends</li> <li>3. Low competitor awareness</li> <li>4. Demand for flexible entertainment due to local traditions (nobar)</li> <li>5. Large proportion of millennials and gen Z in Indonesia</li> </ol> | <ol style="list-style-type: none"> <li>1. Import restrictions</li> <li>2. High threat of product substitutes</li> <li>3. Intense rivalry among existing competitors</li> <li>4. Moderate bargaining power of suppliers</li> <li>5. High bargaining power of buyer</li> </ol> |

## Strategy Formulation

### 1. TOWS Matrix

The TOWS matrix extends the SWOT analysis by aligning internal strengths and weaknesses with external opportunities and threats to develop strategic options. It helps companies leverage strengths to seize opportunities or counter threats and address weaknesses to avoid risks. The four strategies in the TOWS matrix are:

**Table 8**  
**TOWS Matrix for Samsung The Freestyle**

|                                                                                                                                                                                                                                                                                                                | Strength                                                                                                                                                                                                                                                                                                                                                                                                               | Weakness                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                | <b>S1:</b> Has dedicated R&D centres<br><b>S2:</b> Diverse marketing activities<br><b>S3:</b> Advanced and systemized technological, operations, and logistics<br><b>S4:</b> Has strong reputation<br><b>S5:</b> Very high perceptions and satisfaction towards product and service quality                                                                                                                            | <b>W1:</b> The price is considered expensive<br><b>W2:</b> Very low product awareness<br><b>W3:</b> Uneven marketing distribution<br><b>W4:</b> Uneven product allocation and presence<br><b>W5:</b> Delays in spare parts availability                                                                                                                            |
| Opportunity                                                                                                                                                                                                                                                                                                    | SO Strategies                                                                                                                                                                                                                                                                                                                                                                                                          | WO Strategies                                                                                                                                                                                                                                                                                                                                                      |
| <b>O1:</b> Increasing internet penetration<br><b>O2:</b> Shift towards streaming content and TV consumption trends<br><b>O3:</b> Low competitor awareness<br><b>O4:</b> Demand for flexible entertainment due to local traditions (nobar)<br><b>O5:</b> Large proportion of millennials and gen Z in Indonesia | <ul style="list-style-type: none"> <li>Launched targeted marketing showcasing customer satisfaction (S2, S4, S5, O3, O5)</li> <li>Launched campaign that relates with local traditions and targeted behaviour (S2, S5, O1, O2, O3, O4)</li> <li>Participate in offline events to showcase the features (S2, S4, S5, O2, O4, O5)</li> <li>Enhance product customization and personalization (S1, S3, O1, O5)</li> </ul> | <ul style="list-style-type: none"> <li>Adjust pricing strategy to address cost concerns (W1, O1, O5)</li> <li>Increase product awareness through digital campaigns (W2, W3, O1, O2, O5)</li> <li>Address low competitor awareness with comparative advertising (W2, O3)</li> <li>Improve spare parts distribution and product availability (W4, W5, O1)</li> </ul> |
| Threat                                                                                                                                                                                                                                                                                                         | ST Strategies                                                                                                                                                                                                                                                                                                                                                                                                          | WT Strategies                                                                                                                                                                                                                                                                                                                                                      |
| <b>T1:</b> Import restrictions<br><b>T2:</b> High threat of product                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Optimize operations to counter import restrictions (S3, T1)</li> <li>Launched educational</li> </ul>                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Explore partnership that targeted middle to premium third parties (Premium</li> </ul>                                                                                                                                                                                                                                       |

|                                                                                                                                                                        |                                                                                                                                                                 |                                                                                                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| substitutes<br><b>T3:</b> Intense rivalry among existing competitors<br><b>T4:</b> Moderate bargaining power of suppliers<br><b>T5:</b> High bargaining power of buyer | marketing campaigns (S2, T2, T3, T5) <ul style="list-style-type: none"><li>● Capitalize on strong reputation to maintain market position (S4, T3, T5)</li></ul> | cafes, golf centers, etc) (W1, T2, T5) <ul style="list-style-type: none"><li>● Expand presence at trade shows and Industry Events (W2, T3, T5)</li><li>● Strengthen distribution network to address product allocation and import restrictions (W4, W5, T1, T3, T4)</li></ul> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Corporate Strategy

According to Hitt, Ireland, and Hoskisson (2015), corporate-level strategy involves actions to gain a competitive edge by diversifying and managing a range of businesses. Samsung Electronic Indonesia follows this strategy by offering a wide variety of products across sectors like consumer electronics, home appliances, and telecommunications. This diversification helps mitigate risks and seize market opportunities. Based on the SWOT analysis, with strengths and opportunities being dominant, Samsung's suitable strategy is growth, focusing on expanding its market presence and product offerings in emerging markets.

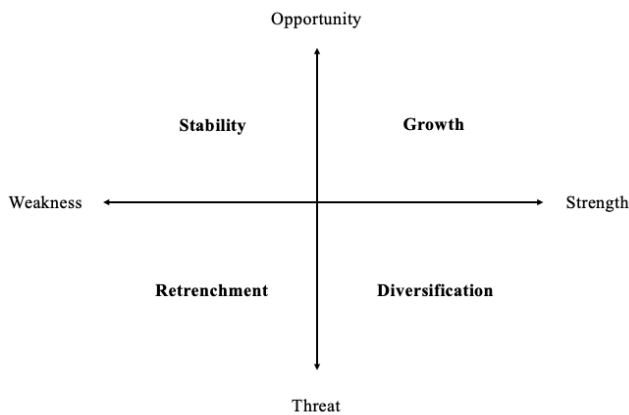


Figure 2  
Corporate Strategy Based on Firm’s Position (Source: Wandebori, 2019)

Business Strategy

Samsung The Freestyle currently follows a focused differentiation strategy, targeting a niche market that values portability, user-friendly interfaces, and seamless streaming integration. While successful in this segment, this approach limits market reach. With portable smart projectors not yet widespread, Samsung has the opportunity to expand its market by shifting to a broader differentiation strategy. This can involve offering multiple product lines at different price points for various consumer segments. Introducing models from mid-range to premium will attract a wider audience and position Samsung as a leader in the emerging portable smart projector market.

## Functional Strategy (Marketing Strategy)

### 1. Proposed STP

Segmentation: Based on K-Means clustering, below the proposed segmentation.

| Table 9<br>Segment Identification for Samsung The Freestyle |                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Segmentation                                                | Indicator                                                                                                                                                                                                                                                 |
| Demographic                                                 | Gender: Male & Female<br>Age: 31-40 years old<br>Education Background: S1/D4<br>Marital Status: Married with or without children<br>Income: Middle Class, Middle-Upper Class (Rp 5.000.000 - 30.000.000)                                                  |
| Geographic                                                  | Spread across cities in Indonesia but predominantly domiciled in urban areas and major cities.                                                                                                                                                            |
| Psychographic                                               | Watch TV for entertainment and get information<br>Consider price and picture/sound quality when buying TVs<br>Tech savvy, socially active, and like innovation individuals                                                                                |
| Behavioral                                                  | Watch TV between 2-3 hours per day and have purchased 1-2 products in the last 5 years (Moderate to high spending power)<br>Seek high-quality and new experience in viewing options                                                                       |
| Needs-based                                                 | TV Price Preferences: Rp 3.000.000-12.000.000 (Middle to Premium TVs)<br>Likely to purchase TVs both online or offline<br>Consider discount, free gift and bundling price<br>Need for portability devices that can easily be moved in different locations |

Targeting: Samsung The Freestyle targets the 31-40 age group, consisting of middle to upper-income individuals who are tech-savvy, married, and likely homeowners. This group is characterized by their stable income and preference for innovative, high-quality home entertainment products. By focusing on these segments, Samsung aims to capture a significant market share in the mid to premium segment, leveraging the large market size and growth potential of these age groups.

Positioning: The value proposition emphasizes its portability, smart features, and high-definition display quality, making it suitable for both indoor and outdoor use. The product is positioned in the mid-to-high price range, reflecting its premium benefits and aligning with the expectations of tech-savvy consumers who seek innovative and high-quality entertainment.

### Proposed Marketing Mix

After formulating a new STP for Samsung The Freestyle, the next step is to create a new marketing mix (4Ps) based on previous analysis as follows:

1. Product: To enhance the product, Samsung should increase product variation. Survey results indicate that while consumers are satisfied with the product's quality, competitors like Anker and ViewSonic offer more variety. Samsung should consider expanding its lineup to include different models and designs. Additionally, offering

accessories such as customizable carry cases can add appeal and provide an extra revenue stream.

2. **Price:** Currently, Samsung The Freestyle is available at a single price point, unlike competitors that offer various models at different prices. Introducing a tiered pricing strategy with multiple versions, from mid-range to premium, can attract a broader audience. Bundling promotions, such as including accessories with the projector, can also increase appeal to consumers.
3. **Place:** To enhance distribution and availability, Samsung should expand its stock allocation beyond the Greater Jakarta area (Jabodetabek) to underserved regions. Strengthening regional distribution centers and partnerships with local retailers, as well as leveraging e-commerce platforms, can ensure better access to Samsung The Freestyle across Indonesia, meeting offline purchasing preferences and supporting sales managers in all regions.
4. **Promotion:** To improve promotion, Samsung should increase participation in events to raise awareness and demonstrate product features such as technology expos, exclusive events, and collaborating with lifestyle and tech festivals. Additionally, launching campaigns related to local traditions like "nobar" (watching together) and updating brand ambassadors to resonate with the 31-40 age group can enhance relatability. Exploring partnerships with middle to premium third parties, such as premium cafes and luxury real estate developers, can boost visibility. Finally, educational campaigns and comparative advertising can highlight.

### **Business Solution**

Based on the strategy formulation, six business solutions are recommended to boost brand awareness and sales for Samsung The Freestyle:

1. **Product Diversification with Competitive Pricing:** Introduce mid models with essential features and premium models with advanced specifications to cater to different budgets. Offer accessories like customizable carry cases to appeal to style-conscious consumers.
2. **Market Development to Mid to Premium Segment:** Target individuals aged 31-40 with middle to upper incomes by developing marketing campaigns that highlight The Freestyle's premium features and benefits, leveraging Samsung's strong reputation.
3. **Increase Branding on Social Media:** Launch targeted social media campaigns on Instagram, Facebook, and YouTube to reach the 31-40 age group. Collaborate with influencers and create engaging content such as tutorials, testimonials, and comparison videos. Use data analytics to optimize campaign performance.
4. **Conduct Strategic Partnerships:** Partner with premium cafes, golf centers, interior design brands, and luxury real estate developers to enhance brand visibility and showcase The Freestyle in sophisticated settings, targeting middle to upper-class consumers.
5. **Conduct Interesting Promotions:** Participate in technology expos, consumer electronics shows, and exclusive Samsung events. Collaborate with popular streaming

platforms like Netflix and Disney Hotstar for themed campaigns, and engage with major televised events like the football World Cup to host "nobar" (watching together) events.

6. Improve Distribution Network and Product Availability: Expand stock allocation beyond Greater Jakarta and enhance regional distribution centers. Strengthen partnerships with local electronics and home appliance stores platforms for timely delivery across Indonesia.

## **Conclusion**

This study aimed to develop proposed marketing strategies to enhance brand awareness and sales for Samsung The Freestyle. Through a comprehensive analysis of internal and external factors, including SWOT and TOWS matrices, it was determined that Samsung should focus on product diversification, targeted market development, increased social media branding, strategic partnerships, engaging promotions, and improved distribution networks. By leveraging its strengths in technology and reputation while addressing identified weaknesses and external threats, Samsung can better position Samsung The Freestyle to capture a larger market share and meet the evolving needs of its target consumers. Implementing these strategies will enable Samsung to strengthen its competitive edge in the portable smart projector market in Indonesia.

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