

Research Article

Proposed Marketing Strategy to Increase Sales of Clear Aligner Product (Case Study: SERI)

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Abstract: Malocclusion, which is a prevalent dental condition that could be seen as a misalignment of teeth, still has a high occurrence in Indonesia's population. About 80% of the people are having this issue, often causing discomfort in oral function, even further to appearance and confidence. This creates a high demand for orthodontic treatment, traditionally known by locals as 'BEHEL', or fixed orthodontic/teeth brackets. Nowadays, dental technology has evolved and introduced an alternative appliance for treating malocclusion: a clear aligner. A clear aligner is defined as a set of plastic trays designed to apply force gradually, series by series, controlling the movement of teeth to their correct position. Several advantages, such as ease of use, enhanced oral hygiene, and aesthetic appeal, have sparked interest. Hence, the global market size is predicted to keep on rising in the future. Amidst this innovation, SERI, a local pride company launched in 2020, comes into the clear aligner industry. In their journey to become the top market leader in Indonesia, SERI had a few challenges. Despite its great potential and qualities, SERI needs to compete with a well-established global leader brand, Invisalign, and other local competitors, such as RATA and OneSmile. As a relatively new brand in the Indonesian market, to sustain its competitiveness, SERI's challenge lies in maximizing sales of its product, which starts from enhancing brand awareness to drive purchase intentions that potentially generate sales. The research aims to study how to increase sales in SERI by addressing the main cause, which is low brand awareness. The marketing plan will be designed with an online and offline strategy, with exploration towards omnichannel, to be able to maximize exposure and tap a wider potential market. The authors conducted quantitative research by distributing online surveys to find out the factors that are preferable for the potential customers, combined with qualitative research that was done externally and with internal stakeholders. The research's objective is to find the best solution to increase SERI sales and propose a marketing strategy implementation plan. The author hoped that achieving it could contribute to solving the problem faced by SERI.

Keywords: Omnichannel, Marketing Strategy, Clear Aligner, Brand Awareness.

I. INTRODUCTION

Malocclusion, a prevalent dental condition affecting individuals worldwide, poses a significant challenge. In Indonesia, this issue persists at high rates, demanding effective solutions. As in the research by Nofrizal & Maharani (2023), malocclusion is an imbalanced relationship between teeth, jawbone, and skull, as well as the surrounding muscles, leading to poor aesthetics and functional imbalance. According to the National Basic Health Research in 2018 (RISKESDAS 2018), oral health conditions affect 25.9% of the Indonesian population. Malocclusion is a significant issue, occurring in 80% of Indonesia's population. This means a high demand is coming from these sectors, as misaligned teeth can cause discomfort in appearance. Orthodontic treatment aims to correct malocclusion, helping achieve optimal oral health, enhancing facial aesthetics, aligning teeth ideally within the arch, and improving chewing and speech functions. (Nofrizal & Maharani, 2023). Traditionally, the use of fixed orthodontic or teeth brackets, known locally as "BEHEL", has been a common approach to treating malocclusion. Nowadays, the evolution of the dental technology landscape has introduced a novel innovation in orthodontic treatment: clear aligners. Clear aligners are a revolutionary product defined by sets of plastic trays designed to apply gradual force that controls the movement of teeth. The advantages they offer to orthodontic patients, including ease of use, enhanced oral hygiene, and aesthetic appeal, have sparked interest. With these advantages, since 2018, Clear Aligner's global market size is predicted to keep on rising in the future (Statista, 2023)

Amidst this transformative innovation in orthodontics, SERI Indonesia (SERI) is a new company focusing on oral wellness. Launched in 2020, SERI is a company that makes Indonesia proud. Originating from a dream to bring perfect, healthy smiles to all Indonesians, SERI began as a clear aligner company and has since evolved into a smile care provider. The company is passionate about delivering high-quality and effective dentist-grade products and aims to elevate lives by helping individuals become better versions of themselves. As SERI celebrates its third year of operations, it has successfully transformed more than half a million smiles, partnered with more than a thousand dentists, and expanded to over 30 cities across Indonesia, achieving



more than a 90% consumer satisfaction rate. SERI Aligners represent a new innovation in teeth alignment without braces, known for their effectiveness, comfort, and speed. The speciality features of SERI's aligners include the ProAdvanced System, Comfort Tech, Smile-Tracking application, and a money-back guarantee.

In their journey to win as market leader in Indonesia, SERI faces stiff competition from some new competitors such as Onesmile Asia, and also well-established competitors like Rata (local brand) and Invisalign, the global leader in the premium segment of clear aligners, which is popular and well-known (Tamer, 2019). As a relatively new brand in the Indonesian market, SERI's challenge lies in maximizing sales of its products. To achieve it, it is important for SERI to create a robust marketing strategy capable of driving sales growth within its target market. This strategy stems from enhancing brand awareness and driving purchase intentions among potential buyers eager to benefit from this innovative product. Based on the background above, this research will explore various dimensions and propose the possibility of a marketing strategy that would help increase SERI's clear aligner sales, starting by raising brand awareness both in online and offline channels, which leads to an influence on the purchase intentions of Indonesian consumers.

Based on an internal interview, there is a need to increase the company's sales growth. Illustrated in percentage (not the real number), the sales of SERI's clear aligner products from the launching year 2020 up to 2024 are growing about 5% year on year, while based on the funding that is gained, in the long run, SERI is targeting to capture more, as the predicted growth of global clear aligner market size is forecasted rising: the period 2024-2032 exhibits a compound annual growth rate of 25,2% (Fortune Business Insights.com, 2023). Currently, the target of annual sales is not declining, and short-term goals have been achieved; however, in the long run, the facts highlight that the company needs to aim for more growth in sales in order to capitalize on the predicted market size growth in clear aligner industry and gain more profit to the company. One way to achieve the increase in sales that is preferred by SERI is by increasing brand awareness, which is essential for a new company in the industry.

This research aims to analyze the current internal and external conditions of SERI, propose effective marketing strategies to boost sales of clear aligner products in Indonesia and make recommendations based on the findings. The study is limited by the use of a pseudonym (SERI) to protect confidentiality, with sales figures presented as hypothetical percentages, potentially affecting the generalizability of the results. The research focuses solely on marketing strategies, excluding financial and operational aspects, and is based on questionnaire responses from individuals in major Indonesian cities.

II. LITERATURE REVIEW

A) Clear Aligner

Clear aligners, a removable transparent thin-plastic alternative to traditional dental braces used for teeth straightening, have gained popularity in orthodontics due to the increasing demand for aesthetic and comfortable orthodontic treatments (Kanwal et al., 2022). Clear aligners are undergoing a transformative phase in orthodontics, where they are becoming a viable alternative to fixed orthodontic appliances. Fixed orthodontic appliances are affixed to the teeth by a dentist and cannot be removed by the patient. They are known for their high success rate and effectiveness, particularly for complex cases that may not be suitable for clear aligners. However, there are certain contraindications for fixed orthodontics, such as uncooperative patients and poor oral hygiene (Pakpahan, 2023). For patients with malocclusion who prioritize esthetics, a clear aligner can be a suitable alternative. Originally provided exclusively by licensed orthodontists, clear aligner treatments are currently offered by general practitioners as well. Nowadays, some companies also offer direct-to-consumer clear aligner solutions, enabling individuals to receive these treatments without visiting a dental clinic (Kanwal et al., 2022).

B) Brand Awareness

Brand awareness can be summarized as the mental image retained by consumers, resulting from prior exposure to a product, enabling them to recognize the product upon receiving a prompt. (Shwastika & Keni, 2021). According to Macdonald and Sharp (2003), brand awareness plays a crucial role in influencing purchasing decisions and purchase intentions. Without establishing brand awareness, other communication effects become ineffective. To prompt a consumer to purchase a brand, they must first become familiar with it. (Putra et al., 2022). Various studies, such as Poulis et al. (2021), also affirm that brand awareness exerts a big influence on purchase intention. The strength of brand awareness directly correlates with the possibility of making a purchase.

C) Omnichannel Marketing

Companies could employ two primary strategies: multichannel and omnichannel. A multichannel approach aims to attract customers by offering numerous shopping channels. Meanwhile, omnichannel goes beyond simply expanding channels; it integrates them seamlessly to provide customers with a cohesive experience (Marthin & Hadiprawoto, 2022). Omnichannel aims to provide quality support across business channels, allowing customers to transition between mediums as they prefer. Whether customers seek information in-store or electronically, purchase in person, or opt for delivery, the company must provide accurate

price and inventory details both online and offline. This comprehensive accessibility extends to all channels, platforms, and devices (Vijayalakshmi, 2022). An effective omnichannel strategy comprises 4 key elements (Gunawan et al., 2023): Seamless Shopping Experience, Personalization and Engagement, Data-Driven Insights, and Cross-Channel Promotions.

D) Internal Analysis

a. Segmenting, Targeting, Positioning (STP)

To know the varying desires and preferences of consumers, businesses employ strategies like segmentation, targeting, and positioning (STP) to group consumers with similar preferences, as outlined by Kotler (2020). These STP components are fundamental in crafting effective marketing plans, enabling businesses to identify and cater to specific consumer needs. Sani, 2022, defined STP as follows: Segmentation is the process of dividing buyers in a market into groups with differing characteristics and behaviors. Targeting involves evaluating, selecting, and reaching consumers who will be the focus of marketing endeavors. Positioning is the actions or steps taken by a company to offer value that consumers understand and appreciate in comparison to its competitors in a chosen segment. (Sani, 2022)

b. Marketing Mix (4P)

As global competition intensifies, organizations have the need to continually adapt to shifting market conditions. To navigate this landscape and boost sales, firms must expand their role within the marketing process. Adjusting elements of the marketing mix—product, price, place, and promotion—can significantly influence the behavior of target buyers (Farid et al., 2023; Sari & Belgiawan, 2024). McCarthy, as cited in Kotler & Keller's book (2016), classified various marketing activities into four categories known as marketing-mix. Every decision within the marketing mix, encompassing aspects like product, price, place, and promotion (collectively known as the 4Ps), influences how the firm's offering is positioned in the minds of customers.

c. RBV-VRIN

Resources in the Resource-Based View (RBV) of the firm are defined as all tangible and intangible assets owned by a business. According to Barney (2001), firm resources encompass a broad spectrum, including assets, capabilities, organizational processes, knowledge, and information systems. These resources can be categorized into three main groups (Uyanik, 2023): Physical Resources, Human Resources, and Organizational Resources. For a company, the resources that meet the criteria of being valuable, rare, inimitable, and non-substitutable become the primary sources of sustainable competitive advantage, leading to enduring superior performance (Barney, 2001). Each of the 'VRIN' criteria, on research by Chigara (2021), are described as follows: Valuable (V): Resources are deemed valuable if they contribute strategic value to the firm. Rare (R): Resources must be scarce and challenging to find among both existing and potential competitors in the market. Inimitability (I): Inimitability implies that any attempt to replicate or imitate the resources should prove infeasible. Non-substitutability (N): Non-substitutability of resources implies that alternative resources cannot replace these resources. (Chigara, 2021)

E) External Analysis

a. Porter's Five Forces

Porter's Five Forces consist of the threat of entry, the power of suppliers, the power of buyers, the threat of substitutes, and rivalry among existing competitors (Porter, 2008; Kotler & Keller, 2016). The threat of entry refers to how easily new competitors can enter the market (Paramadita & Hidayat, 2022). The power of suppliers is significant if they can control the industry, especially when businesses are heavily dependent on them (Porter, 2008). The power of buyers indicates how easily buyers can bargain for lower prices. The threat of substitutes is how easily products or services can be replaced by alternatives in the market (Paramadita & Hidayat, 2022). The last dimension, rivalry among existing competitors, describes the intensity of competition within the industry (Porter, 2008). These forces are vital components in evaluating industry profitability and assisting a firm in positioning itself relative to its competitors (Kotler & Keller, 2016; Pareek, 2022).

b. PESTEL

PESTEL is an abbreviation for several aspects: political, economic, sociocultural, technological, environmental, and legal. Originally designed by Francis Aguilar in 1967 as a tool for assessing the external macro environment surrounding industries or businesses, PESTEL analysis has evolved to become a main framework for understanding the external factors that influence organizations, as important as micro-environment analysis (Rashid, 2023). PESTEL analysis offers two key purposes for a business environment: it helps to identify the exact point of the environment in which a business operates, and it also acts as a collection of data and information that would help the business anticipate future events and conditions. (Rashid, 2023).

c. Competitor Analysis

Competitor analysis, according to Kotler (2020), is a critical process for companies aiming to succeed in a competitive business world. It's not only about understanding customers but also about delivering better value and satisfaction than rivals. The process includes competitor analysis, where companies identify, assess, and select key competitors (Kotler, 2020). Competitor analysis considers not only direct competitors but also a broader range. Companies may compete not just in their industry but against anyone serving the same customer needs. Competitor analysis of its application is used to find out how competitive the company is compared to other key players in the industry. By doing competitor analysis, we can identify threats that are potentially faced by the company; it can also be used to identify which improvements are potentially worth the effort to implement, as well as create and adjust strategies to elevate the company's business.

d. Consumer/Customer Analysis

In today's fast-paced and ever-changing landscape, a comprehensive understanding of consumer behavior is crucial for effective planning and management (Kasar et al., 2024). Market segments are frequently prone to change, with specific periods during which a product can achieve its maximum potential. Once this time window closes, many marketed products experience a sharp decline in profitability, sometimes reaching nearly non-profitable levels (Kasar et al., 2024). To tackle this, understanding consumer behavior is essential for influencing consumer decisions across various social domains. Businesses must gather data on individual consumers who play a role in marketing decision-making to effectively tailor their strategies. This knowledge allows companies to adapt to changing conditions and stay ahead in the competitive market, ensuring their products meet the evolving needs and preferences of their target audience. (Kasar et al., 2024).

F) SWOT Analysis

SWOT analysis involves comparing external and internal factors to create a plan of action. This analytical tool helps in understanding the current condition and planning future strategies, such as work programs. The SWOT analysis diagram visually represents the comparison between these internal and external factors (Gunawan, 2011; Lestari & Yunita, 2020). In the context of a company, SWOT analysis is employed to assess the strengths, weaknesses, opportunities, and threats it may encounter. By capitalizing on strengths and addressing weaknesses, a company can gain a competitive edge. Opportunities should be maximized to boost sales volume, while proactive measures should be taken to mitigate potential threats. SWOT analysis provides a comprehensive evaluation of a company's overall position, managing its strengths, weaknesses, opportunities, and threats (Blanco-Gutiérrez et al., 2020).

III. METHODOLOGY

This study uses mixed methods and is classified as quantitative and qualitative research. To identify internal analyses, such as STP analysis, RBV-VRIN analysis, and 4P marketing mix, the researcher needs to gather primary data and conduct data collection through a qualitative approach to internal stakeholders. To identify external analysis, such as PESTEL analysis, Porter's five forces, and competitor analysis, the researcher also uses the same methods of data collection which is by qualitative approach, which may also include the use of secondary data. For the customer analysis section, the researcher uses a different method, which is a quantitative approach and gathers primary data through the use of questionnaires. The data is collected through Google Forms and distributed through various online channels such as social media, Instagram, and WhatsApp broadcasts. The sampling method to determine the minimum number of respondents is calculated using the Slovin formula (*simple random sampling*) (Susanti et al., 2019)

Slovin formula	Simple Random Sample size	$n = \frac{N}{NE^2 + 1}$
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Fig. 1 Slovin Formula (Susanti et al, 2019)

Where **n** is the *sample size*, **N** is the *population size*, and **e** is the *margin of error* (Susanti, 2019). With a significance level of 0.1 and the number of Indonesian population over 12 years old based on BPS data 2022 (222.830.111), the target minimum number of respondents for this survey is 100. At the end of the data collection period, researchers gathered a total of 120 respondents. The first analysis is conducted using Microsoft Excel as a tool with descriptive methods, with results presented in percentages and frequencies. After that, a grouping based on similarities in attributes and preferences is needed to help the author create a proper segmentation of customers. The author uses IBM SPSS 25 to do clustering analysis: Hierarchical clustering is used to determine how many clusters are available, and K-Means clustering is used for further detailed information on each cluster.

III. RESULTS AND DISCUSSION

A) Internal Analysis

a. Current Segmenting, Targeting, Positioning

1. Current Segmentation

The current market segmentation of SERI could be defined as:

- Demographic: male & female, with minor or major malocclusion, aged 28-43 years old (millennials as primary) & 12-27 years old (secondary), middle-upper social class with monthly expense average above Rp. 6.000.000,-
- Psychographic: Individuals who consider aesthetics and practicality in treating malocclusion
- Behavioral: Individuals searching for alternative solutions to malocclusion other than orthodontic brackets/braces.
- Decision roles: Influencers (dentists and key opinion leaders in the community), Deciders (the people who decide to take action towards the journey of purchasing clear aligners) and Buyers (the people who spend money to purchase clear aligners).

2. Current Targeting

The current market targeting of SERI could be defined as:

- Demographic: male & female, with minor or major malocclusion, aged 28-43 years old (millennials as primary), 12-27 years old (secondary), the middle-upper social class with monthly expense average above Rp. 6.000.000,-
- Psychographic: Individuals who prioritize aesthetics and practicality in treating malocclusion
- Behavioral: Individuals seeking alternative solutions to malocclusion other than orthodontic brackets/braces.

3. Current Positioning

"a clear aligner provider that focuses on the middle-upper class youth, a brand that is clean, clear, practical and aesthetic. A brand that represents a local pride business spirit, as the first oral wellness company originated in Indonesia. The initial vision of SERI is to become a highly competitive, high-quality oral wellness product and clear aligner's distributor that is backed by science to have a positive impact on society and is oriented towards customer satisfaction. "

b. Current Marketing Mix

1. Product

SERI offers clear aligners made from multilayer-TPU materials, which are BPA-free, allergen-free, and certified by Indonesia's Ministry of Health, with 93% transparency. These aligners are also halal-certified and FDA-approved. SERI's AI-assisted orthodontist-designed treatment plans predict tooth movement, aiming for optimal results with patient compliance. Features include the Proadvanced system, Comfort tech, and SmileTracking apps for virtual monitoring, with a money-back guarantee if treatment results differ from the initial plan.

2. Place

Headquartered in Jakarta, SERI collaborates with over 1,000 dentists and 1,700 clinics in more than 30 Indonesian cities. They use both online and offline channels, including a B2B2C model through dentists and seasonal events or pop-up booths. Online, SERI partners with e-commerce platforms like Shopee and Tokopedia, but their website does not support direct purchases; instead, they offer consultation forms and "smile checks" that refer customers to nearby dentists.

3. Price

SERI's pricing varies by treatment severity. The MILD package starts at 18 million IDR for minor malocclusion, including up to 40 aligner trays and 16 repair trays over 4-6 months. The MODERATE package, starting at 23 million IDR, is for moderate cases, offering up to 72 trays and 20 repair trays over 9-12 months. For severe malocclusion, the SERI ULTIMATE package begins at 32 million IDR with unlimited trays over 2-3 years. SERI also has a "RELAPSE" retainer program to maintain alignment after prior treatment.

4. Promotion

SERI uses social media, primarily Instagram, to promote clear aligners featuring educational content and marketing materials. They engage followers with giveaways, collaborations, and referral programs. SERI partners with e-commerce platforms for promotions and offers commissions to dentists for B2B sales. Monthly promotions are listed on their website, leading to e-commerce product pages. They also have a celebrity brand ambassador and organize offline events like yoga classes and tennis events, offering workshops, free consultations, and SERI smile care products.

c. RBV-VRIN

Table 1: SERI's RBV-VRIN Analysis

Resource & Capabilities	V	R	I	O	Level

Financial capabilities	yes	yes	yes	yes	sustainable competitive advantage
Supplier support	yes	yes	yes	yes	sustainable competitive advantage
Technology capabilities	yes	yes	yes	no	temporary competitive advantage
Brand identity and reputation	yes	yes	yes	no	temporary competitive advantage
Social support	yes	no	no	no	competitive disadvantages
Product portfolios expansion	yes	no	no	no	competitive disadvantages

Based on interviews with an internal stakeholder of SERI, several key resources and capabilities were identified. SERI's strongest competitive advantage is its financial capabilities, being venture-funded, which is valuable, rare, difficult to imitate, and not easily substitutable. Supplier support is another key advantage, as SERI owns its factory and shares ownership with a major dental supplier in Indonesia. Although SERI's technology capabilities are strong, with advanced apps and premium materials, there are still potential substitutes for products from orthodontic brackets and similar advancements by competitors. Brand identity and reputation provide only temporary advantages due to competition from other local brands. Social support and product portfolios are the most vulnerable, as social support can be easily swayed by key opinion leaders, and product portfolios compete with more affordable and well-known oral care products in Indonesia.

B) External Analysis

a. Porter's Five Forces Analysis

1. Bargaining Power of Buyers: High

Customers have high bargaining power due to numerous alternatives for treating malocclusion, such as traditional braces. Increased dental education and low switching costs further enhance buyer power, allowing easy shifts to alternatives if they find better offers or accessibility.

2. Bargaining Power of Suppliers: Low

SERI's vertical integration, ownership of its manufacturing facilities, and independent sourcing of materials significantly reduce supplier power, making it low.

3. Threat of New Entrants: Moderate

High entry barriers, including capital investment, regulatory requirements, and technology needs, make entry challenging but not impossible due to the growing market for clear aligners.

4. Threat of Substitutes: High

High threat from substitutes like orthodontic brackets, which are familiar and trendy. SERI needs to focus on educating the market about the benefits of clear aligners over traditional braces.

5. Rivalry Among Existing Competitors: High

Intense competition exists due to many brands offering similar products and benefits. Local competitors like RATA and OneSmile are gaining traction, while Invisalign remains a trusted global leader, leading to high rivalry.

b. PESTEL Analysis

1. Political

Indonesia's political stability index was -0.44 in 2022, an improvement from the historical average of -0.98. The anticipated election of a new president in October 2024 is expected to enhance political stability, which should benefit the clear aligner industry. Additionally, the Ministry of Health's supportive policies towards local medical device production is favorable for SERI's growth.

2. Economic

Indonesia's economic growth has been stable around 5% from Q1 2022 to Q1 2024, with consumer spending reaching an all-time high of IDR 1,659,800 billion in Q1 2024. This economic stability and rising consumer spending, especially in healthcare, indicate a promising market for clear aligners. Java contributes significantly to this growth, reflecting strong regional economic health.

3. Sociocultural

Generation Z and Millennials, who make up over 53% of Indonesia's population, are key market segments for SERI. Gen Z, in particular, spends significantly on discretionary expenses and values aesthetics, making them a prime target for clear aligners. Their online shopping behavior and influence from Key Opinion Leaders highlight the importance of digital marketing for SERI.

4. Technological

Indonesia has a high internet penetration rate of 79.5%, with significant usage among Gen Z and Millennials. This digital landscape supports SERI's use of digital marketing strategies on platforms like WhatsApp, Instagram, and Facebook. Leveraging these channels effectively can enhance brand awareness and customer engagement.

5. Environmental

Eco-consciousness is rising among Millennials and Gen Z, with a strong emphasis on reducing plastic waste and promoting sustainability. SERI can appeal to this demographic by adopting eco-friendly practices, such as using biodegradable materials and implementing recycling programs for aligner trays, which can enhance its brand image.

6. Legal

SERI complies with Indonesian regulations for medical devices, ensuring product safety and quality. This includes displaying distribution license numbers and adhering to licensing requirements. SERI also holds a halal certification, aligning with the high Muslim population in Indonesia, although awareness of this certification could be improved.

c. Competitor Analysis

In their journey to become the market leader in Indonesia, SERI faces competition from new entrants like OneSmile Asia and well-established brands such as Rata and Invisalign. Founded in 2019, Rata is the first clear local aligner brand in Indonesia. It is known for its bold advertising, affordable prices, and direct-to-consumer sales strategy via online channels, with limited B2B partnerships. OneSmile Asia, originating in Australia and headquartered in Singapore, entered the Indonesian market in 2022 with premium PET-G and PU material aligners certified by ISO 13485 and CE Mark. It promotes itself as eco-friendly and halal-certified. OneSmile's sales approach includes occasional booths and partner consultations without direct website purchases. Invisalign, the global leader since 1997, targets the upper market segment with premium prices, focusing on indirect sales through a robust network of partner dentists, emphasizing B2B partnerships and consultation-driven sales, which makes it a less direct competitor compared to local brands like Rata and OneSmile.

d. Consumer/Customer Analysis

Demographic

The survey shows that 70% of respondents are female and 30% are male, with both genders showing strong interest in clear aligners. Most respondents are aged 12-27 (62 people), followed by 28-43 (54 people), indicating significant interest from Generation Z and Millennials. Geographically, the majority are from JaBoDeTaBek (67 people) and East Java, including Surabaya (37 people), which highlights these areas as key markets. Most respondents work in private companies (31.7%) or as entrepreneurs (28.3%), with a substantial number of students (19.2%). Education-wise, most hold bachelor's degrees (65.8%), with some having postgraduate degrees (15.8%) or high school diplomas (13.3%). Financially, 56.7% spend between Rp.1.200.000-6.000.000 monthly, and 33.3% spend over Rp.6.000.000, showing a financially capable group interested in clear aligners.

C) SWOT Analysis

Table 2: SERI's SWOT Analysis

Aspect	Description
Strength	SERI's key strengths include local pride branding, a wide dentist partnership network, scientific backing for credibility, strong financial capabilities through venture funding, and ownership of a factory alongside a major dental supplier.
Weakness	SERI struggles with ineffective marketing strategies, low brand familiarity, lack of halal certification, absence of eco-friendly labeling, and no website transaction options, which limits their market engagement and customer reach.
Opportunities	SERI can capitalize on Indonesia's political stability, growing GDP, high digital engagement, and rising healthcare awareness among Gen Z and Millennials to drive business growth and consumer interest.
Threats	SERI faces threats from intense competition, potential price wars, and substitute products like traditional braces, which are more affordable and familiar to many consumers.

D) Proposed Marketing Strategy Solution

a. Proposed Segmenting, Targeting, Positioning

Based on the survey that 120 respondents filled out, the author determined several segments of the market by using cluster analysis to develop the segmentation of the market with the software IBM SPSS 25. The result shows 3 segmentations,

and based on this data, we can see that cluster 2 is insignificant, with only 0,83% of overall respondents. Due to that, the author decided to exclude cluster 2 from further analysis. The study will then continue by creating proposed segmentation, targeting and positioning as follows:

b. Proposed Segmentation

Table 3: Proposed Segmentation

Aspect	Cluster 1	Cluster 3
Age	Dominated by women.	Slightly dominated by women.
Domicile	Percentage of Gen-Z (16-27) is slightly higher than Millenials (28-43)	Balanced percentage of Gen Z (16-27) and Millennials (28-43)
Occupation	Mostly living in Jabodetabek	A combination of people living in Jabodetabek followed by East Java
Education	-Professionals (private company employees) -Students	-Professionals (private companies and entrepreneurs) -Students
Average Income	Bachelor degree (D4/S1)	Bachelor degree (D4/S1) and a small portion of Postgraduate (S2/S3)
Behavior	-Most of them spend between Rp. 1,200,000 - 6,000,000 monthly (35%) -Some spend more than Rp.6.000.000 every month (15,83%)	-Most of them spend between Rp. 1,200,000 - 6,000,000 monthly (20,83%) -Some spend more than Rp.6.000.000 every month (17,50%)

c. Proposed Targeting

Aspect	Cluster 1	Cluster 3
Gender	Dominated by women.	Slightly dominated by women.
Age	Percentage of Gen-Z (16-27) is slightly higher than Millenials (28-43)	Balanced percentage of Gen Z (16-27) and Millennials (28-43)
Domicile	Mostly living in Jabodetabek	Combination of people living in Jabodetabek followed by East Java Province
Occupation	-Professionals (private company employee) -Students	-Professionals (private company and entrepreneurs) -Students
Education	Bachelor degree (D4/S1)	Bachelor degree (D4/S1) and a small portion of Postgraduate (S2/S3)
Average Income	-Most of them spends between Rp. 1,200,000 - 6,000,000 monthly (35%) -Some spends than Rp.6.000.000	-Most of them spends between Rp. 1,200,000 - 6,000,000 monthly (20,83%) -Some spends than Rp.6.000.000

	every month (15,83%)	every month (17,50%)
Behavior	Highly social, trend-driven, tendency to delay dental care or visits	Value in comfort, more proactive towards dental care
Product	Image related products	Practicality and comfort focused
Place	Offline and online, preferably offline, with emphasis on social aspects	Offline and online, preferably online, with emphasis on convenience
Price	Middle range, with discount and promotions focused	Willing to pay more for quality and exclusivity
Promotion	-Offline community events -Social medias -Streets advertisement	-Online advertisement -Social medias -Search engine optimization
Important Aspect	Aesthetics, prestige, social recommendation, price and promotion.	Comfort, practicality & functionality, comprehensive information, product quality.

d. Proposed Positioning

SERI needs to create a strategic positioning in the market by providing a clear aligner experience that combines aesthetics, comfort, and functionality. This strategy aligned with the desire of two specific target demographics discovered through clustering analysis: young professionals and students (Cluster 1) who value trends and prestige and established professionals and entrepreneurs (Cluster 3) who prioritize comfort and functionality. Following all the comprehensive analysis above, SERI's positioning statement could be expressed in the following manner:

"SERI provides innovative and stylish clear aligners designed for both young professionals seeking prestige, as well as for established individuals focusing on comfort, convenience and practicality. Our commitment to high quality, comfort, and aesthetics ensures a seamless dental correction experience for all. We ensure a seamless dental alignment correction experience for everyone, backed by science and oriented towards customer satisfaction. As a proud local company, we emphasize eco-friendly practices, are halal-certified, and FDA-approved, showcasing our dedication to sustainability, inclusivity, and top-notch standards."

E) Proposed Marketing Mix

a. Product

SERI should address the unique needs of Cluster 1 and Cluster 3 by implementing a variety of product strategies. SERI could consider creating an affordable "quick aligner" for minor malocclusions in Cluster 1 and collaborating with general dentists. This product targets cost-conscious young professionals and students who prioritize style, appearances and aesthetics. Educational initiatives will increase this group's understanding of clear aligners. SERI could continue marketing its current MILD and MODERATE packages for Cluster 3, with more focus on exclusivity and premium services. These packages could consist of specialist dentist consultations, exclusive memberships, and partnerships with other luxury brands. This strategy resonates with the preference of Cluster 3 for quality and comprehensive care.

b. Place

SERI should target both offline and online channels in its distribution strategy to efficiently reach both customer segments. The company could continue collaborating with dental clinics, hospitals, and private practices offline to guarantee the wide availability and reliability of its products. Training and certification initiatives could be designed by the internal orthodontists' team so that general dentists can improve their skill and confidence in selling SERI's clear aligners. SERI could consider opening offices in major cities such as Surabaya in order to enhance its local presence and accessibility. SERI could strengthen its online presence by improving SEO and creating a user-friendly website with purchasing features and various payment methods. SERI could cater to Cluster 3, which is savvy with technology, by offering convenience and transparency during the purchasing process. A virtual assistant/chatbot should be integrated into the website to provide real-time support to customers and guarantee smooth online transactions.

c. Price

SERI could use a tiered pricing strategy to cater to the financial capacities and preferences of both groups. The MILD package's cost should stay within the range of 15-17.5 million IDR, targeting customers in Cluster 1. Learning from the competitor, SERI could develop a new product called "quick aligner" for minor malocclusion at a lower price of around 10 million IDR. SERI could continue targeting cluster 3 with MILD or even a MODERATE package that costs around 17.5-20 million IDR, showing their value of premium quality and exclusivity. Students should be provided with payment options in order to increase attraction to the products. SERI could offer various bundling options, which may include additional services such as dental checkups (Panoramic X-ray or Cephalometry) and medical screenings. Comprehensive details regarding the benefits of the product and its pricing should be clearly shared to establish trust and assist customers in making informed decisions.

d. Promotion

SERI's promotional approach should be customized to suit the preferences of every cluster. In Cluster 1, which prioritizes affordability, promotions will emphasize discounts, cashbacks, bonus points, and giveaways. Community events and social meetups should be made for offline promotions, taking advantage of the cluster's sociable nature to boost word-of-mouth marketing. Influencer collaborations, especially with micro and nano influencers, should be utilized to increase engagement and relatable content. Online promotions are preferable for Cluster 3, which prioritizes exclusivity and convenience. Educational content, webinars, and exclusive events should be designed to reach this specific cluster. SERI should introduce premium promotions such as exclusive memberships, premium bundling packages, and partnerships with high-end brands to improve the perceived value of its offerings. Certification and eco-friendly initiatives will be emphasized in all promotional efforts to strengthen SERI's credibility and attract environmentally conscious Gen-Z and Millennials, which are the highest populations in both targeted market segments.

F) Omnichannel Exploration

Utilizing an omnichannel strategy will enhance the customer experience when purchasing a clear aligner, creating a smooth and cohesive journey on various platforms. Clear aligners, as an innovation, still need guidance and effort to establish a strong presence in the market. An omnichannel approach would integrate online and offline experiences, increasing convenience and customer satisfaction. SERI can incorporate this into its marketing plan to offer a unified and seamless customer experience. The general customer journey in buying clear aligners involves several stages: consultation, product/package selection, purchase and payment, followed by referral to the nearest dentist and appointment scheduling. An omnichannel application enhances this journey by ensuring each stage is integrated smoothly and provides a cohesive experience. Based on 4 elements of omnichannel, the suggested implementations consist of maintaining consistency of product details in all channels, designing practical guidelines for the customer journey, ensuring the smooth transition between online platforms with dentist's offline stores, utilizing customer's insights for customized suggestions and deals, using data-driven analytics to enhance products and improve shopping experience, and organizing cross-channel promotions to uphold brand coherence and expand market coverage.

IV. CONCLUSION

To effectively increase sales and keep up with the expected expansion of the worldwide clear aligner market, SERI needs to implement a more focused marketing mix strategy that caters to its specific target groups. The author has conducted a thorough analysis of internal and external conditions and has proposed a refinement in the aspects of the marketing mix. SERI may focus on selling MILD packages while considering enhancing product development, with a cost-effective clear aligner for Cluster 1 and premium packages for Cluster 3, supported by educational initiatives and exclusive membership programs. In terms of location, SERI must continue enlarging its offline channel reach by collaborating with more dentists and boosting its online presence by incorporating a purchase feature on its website. Price-wise, SERI could employ competitive prices for MILD and MODERATE packages ranging from around 15 to 20 million IDR, with various payment options and discounts for students. The promotional strategies should revolve around price reductions (discounts, cashback) followed by exclusive memberships (cluster 3), offline community-based events (cluster 1), and the enhancement of micro-nano influencer partnerships. SERI also needs to highlight product quality and certifications of halal and FDA approval through a robust social media presence while developing ESG initiatives for eco-friendly branding. In addition to the proposed marketing mix, an omnichannel strategy that combines smooth shopping experiences, personalization and engaging experience, data-driven insights, and cross-channel promotions is essential for delivering a cohesive and satisfying customer experience due to the novelty of clear aligners innovation. Implementing both strategies, combined with SERI's strength and beneficial opportunities from the external aspects, could lead SERI to boost sales significantly and secure a greater market portion in the long term.

V. REFERENCES

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