

Design and validation of strategic marketing model in the country's furniture industry

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Abstract

The current research was conducted to design and validate the strategic marketing model in the furniture industry. This research is based on the purpose of an applied study, and based on the method of data collection, it is a non-experimental (descriptive) study of a cross-sectional survey type. The data collection tool in the qualitative part is a semi-structured interview, and in the quantitative part, a 5-point Likert scale questionnaire. The statistical community in the qualitative part includes managers of the furniture industry who were selected by purposive sampling, and theoretical saturation was achieved with 11 interviews. The statistical population of the quantitative part includes the managers and experts of the country's furniture industry. Cohen's effect size method was used to determine the sample size, and 140 people were selected as the sample. For data analysis, the thematic analysis method and MaxQDA software were used, and then, using structural-interpretive modelling with MicMac software, the initial pattern was drawn, and the partial least squares method and Smart PLS software were used to validate the pattern. Research findings showed that competitive forces, marketing research, corporate social responsibility, marketing strategies and marketing performance are the underlying factors of strategic marketing in the furniture industry. Competitive forces affect the strategic marketing of the furniture industry. Strategic marketing, along with marketing research and corporate social responsibility, affects marketing strategy and ultimately leads to marketing performance outcomes such as increasing market share, market management, and sales promotion. Based on the results, it can be acknowledged that strategic marketing, marketing research and corporate social responsibility explain 72% of the changes in the marketing strategies of the furniture industry.

Keywords: strategic marketing, marketing performance, furniture industry, mixed approach
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1 Introduction

In the current competitive markets, companies and businesses active in various industries need a long-term approach in their marketing activities, which is referred to as strategic marketing. Strategic marketing is a model or process

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that a company can use its minimal resources to achieve existing opportunities to increase sales and ultimately gain a competitive advantage [40]. The main goal in strategic marketing is to improve the performance of the organization by using various marketing methods with a long-term approach. Satisfying customers and clients is also considered one of the most important components in strategic marketing. By creating an innovative business, strategic marketing helps the organization to penetrate better into society and the target market. Therefore, there is a great trend towards strategic marketing in various industries [17].

One of the industries in which the use of strategic marketing can be transformative is the country's furniture industry. This industry is one of the main industrial pillars of creating employment in developing countries and is considered an important source of income in the international arena [26]. The importance of the furniture industry can be examined from different perspectives. This industry is one of the industries that has a significant share in global trade. Therefore, the growth and development of the furniture industry and the provision of a platform for a targeted presence in world trade will have a tremendous impact on increasing the gross domestic product and earning non-oil income for the country [3].

Businesses active in the furniture industry operate in turbulent and competitive markets, so they need to adapt to changes in the needs and demands of customers. It is expected that these businesses and organizations are more market-oriented and achieve a competitive advantage in the market by using consistent marketing programs [15]. Businesses active in the furniture industry need a long-term and comprehensive marketing plan to succeed in this field. Only those businesses will be successful in this market that can do accurate marketing planning by looking at the rapid changes in the environment and monitoring the activities and innovations of competitors [33]. Meanwhile, the lack of such a program in recent years has caused the downward trend of exports and the upward trend of furniture imports. Also, this industry has not yet been able to establish its decisive and strategic position in Iran's economy, while other developing countries such as China, Turkey, Malaysia, etc., by providing important investment conditions in the furniture industry, both global markets and They have targeted both the domestic and export markets around Iran [37].

Statistics show the importance of this industry in today's business world. This industry currently accounts for about 3% of the exchanges in the world, and its amount increases every year. The turnover of this industry in America, as the leader of this industry in 2020, was 137.6 billion dollars. In 2020, China, as the second country, reached 136.2 billion dollars with a growth of 27%. This industry has experienced a growth of 4% in 2021, and it is predicted that the growth of this industry will reach 7% by 2027 (Global Furniture Industry, 2021). From an academic point of view, studies indicate the importance of strategic marketing for success in the furniture industry [8, 23, 33], while there are not many scientific and practical activities in the country that have not done anything in this area [23]. This shows that there is a research gap in the field of strategic marketing in the country's furniture industry. To answer this problem, first, the underlying factors of the strategic marketing model must be identified with a local perspective in the country's furniture industry, and then the pattern of causal relationships between the factors should be determined. In this way, a practical model can be provided for the transformation of the furniture industry in the field of domestic markets in competition with imported products, and on the other hand, it can create a perspective for exports and entry into international markets. Therefore, the present study was conducted to design and validate the strategic marketing model in the country's furniture industry. In this research, the main question is addressed: what are the strategic marketing indicators in the country's furniture industry, and what is the pattern of causal relationships between them?

2 Theoretical foundations and research background

2.1 Strategic marketing

Strategic marketing is a comprehensive, far-reaching and long-term approach that shows how businesses can achieve their marketing goals. Marketing strategy can be considered a mixture of science and experience [20]. The marketing strategy determines the method of reaching the marketing goal and describes the means of reaching this goal within the time frame. The chosen strategy must be consistent with the competitive conditions and the market for the product and its strategic goals. It should also include and contain all necessary decisions related to marketing mix elements [10].

Strategic marketing is a management process that is responsible for creating and maintaining a logical balance between the goals, resources, and the changing and unstable market conditions of companies' products, and its purpose is to create or change the work and products of companies to achieve satisfactory growth and profit. Strategic evaluation is the core and focal point of strategic marketing, so there must be a correct understanding of strategic marketing. Strategic marketing has different views of marketing management and its main features, according to Table 1, are:

Table 1: The main characteristics of strategic marketing

Description	Features
In strategic marketing, the "external market" should be considered, because companies are constantly going to the market. Definitive information in strategic data analysis leads to success and more and better chances to use the results [1, 17].	Emphasis on the foreign market
Strategic marketing decisions typically have broad implications. According to one of the marketing strategists, strategic marketing is a commitment, not an action. These broad and long-term concepts have a very important impact on the balance and performance of the organization, because they are related to basic decisions. For example, the organization should make such a decision, this work will be done in a period of 3 or 5 years [16].	Emphasis on long-term concepts
Confusion of business and income earning environments is very important in terms of strategic marketing. Strategic marketing provides the necessary measures to monitor the environment, make decisions about the supply of services to different groups of customers, the final specifications of the product or products, and make decisions about entrenchment against competitors [14].	Environmental disturbance
Strategic marketing starts from the hypothesis that different products have different roles in companies and organizations. For example, the life cycle of products requires a different strategy at each stage of its life cycle and has different expectations. Product and brand positioning in the market is the central activity of strategic marketing [27].	Different roles for different products/markets
The customer is a strategic member, and both the terms satisfaction and customer are directly and specifically related to strategic marketing [24].	Customer satisfaction
The ultimate goal of strategic marketing decision-making is to help the financial operations of the business. Return on investment in the sales process can be considered as a basis for biasing marketing decisions [11].	Communication with finances
Undoubtedly, the ability to create the right level of information for the company is necessary both quantitatively and qualitatively. The management group of the organization should never suffer from the problem of not having enough information or on the other hand be subject to the problem of "excess information". Strategic decisions require first-class quality information that the company needs to ensure the achievement of set goals and help reduce risk. It should be noted that lack of data is as harmful as excess information [27].	The importance of using the information system
In the strategic marketing function, management never abandons analysis and decision-making, and this is a fluid process in which a flow of information moves [27].	Quick analysis and decision making

According to Mintzberg, strategic marketing is above all a subjective concept and has an abstract aspect that is in the minds of organizational stakeholders [32]. In fact, strategic marketing includes different components that the organization controls. Product, price, advertising, sales force, property and physical facilities are all involved in its formulation [28]. Strategic marketing is an overall program that provides a plan to achieve marketing goals and helps the organization focus its scarce resources on the best opportunities to increase sales [30].

The purpose of strategic marketing development of organizations is to create, build, maintain and survive and competitive advantage of the organization. In many cases, top managers may believe that a change in strategy will improve the business's ability to generate revenue and profit, increase market share, or develop assets and capital. In general, strategic marketing is concerned with matching elements of the marketing mix with environmental forces. In this area, the way to achieve goals and objectives is examined. Perhaps the organization's strategic marketing is differentiating a product from other competing products or differentiating specific market segments or timing entry into it [13]. One of the important parts of the strategic marketing department that should not be ignored is the examination of competitors' reactions after the implementation of strategic marketing. Strategy may emphasize developing market share. One of the tactics that can be used to achieve this is to modify and improve products to increase their performance, and maybe it is a low pricing tactic so that customers can buy the organization's product, or maybe it includes increasing advertising or advertising in new media. Finally, organization tactics may include different distribution channels or an emphasis on the distribution channels you currently use. Because resources are always limited, the organization often cannot use all these tactics together [38].

2.2 Furniture industry

Furniture has been a reflection of the art and culture of a country and a symbol of the social status of people throughout history. Now, the industrial development of society has created a major transformation in the furniture industry, which requires special care and attention [30]. On the other hand, the furniture industry has a large share of the global trade market. High financial turnover in this field has increased competition, so that success in this field requires extensive marketing efforts [8, 18].

The furniture industry has gone through many changes in the current era. Traditional furniture manufacturers who operated in different parts of the world with traditional methods are on the verge of being removed from the market, and they, who were thinking of development, saw the way out in changing their marketing plans [2]. In this

regard, strategic marketing plays a major role. Strategic marketing is an underlying and central concept in strategic marketing, which is the center of all marketing activities of a business. Especially in today's era when competitive challenges and pressures are very intense, strategic marketing is considered a key lever for the success of businesses and industries [28].

The statistics show that the commercial situation of furniture in the last decade in Iran has been unfavorable, in such a way that, in addition to the downward trend in exports, there is also an upward trend in the import of furniture. Also, the statistics show the high development potential of this industry in Iran. According to statistics, there are approximately 60,000 units in this field [5]. Investigating the factors of this issue can be done from several aspects. One of the main factors in this field is the lack of a long-term plan for the marketing of the country's furniture industry, which was stated as the main problem of the research. Therefore, in this research, an effort is made to provide a model for strategic marketing in the country's furniture industry. The results of this research for the researchers and activists of this industry will first determine what underlying factors affect the central phenomenon of this study, i.e. furniture industry marketing. Second, what are the platforms and background factors of marketing in this industry and what factors play an intervening role in this matter? It is also clear what strategy should be considered to achieve the research goal and what the consequences of this planning will be for the country's furniture industry. In short, the results of this research can be used from a practical point of view for business owners of the furniture industry, the Union of carpenters and Furniture Makers, and the Union of furniture manufacturers and exporters of Iran. From a scientific point of view, marketing management researchers will be familiar with the concept of strategic marketing planning in a specialized and operational way.

2.3 Research background

Malamiri et al. [25] conducted a study titled The Effect of Strategic Planning Components of the company on marketing capabilities with entrepreneurship mediation. The research method is descriptive and is considered practical in terms of purpose. The statistical population includes the employees of Darsa kitchen appliances manufacturing company, whose number is 270. A sample of 159 people was selected using Morgan's table. A simple sampling method is also available. The results show that strategic planning indicators such as strategic thinking, rethinking, reconstruction, re-creation and strengths, weaknesses, opportunities and threats have an impact on marketing capabilities with the mediating role of entrepreneurship. So companies should present their strategic planning in such a way that marketing and entrepreneurship capabilities are taken into consideration.

Naseri et al. [29] conducted a study under the title of strategic marketing implementation model in production cooperatives of Ilam province with a meta-combination approach. This research is applied, and in terms of data collection, it is considered a type of meta-composite documentary research. In order to identify the pattern of implementation of strategic entrepreneurial marketing in production cooperatives, 124 articles were reviewed, among which 26 articles were selected for final analysis with the help of a critical evaluation skills program. In this research, first, 298 strategic marketing indicators were identified and classified into 46 concepts and 12 categories. Shannon's entropy was used to determine the weight of the indicators. Based on the research findings, the main dimensions of strategic marketing implementation include strategic marketing thinking, internal organizational factors, strategic planning, target market selection, communication-organizational capabilities network, entrepreneur-oriented marketing strategies, strategic requirements, marketing mix, and systematic management support. Cooperatives are market entry methods, market research, consumer behavior analysis, and market control and evaluation. Finally, it can be concluded that managers of agricultural production cooperatives can use the results of this study to identify new customers and their diverse needs, increase market share and create a competitive advantage.

Shafiei and Mirabi [34] have conducted a study titled Presentation and validation of strategic marketing model in steel industry companies. This study was conducted with a mixed method (qualitative-quantitative). The database method was used in the qualitative part, and the structural equation modelling method was used in the quantitative part. The paradigm model of the research showed that strategic management is identified as "causal conditions", corporate social responsibility, market orientation and internal marketing are identified as "intervening conditions", and appropriate investment is identified as "contextual conditions". Land preparation, supply chain management, logistics and transportation, appropriate scale of production, production technology, appropriate interaction with customers, productivity, price and product, "interactive dimension" have been identified. Also, strategic marketing, "central phenomenon" and brand performance and value have been identified in the role of "consequence dimension".

Alizadeh et al. [3] conducted a study with the title of examining the state of foreign trade in furniture, determining and prioritizing indicators affecting the development of exports. The results of the research stated that the characteristics of materials and products, economy and market at the main levels included the highest weight value. Also, among the following characteristics, the stable supply of raw materials, the development of strategic marketing,

and the provision of cheap and low-interest financial resources are the most necessary and important, respectively. Also, three main and influential characteristics of the country's wooden furniture export development process include stable supply of raw materials, development of strategic marketing and provision of cheap financial resources to a large extent under the influence of government policies and decisions in the fields of wooden raw materials, monetary and banking systems and infrastructures. It is marketing.

Simanjuntak [35] has conducted a study titled Strategic Marketing and Problems of Furniture Companies. This study was conducted in Indonesia, and the data were collected by questionnaire and analyzed using regression. The findings showed that companies active in the furniture industry use incremental pricing to maximize profits and increase market share. Trade show participation, website design, and Instagram channel are the most common advertising combinations used by furniture companies. The growth of new manufacturers for the domestic market is a threat that affects domestic furniture companies. The main problems of the activists of this industry are: limited participation in the exhibition, lack of market information, unpredictable demand, the nature of the problem, high tax and interest rate, increase in the wage rate of human resources.

Setiawan and Ferdinand [33] have conducted a study titled Synergistic Network Assets: A Driver for Indonesian Furniture Industries to Enhance Strategic Marketing Performance. The output of the statistical analysis confirms that the two variables of relationship capability and market dynamic adaptability play a mediating role in the relationship between network assets and marketing performance. Based on the results, the furniture industry needs cooperation between the actors of this industry to increase its growth rate and should use cooperation-competition methods.

Han et al. [19] in their research on the wooden furniture industry in China and on a global survey scale reached these results that although in the last two 20 years this industry had the highest rate of growth and made China an exporter. and the small producer has become a major exporter of furniture, but as global competition becomes more intense, accurate and complete knowledge of the current situation and competitiveness of China's wooden furniture industry, and the challenges it faces in competing with other important exporting countries in this field are very important. It is vital. Based on the obvious comparative advantage index, it can be understood that during the last two decades, China has changed from a state of no comparative advantage to a significant advantage in this user industry. Although in terms of product quality and unit price, it is still behind the first-rate countries in this field, such as Italy and Germany, and also has extensive challenges in the export market of its products to low-income countries, such as Poland and Vietnam. In addition, the country is facing unfavorable macroeconomic conditions such as rising costs, declining international demands, technology gaps, and restrictive trade barriers. Therefore, industrial unions, government and companies should coordinate innovation and reform measures in order to upgrade the status of Chinese companies from the main manufacturers to the main furniture designers and thus create a brand for the products of the Chinese wooden furniture industry.

3 Research methodology

The purpose of this research is to design and validate the strategic marketing model in the country's furniture industry. From the point of view of the purpose of this research, it is an applied-developmental research, and from the point of view of the method of data collection, it is a non-experimental (descriptive) research of the cross-sectional survey type. From the point of view of the nature of the data, it is a mixed research (qualitative-quantitative).

The statistical population in the qualitative section includes experienced managers of the country's furniture industry. The sample size in qualitative method studies is between 7 and 20 people, and non-probability and targeted methods are suggested [7, 31]. In this study, the sampling of the qualitative part was done using the purposeful sampling method and theoretical saturation was achieved with 11 interviews.

The statistical population of the research in the quantitative part includes managers and experts of the furniture industry. The required sample size was estimated to be 140 people using the rule of power analysis at a confidence level of 95% with a detection coefficient of 37% and a test power of 0.82, and a simple random method was used for sampling.

The tool for collecting research data in the qualitative part is a semi-structured interview, and in the quantitative part, a questionnaire. The Holstein coefficient was used to measure the validity of the interview results. "Percentage of Agreement Observation, PAO" or PAO was obtained by calculating the Holsti coefficient of 0.719, which is an acceptable value [22]. After distributing the questionnaire in the selected sample, the validity of the questionnaire was checked with three methods of construct validity (external model), convergent validity (AVE) and divergent validity. AVE value for all variables should be greater than 0.5. In order to calculate the reliability, composite reliability (CR) and Cronbach's alpha coefficient of each factor were calculated. The combined reliability and Cronbach's alpha of all

dimensions should be greater than 0.7 [12]. The results related to each of these indicators are presented in the external fitting of the model.

To analyze the data in the qualitative section, the qualitative analysis method and MaxQDA software were used. Structural-interpretive modelling and MicMac software were used to determine the pattern of causal relationships between categories and to design the initial model. Finally, the quantitative part analysis was performed to validate the model with the partial least squares technique and Smart PLS software.

4 Research findings

In the qualitative section, the viewpoint of 11 managers with experience in the furniture industry was used. In terms of gender, 9 people are men and 2 people are women. In terms of age, 2 managers are less than 35 years old, 5 managers are between 35 and 45 years old, and 4 managers are over 45 years old. In terms of education, 4 of the experts have a master's degree, and 7 have a doctorate. In terms of occupation, 6 people were university professors and academic faculty members, and 5 people were active managers in the furniture industry. Finally, 5 people have between 10 and 20 years of work experience, and 6 people have more than 20 years of work experience.

In the quantitative part, the views of 140 people from the country's furniture industry activists were used. In terms of gender, 108 people (77%) are men and 32 people (23%) are women. In terms of age, 17 people (12%) are less than 35 years old. 55 people (39%) are between 35 and 45 years old, and 68 people (49%) are 45 years old and older. In terms of education, 91 people (65%) have a bachelor's degree, 46 people (33%) have a master's degree, and 3 people (2%) have a doctorate. Finally, in terms of work experience, 17 people (12%) have less than 10 years, and 27 people (19%) have more than 20 years of work experience.

4.1 Identifying the underlying factors of the strategic marketing model in the furniture industry

In the first step, using the thematic analysis method, the underlying factors of the strategic marketing model in the furniture industry were identified. Since the aim was to present a local model, therefore, the point of view of the managers of the country's furniture industry was used to identify the factors. The views of the managers were collected through a semi-structured interview in such a way that 5 open questions were used in the interview protocol, and during the interview process, new questions were also raised as expected. Qualitative analysis of the theme was done based on the method proposed by Attride-Stirling [4]. In the open coding phase, 521 codes were identified. Finally, 18 main themes and 102 sub-themes were obtained through axial coding. Table 2 provides the underlying themes of the strategic marketing model in the furniture industry.

Table 2: The underlying themes of the strategic marketing model in the furniture industry

Sub themes	Main topics
1. Customers becoming more concentrated by reducing dispersion	Bargaining power of customers
2. Backward integration of customers	
3. Growing customer awareness about technology and its costs	
4. Increasing customer needs for goods	
5. The emergence of new distribution networks for customers	
6. Emergence of new tools for coordination with customers	
7. Possibility of change in customers' tastes	
8. Customers becoming more inconsistent	
9. Barriers to entering the furniture industry	
10. Increasing economies of scale	New competitors
11. Development of more government laws	
12. Competitors becoming more concentrated in the future	
13. Competitors' action against newcomers	
14. Competitors' experience and learning	
15. Predominance of buyers' loyalty to existing competitors	
16. The possibility of any competitor leaving in the future	Alternative products
17. Emergence of substitute goods	
18. Improvement or stagnation of the price-performance relationship of substitute goods	
19. Attention of new production methods to the use of substitute goods	Existing competitors
20. Unification of competitors	
21. Growth rate of competition	
22. Exit of some competitors	
23. Changing the composition of fixed and variable costs	

24. Separation of markets	
25. New technological developments	
26. Overcoming existing competitors	
27. Concentration of suppliers	
28. Backward integration of suppliers	
29. The growth of suppliers' awareness about technology and its costs	Bargaining power of suppliers
30. Emergence of new distribution networks for suppliers	
31. Emergence of new means of coordination with suppliers	
32. Suppliers becoming more inconsistent	
33. Separation of suppliers' goods	
34. Research and development	
35. Identifying customers in target markets	Marketing investigation
36. Customer needs assessment	
37. Providing services based on customers' wishes	
38. Continuous monitoring of customer satisfaction	
39. Correct segmentation of the market and selection of target markets	
40. Documented customer relationship management programs	
41. Identifying and focusing on key industry customers	legal responsibility
42. The organization's attention to annual reporting	
43. The attention of organization managers to establish organizational standards	
44. Attention of organization members to comply with organizational standards	
45. Attention to the establishment of regulations in order to reduce administrative corruption in the organization	
46. The organization's attention to the correct interpretation of the rules for members and efforts to implement them	
47. Paying attention to the compilation of the rules and regulations of the organization in order to be responsible for the clients	
48. The attention of the organization to the development of rules and regulations in order to create conditions for cooperation with other organizations	
1. Paying attention to strengthening employees' understanding of new financial services before providing them to customers	Moral responsibility
2. The number of ethical violation cases of the organization caused by the internal functions of the organization in the relevant legal authorities	
3. Attention to providing continuous and stable services to customers	
4. The organization's attention to the compliance of ethical codes by the members	
5. The organization's attention to teaching the code of ethics to employees	
6. The organization's attention to the fair and non-discriminatory treatment of employees and customers	
7. The number of boxes installed for suggestions - criticisms of customers and follow-up of requests	
8. The number of monthly meetings to deal with customers' suggestions and criticisms and to follow up on the demands	
9. Organization's financial and non-financial support for human rights	Humanitarian responsibility
10. Non-financial support of the organization to cultural, sports, educational and charity institutions	
11. Non-financial support of the organization in the field of combating certain diseases	
12. Financial - non-financial support of the organization's services	Economic responsibility
13. The attention of organization members to not use the organization's facilities and property in vain	
14. Attention of organization members to attract profitable customers in the long term	
15. Attention of organization members to improve the facilities provided to customers	
16. The attention of the managers of the organization to provide reports and financial information to the beneficiaries and competent organizations	
17. The number of financial violation cases of the organization in the relevant legal authorities	
18. The organization's attention to providing cheap services to customers	Strategic marketing
19. Development of furniture marketing perspectives	
20. Determining the long-term goals of furniture marketing	
21. Developing the necessary strategies to reach furniture marketing goals	
22. Determining small and short-term goals in furniture marketing	
23. Providing and allocating sufficient funds for furniture marketing programs	
24. Designing furniture marketing policies and policies	
25. Compilation of trends and executive procedures of furniture marketing policies	
26. Regulation of rules and regulations governing the implementation of furniture marketing	Differentiation strategy
27. New products and services and creating benefits for customers	
28. Efforts to create a strong brand name	
29. Differentiation from other competitors in the furniture industry	
30. Creating brand identity using creative design	
31. Providing distinct and different benefits to customers	
32. Reducing the cost of products by the production system and industry operations	Cost leadership
33. Low production costs of the industry compared to competitors	
34. Low final costs of providing industry products compared to the entire industry	
35. Customers benefit from cost savings	
36. Focus on attracting specific customers by providing specialized services	Focus strategy

37. Focusing on getting to know the new demands of customers	
38. Emphasis on marketing research to specialize services and products	
39. Developing a program to attract a large part of a particular market	
40. Increasing the volume of furniture sales	
41. Increasing the frequency of furniture sales	
42. Increase in income from selling furniture	Sales promotion
43. Reducing the cost of selling furniture	
44. Improving sales skills of sellers	
45. Improving furniture marketing plans	
46. Improving marketing management skills	market management
47. Coordination of multiple departments and market groups	
48. Optimum use of technology to understand the market	
49. Expanding the sectors covered by the market	
50. Providing services to new markets	
51. Relative increase in the market compared to competitors	Market share
52. Attracting potential customers	
53. Covering a wider range of goods and services to customers	
54. Continuous increase of the market	

The overarching categories of strategic marketing in the furniture industry are: competitive forces, marketing research, corporate social responsibility, strategic marketing, marketing strategy, and marketing performance in the furniture industry. Competitive forces include the bargaining power of customers, new competitors, substitute products, existing competitors, and the bargaining power of suppliers. Corporate social responsibility can also be divided into legal responsibility, moral responsibility, humanitarian responsibility, and economic responsibility. Also, the company can use three categories of marketing strategies: differentiation strategy, cost leadership and focus strategy. Marketing performance is also manifested in sales promotion, market management and market share. Self-marketing research includes research and development, identifying customers in target markets, assessing customer needs, providing services based on customer demands, continuous monitoring of customer satisfaction, correct market segmentation and selection of target markets, documented customer relationship management programs, and identifying and focusing on key customers. It is an industry. Finally, the central phenomenon of this study is strategic marketing in the furniture industry. This category includes developing furniture marketing perspectives, determining long-term goals of furniture marketing, developing strategies necessary to reach furniture marketing goals, determining short-term and short-term goals in furniture marketing, providing and allocating sufficient budget for furniture marketing programs, designing policies and designing policies for furniture marketing. Formulating trends and executive procedures of furniture marketing policies, setting rules and regulations for the implementation of furniture marketing.

4.2 Designing the initial model of strategic marketing in the furniture industry

An interpretative structural method was used to design the primary model of strategic marketing in the furniture industry. For this purpose, the structural self-interaction matrix (SSIM) was first formed. The relationships of comprehensive structures are characterized by four symbols: V (variable i affects j), A (variable j affects i), X (two-way relationship), and O (absence of relationship). The structural self-interaction matrix is provided in Table 3.

Table 3: Structural self-interaction matrix of strategic marketing in the furniture industry

CF	SM	SR	MS	MR	MP	SSIM
A	A	O	A	A		Marketing Performance (MP)
	O	O	V			Marketing Research (MR)
A	A	A				Marketing Strategies (MS)
O	O					social responsibility (SR)
A						Strategic Marketing (SM)
						Competitive Forces (CF)

By transforming the structural self-interaction matrix into a two-valued matrix of zero and one, the received matrix (RM) is obtained [6]. The final access matrix is provided in table 4.

After forming the achievement matrix, "achievement set" and "prerequisite set" should be identified.

Therefore, the structure of marketing performance (MP) is at the first level. The structure of marketing strategies (MS) is at level two. The constructs of marketing research (MR), social responsibility (SR), and strategic marketing (SM) are the third level, and competitive forces (CF) are at the fourth level.

After determining the relationships and level of the mentioned indicators, they can be designed as a model. The strategic marketing model in the furniture industry is shown in Figure 1.

Table 4: Matrix of the final achievement of strategic marketing in the furniture industry

CF	SM	SR	MS	MR	MP	TRM
0	0	0	0	0	1	Marketing Performance (MP)
0	0	0	0	0	1	Marketing Research (MR)
0	0	0	0	0	1	Marketing Strategies (MS)
1	1	1	1	1	1	social responsibility (SR)
0	0	0	0	0	1	Strategic Marketing (SM)
0	0	0	0	0	1	Competitive Forces (CF)

Table 5: The set of strategic marketing achievements and prerequisites in the furniture industry

sharing	input	output	constructs
MP	MP,MR,MS,SM,CF	MP	Marketing Performance (MP)
MR	MR	MP,MR,MS	Marketing Research (MR)
MS	MR,MS,SR,SM,CF	MP,MS	Marketing Strategies (MS)
SR	SR	MP,MS,SR	social responsibility (SR)
SM	SM,CF	MP,MS,SM	Strategic Marketing (SM)
CF	CF	MP,MS,SM,CF	Competitive Forces (CF)

Table 6: The power of penetration and the degree of dependence of strategic marketing in the furniture industry

level	impact	dependency	constructs
1	1	6	Marketing Performance (MP)
3	3	1	Marketing Research (MR)
2	2	5	Marketing Strategies (MS)
3	3	1	social responsibility (SR)
3	3	2	Strategic Marketing (SM)
4	4	1	Competitive Forces (CF)

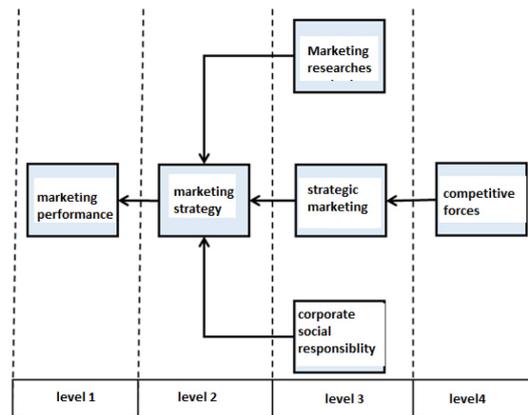


Figure 1: Strategic marketing model in the country's furniture industry

Based on the primary model drawn in Figure 1, it is clear that the competitive forces of the furniture industry affect the strategic marketing of this industry. Strategic marketing, corporate social responsibility and marketing research affect marketing strategies and finally marketing strategies affect marketing performance.

4.3 Validation of strategic marketing model in furniture industry

Partial least squares (PLS) method with Smart PLS software was used to validate the model. The results of the evaluation of the strategic marketing model in the country's furniture industry are shown in the figure below.

The coefficient of influence of competitive forces on strategic marketing is 0.579 and the t-statistic is 7.057. Therefore, it can be claimed with 95% certainty: competitive forces have a positive and significant impact on strategic marketing.

The coefficient of influence of strategic marketing on marketing strategies is 0.331 and the t-statistic is 2.921. Therefore, it can be claimed with 95% certainty: strategic marketing has a positive and significant impact on marketing strategies. The coefficient of impact of marketing research on marketing strategies is 0.341 and the t-statistic is 2.514. Therefore, it can be claimed with 95% certainty: Marketing research has a positive and significant impact on marketing

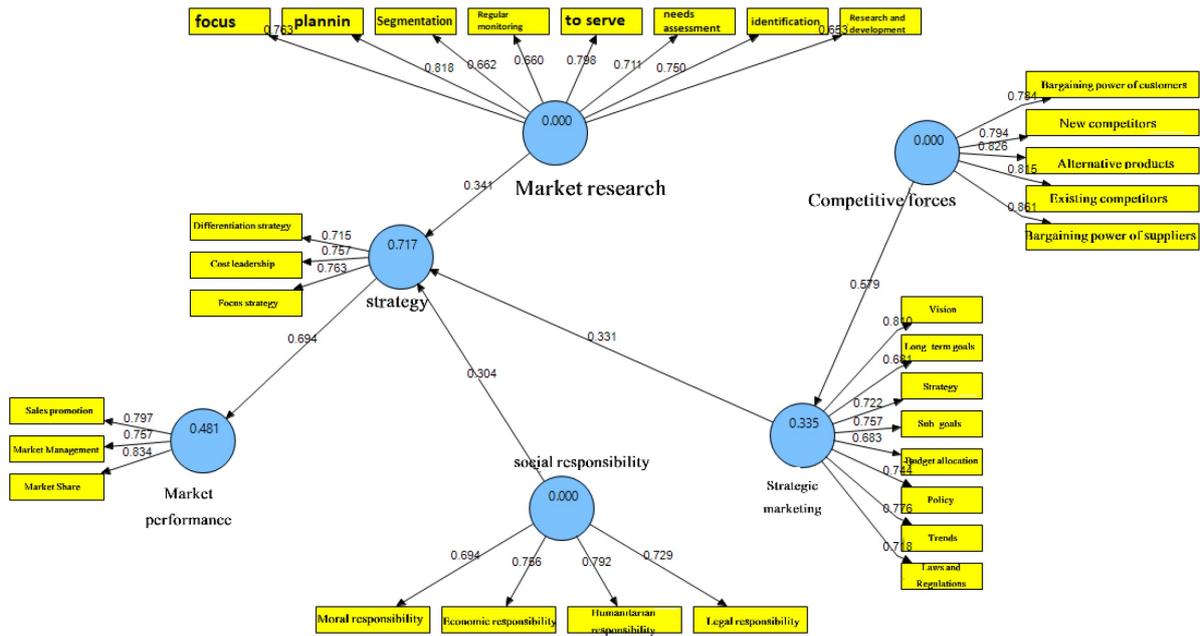


Figure 2: partial least squares technique of the overall research model (standard estimation)

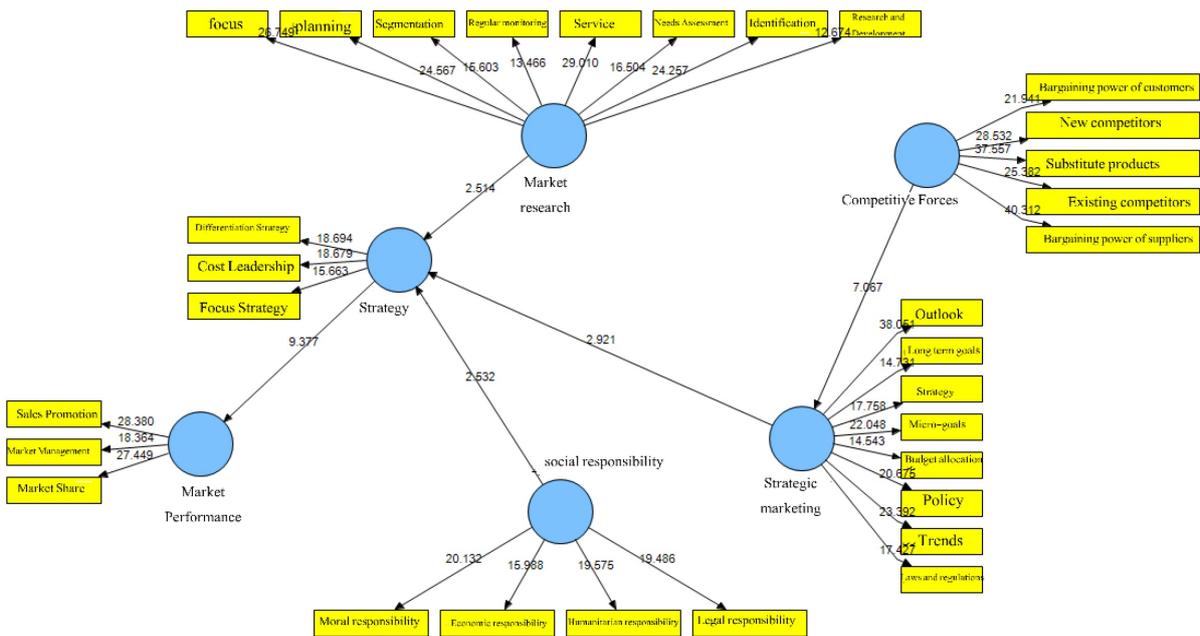


Figure 3: partial least squares technique of the overall research model (meaning)

strategies. The impact coefficient of corporate social responsibility on marketing strategies is 0.304 and the t-statistic is 2.532. Therefore, it can be claimed with 95% certainty: the social responsibility of the company has a positive and significant effect on marketing strategies. The coefficient of impact of marketing strategies on marketing performance is 0.694 and the t-statistic is 9.337. Therefore, it can be claimed with 95% confidence: marketing strategies have a positive and significant effect on marketing performance. The summary of the results of the structural part of the model (relationships of model variables) is presented in the following table:

Three indices of convergent validity, composite reliability and Cronbach’s alpha were used to fit the external model. Three indexes of coefficient of determination (R^2), Aston-Geisser (Q^2) and effect size (F^2) were used to fit the internal model. The average variance extracted (AVE) should be greater than 0.5 and Cronbach’s alpha and composite reliability should be greater than 0.7 [6]. The summary of the measurement model fit evaluation results is presented

Table 7: Summary of the results of the structural part of the model (relationships of model variables)

The relationship between research structures	Factorial loading	t	result
Competitive forces → Strategic marketing	0.579	7.057	Supported
Strategic marketing → Marketing strategies	0.331	2.921	Supported
Marketing research → Marketing strategies	0.341	2.514	Supported
Corporate social responsibility → Marketing strategies	0.304	2.532	Supported
Marketing strategies → Marketing performance	0.694	9.337	Supported

in Table 8.

Table 8: Summary of model fit evaluation results

Internal validity			External validity			Main constructs
F^2	Q^2	R^2	Cronbach	Composite reliability (CR)	AVE	
0.166	0.385	0.717	0.800	0.789	0.555	Marketing Strategies
0.155	0.170	0.335	0.880	0.855	0.544	Strategic marketing
0.143	0.393	–	0.873	0.850	0.532	Marketing investigation
–	0.287	0.481	0.716	0.839	0.635	Marketing performance
0.164	0.263	–	0.731	0.832	0.553	Corporate social responsibility
0.277	0.495	–	0.875	0.859	0.666	Competitive forces

The convergent validity index (AVE) for all constructs is greater than 0.5. Cronbach's alpha and composite reliability of all structures are greater than 0.7, so the external part has sufficient validity. The coefficient of determination (R^2) is a measure that expresses the degree of explanation of the model's dependent variables, so the higher it is, the better the model is. Three values of 0.18, 0.32, and 0.68 indicate weak fit, moderate fit, and strong fit, respectively [9]. The coefficient of determination of the marketing performance structure shows that the independent variables have been able to explain 48% of the changes in this structure and it is a significant amount. Stone-Geyser criterion or Q^2 index can be checked based on two common and redundant cross-validity indices. If these values are more than 0.35, it is desirable [21]. Common cross-validity and redundancy for all research constructs show that the predictive power is strongly estimated. The GOF index is the most important model fit index. This criterion was developed by Tenenhaus et al. [36]. Wetzels et al. [39] have introduced three values of 0.02, 0.26 and 0.37 as weak value, medium value and strong value for Gof. The GOF index in this study is equal to 0.545, which indicates the optimal fit of the model.

5 Conclusion and suggestions

In today's world, change and dynamism are one of the prominent characteristics of the environment, and in such a situation, the success of the organization depends on the correct prediction and providing effective responses to the changes in the environment. Marketing is the identification of markets, consumers, competitors, competitive environment, brands, elements of the marketing mix and global marketing. Currently, change is one of the important characteristics of the environment, and in such a situation, the success of the organization depends on the correct prediction and providing effective responses to the changes in the environment. This issue is possible only through having a strategic point of view in the organization. Today, the importance of formulating a suitable strategy is not hidden from anyone, but the most important issue, and even more important than the formulation of a strategy, is the successful implementation of the strategy and the realization of the desired goals. There have been many decisions that, despite their good and intelligent design, have been associated with failure in implementation. An organization needs marketing planning in order to achieve its big goals and marketing goals, and one of the important pillars of this process is the formulation of marketing strategies. is. The correct implementation of marketing strategies is the final part and the guarantee of the company's success in marketing affairs. The results of this research can be used by managers and experts active in the furniture industry who are in dynamic and complex environments today and are looking for a comprehensive model for strategic marketing in the furniture industry.

Based on the results, it was determined that the coefficient of influence of competitive forces on strategic marketing is 0.579 and the t-statistic is 7.057. This importance is confirmed in the study of de Souza et al. [13].

Also, based on the coefficient of determination, it was shown that competitive forces explain 33% of changes in strategic marketing, and on the other hand, the coefficient of impact of strategic marketing on marketing strategies was 0.331, and the t-statistic was 2.921. In the results of Ramshi et al.'s study [32], the impact of strategic marketing on marketing strategies was found to be 0.350, and it is consistent with the results of the present study.

The impact factor of marketing research on marketing strategies was 0.341, and the t-statistic was 2.514; the impact factor of corporate social responsibility on marketing strategies was 0.304, and the t-statistic was 2.532. In the results of the Van Hong and Nguyen [38] study, the coefficient of impact of marketing research on marketing strategies was obtained as 0.367, and it is consistent with the results of the present study.

Therefore, it can be acknowledged that strategic marketing, marketing research and corporate social responsibility explain 72% of the changes in the furniture industry's marketing strategies.

Finally, the coefficient of impact of marketing strategies on marketing performance was 0.694, and the t-statistic was 9.337. Based on the coefficient of determination, it is clear that marketing strategies explain 48% of the changes in the marketing performance of the furniture industry. This importance has been confirmed in the results of the studies of Cuevas et al. [10] and Hashemnia and Yousefi [20].

Based on the results of the research, the following practical suggestions are presented to the managers of the furniture industry:

Regarding marketing research, it is suggested to furniture industry managers, by starting research and development and of course identifying customers in target markets, to assess customer needs and provide services based on customers' wishes. The proposal of the current research for strategic marketing in the furniture industry is continuous monitoring of customer satisfaction, along with correct market segmentation and selection of target markets. Also, relevant managers can establish strategic marketing in the furniture industry by developing customer relationship management plans and identifying and focusing on the key customers of the industry.

Regarding the competitive forces, it is suggested to the managers of the furniture industry to achieve backward integration of customers by becoming more focused on customers and reducing dispersion. What is important in this is the growth of customers' awareness about technology and its costs. Relevant managers should inform customers about technological innovations and related costs.

Successful managers can overcome their existing competitors by separating markets and new technological developments. The concentration of suppliers and the growth of their awareness about technology and its costs also have a great impact on strategic marketing in the furniture industry. In addition to the mentioned cases, the emergence of new distribution networks along with new coordination tools with suppliers is important, and in the meantime, it is suggested to separate the suppliers' goods.

Regarding the social responsibility of the company, it is suggested that the managers of the furniture industry, by paying more attention to the annual reporting based on the establishment of organizational standards in the furniture industry, can achieve the implementation of strategic marketing in the furniture industry. In this regard, it is necessary for the members of the organization to pay attention to complying with organizational standards and to pay attention to the establishment of regulations in order to reduce administrative corruption in the organization. Also, it is very important for the organization to pay attention to the correct interpretation of the laws for the members and to try to implement them, and to pay attention to the formulation of the rules and regulations of the organization in order to be responsible for the clients.

Regarding strategic marketing, it is suggested that the managers of the furniture industry, first by formulating furniture marketing perspectives and then by determining its long-term goals, formulate the necessary strategies to reach the goals of furniture marketing, and finally, determine small and short-term goals in furniture marketing. In this regard, providing and allocating sufficient funds for furniture marketing programs and designing policies and policies for furniture marketing will lead to the formulation of its policy implementation trends and procedures, and by setting the rules and regulations governing the implementation of furniture marketing, it will be possible to implement strategic marketing in the furniture industry.

Regarding the marketing strategy, it is suggested that the managers of the furniture industry differentiate themselves from other competitors in the furniture industry by providing new products and services and creating benefits for customers and trying to create a strong brand name. Also, creating a brand identity by using creative design and providing distinct and different benefits to customers facilitates the achievement of strategic marketing in the furniture industry.

Finally, regarding the marketing performance, it is suggested to the managers of the furniture industry, if they implement strategic marketing in the furniture industry, they will achieve an increase in the volume of furniture sales and an increase in its frequency. It is also important to increase the income from the sale of furniture based on reducing the cost of its sale. In this regard, it is suggested to improve marketing management skills by improving the sales skills of salespeople and improving furniture marketing programs. In the meantime, the coordination of multiple departments and market groups and the optimal use of technology to understand the market for strategic marketing

in the furniture industry are recommended. In addition to the mentioned cases, it is suggested that by expanding the sectors covered by the market and providing services to new markets, they will achieve a relative increase in the market compared to competitors and attract potential customers. In the end, coverage of a wider range of goods, customer service and a continuous increase in the market will be achieved.

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