

Shaping Identity,
Sparking Innovation

Forma
Research

We build brands
that open doors to
new ventures.

Forma
Research

What Drives Us

Driven by ideas and innovation, Forma Research uncovers the essence of identity and transforms it into solutions that are iconic, meaningful and true to purpose.

We bring together brand strategy, design thinking and digital technology to incubate, launch and scale new businesses.

Branding is our compass, creativity our lab, and technology our engine — a system designed to spark ventures that solve real-world problems and stay ahead of change.

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The Forma Method

A five-phase journey from insight to long-term growth.

¹ Discover

² Define

³ Develop

⁴ Deliver

⁵ Drive

Conducting Research

Uncovering insights into your market, audience and competitors to build a foundation of clarity.

Clarifying Strategy

Framing your brand's purpose, positioning and promise to guide every decision forward.

Designing Identity

Crafting visual and verbal systems that express who you are with distinctiveness and meaning.

Creating Touchpoints

Bringing the brand to life across key platforms and experiences: digital, print and spatial.

Managing Assets

Sustaining momentum by evolving assets, ensuring consistency and supporting long-term growth.

Our Services

Every brand is different,
and so is our approach.
We tailor our work to what you
need, shaping solutions that
are purposeful, distinctive and
built to create impact.

Strategy

- Brand Audit
- Brand Strategy
- Brand Identity

Content

- Design
- Copywriting
- Photography
- Videography
- Web Content Management

Experience

- Print Design
- Packaging
- Web Design
- Web Development
- Digital Platforms

Communication

- Advertising
- Marketing
- Exhibits
- Digital Platform Marketing
- Web Optimisation Strategy

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A selection of work that shows
ideas evolving into impact.


Here's what
happens when brand,
design and innovation
come together.

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From factory-first to brand-led

In 2016 we met **Deep Furniture** — an export-oriented solid-wood manufacturer from Muar at a strategic crossroads. We re-architected the business from a product-out factory to a portfolio anchored by a consumer-facing brand **Natural Signature** and an upgraded CSR program **Art Space** with its own economic engine. The outcome: a clear brand hierarchy, sharper product lines for small-space living, and a credible “comfort through nature” narrative that aligned leaders, rallied teams, and resonated with modern, space-constrained consumers.





DEEP

FURNITURE

CASE STUDY 01:
DEEP FURNITURE
NATURAL SIGNATURE
ART SPACE

2016–2018

CLIENT BACKGROUND

Deep Furniture is a Malaysia- and Taiwan-based manufacturer and exporter headquartered in Muar, renowned for solid rubberwood furniture with space-saving, Scandinavian-inspired minimalism — serving global markets across Europe and Asia. The company traces its roots to Wild Industries (1993) and was formally established as Deep Furniture in 2005.



THE CHALLENGE

Like many factories that scale fast, Deep Furniture drifted into line proliferation: overlapping SKUs, fuzzy family logic, and development sprints without an agreed North Star. The risk was classic: misallocated CapEx, channel confusion, and morale erosion internally. In brand terms, the “voice” had splintered.

OUR MANDATE

Build a brand architecture that thinks like a person—rational and emotional in balance — then make it operational. We personified the parent as “the wood author”: Deep Furniture as the incubator of ideas and maker of timeless, honest objects. From there, we’d spin out market-facing stories that consumers could actually buy into.

WHAT WE DID

1. Rewired the brand architecture

Deep Furniture repositioned as the Parent/Incubator: design, engineering and manufacturing center of gravity. The charter: nurture platforms, not one-off SKUs.

Natural Signature established as the consumer-facing brand: the showroom-to-home experience with clear benefits—modular, multi-functional, small-space-savvy solid-wood furniture in sustainable rubberwood. We validated the go-to-market promise against what the brand delivers today: modularity, multi-functionality, pet-friendly options, and formaldehyde-safe claims, shipping across Malaysia and Singapore.

2. Simplified the portfolio into three use-case families

The product offerings were streamlined into three main categories based on how people actually use furniture in their homes:

- **Living & Dining:** Furniture for everyday living and dining spaces.
- **Sleeping & Working:** Pieces designed for bedrooms and home offices.
- **More:** This includes smaller, versatile items and accessories that complement the main collections.

Instead of thinking about individual items, a “platform thinking” approach was adopted. This means that many products share common dimensions, finishes and connectors, making it easier to combine them, reduce complexity, and speed up the development of new furniture.

3. Authored the brand thesis: Comfort Through Nature

We chose “Lagom living” as the sensibility — just enough, thoughtfully considered — then translated it into design and merchandising rules: warm neutrals over novelty, tactile honesty, and small-footprint intelligence. The copy line “Comfort Through Nature” became the brand’s cue for materials, ergonomics and photography.

4. Turned CSR into an engine: Art Space

Deep Furniture’s upcycling of off-cuts was reframed as a micro-brand with a double bottom line: maker education and PIY/DIY kits, custom engraving, and locally made objects. We built an offline–online loop — in-store storytelling on Muar’s heritage, workshops and a webshop delivering kits and materials.

Today, that blueprint lives on: Art Space offers PIY tutorials, laser engraving, locally made furniture offline, and e-commerce for kits and board games online.

5. Retail grammar for small spaces

Showrooms and the online platform were reorganized around customer needs, not product types. Customers now shop by room, explore pre-arranged sets, or select “ready-to-live” packages — solving space challenges with ease. Natural Signature’s organization (“shop by room,” “living/study packages,” “bundles”) reflects this customer-first approach.



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www.deepfurniture.com







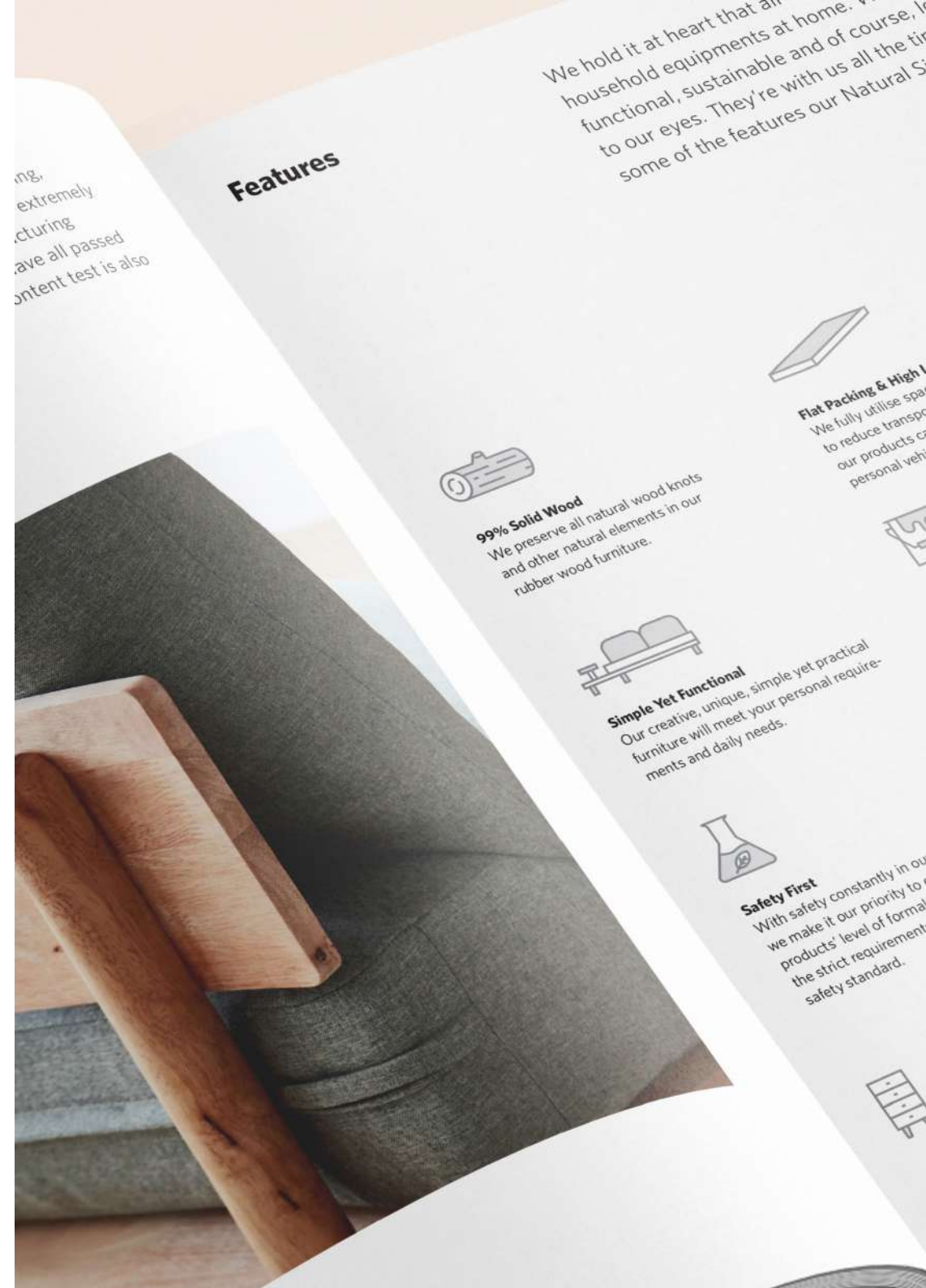
CASE STUDY 01:
DEEP FURNITURE
NATURAL SIGNATURE
ART SPACE

2016–2018

NATURAL SIGNATURE

A brand shaped by the honesty of solid rubberwood. Its designs balance function with quiet elegance, creating pieces that feel natural, adaptable, and enduring.







We looked up. We remember being in such awe. Such a tall, skinny tree but yet, it exudes such calmness and gentleness. Was that possible? And that is how our love, our interest in nature begins. It is our love story. It's safe to say we've never looked back since. Our passion for mother nature continues to grow immensely. Our soft spot is for rubber wood. We bet you've already guessed it right. But how do we explain? Its characteristics, its texture, its knots and gnarls, clusters and colours... we could go on and on, but would you promise not to call us crazy?

07



08

Just like in water, the colour of wood varies according to the level of sunlight, temperature or even humidity. The tree was exposed to light diversity, even amongst trees, amazing?



(01)



(02)

(03) Strains
Strains happen when the surface of a wood cracks appear and it cracks with air. Often irregular in size and shape, we like to think are aesthetically or even beautifully. The tree was exposed to light diversity, even amongst trees, amazing?



(03)



(04)

(04) Knot Cluster
Do you know there are many different types of knot clusters found in trees? Yes, there are. Knots usually happen when a portion of the wood moves readily or they're seen as the weaker spot in the wood. But you can be sure we will never think that way!



Location
Munich, Germany

Living Space
600sf - 1500 sf

The Green City

We'd love for you to meet Lukas and Anja whom we met while asking for directions in Marienplatz. And who knew we'd hit it off instantly. They have been living there since forever and they love it very much. And we could definitely see why. Even though Munich is a modern cosmopolitan city, it is still very in touch with nature. With its old school charm and beautiful, green lush parks, they often gush about how they are living in the best of both worlds. They could take long, evening strolls in the local parks and gardens and sometimes, they'd throw in a picnic or two when the weather is ridiculously good!



Anja & Lukas

25



© FormaResearch

Location
Shanghai, China

Living Space
600sf - 1500 sf

East Meets West

Zhang Wei is a beautiful young lady who lives alone in one of the biggest cities in the world. And that's exactly how she loves it. She always says the new generation consists of strong independent people, and she's one of them. She's not afraid to immerse herself in the western culture, as long as she keeps her heritage in tact. With this independence, she is not afraid to explore the excitement and challenges the world







Art space

CASE STUDY 01:
DEEP FURNITURE
NATURAL SIGNATURE
ART SPACE

2016–2018

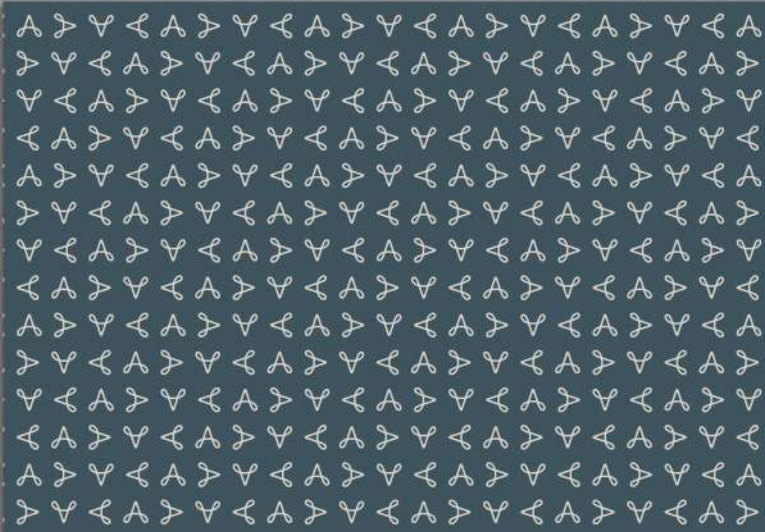
ART SPACE

A creative ground where leftover wood is reimagined. Here, fragments become possibilities — a space for renewal, exploration, and the spirit of zero waste.





UNEARTH YOUR CREATIVE NATURE



Art space

15 October 2017

Company Name Sdn Bhd
53 Jalan Desa Damai
Taman Desa
58100 Kuala Lumpur

Dear Recipient,

Re: Headline in Asap SemiBold 10/14pt

Body copy in Asap Regular 10/14pt. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Aenean commodo ligula eget dolor. Aenean massa. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus. Donec quam felis, ultricies nec, pellentesque eu, pretium quis, sem.

Nulla consequat massa quis enim. Donec pede justo, fringilla vel, aliquet nec, vulputate eget, arcu. In enim justo, rhoncus ut, imperdiet a, venenatis vitae, justo. Nullam dictum felis eu pede mollis pretium. Integer tincidunt. Cras dapibus. Vivamus elementum semper nisi.

Aenean vulputate eleifend tellus. Aenean leo ligula, porttitor eu, consequat vitae, eleifend ac, enim. Aliquam lorem ante, dapibus in, viverra quis, feugiat a, tellus. Phasellus viverra nulla ut metus varius laoreet. Quisque rutrum. Aenean imperdiet. Etiam ultricies nisi vel augue. Curabitur ullamcorper ultricies nisi. Nam eget dui. Etiam rhoncus. Maecenas tempus, tellus eget condimentum rhoncus, sem quam semper libero, sit amet adipiscing sem neque sed ipsum. Nam quam nunc.

Luctus pulvinar.

Yours sincerely,

Name of Sender
Designation of Sender



Deep Art Space Sdn Bhd 123456789 66-4, Jalan Hang Tuah, Jalan Junid, 84000 Muar, Johor, Malaysia hello@artspace.my www.artspace.my





THE IMPACT

Everyone on the team got on the same page:

Leaders knew where to put their money, focusing on big product groups instead of getting sidetracked by too many single items.

Teams felt more sure of themselves: The folks who design products, sell them, and work in stores were all super clear about the three main product groups and the promise of “comfort through nature.” This meant fewer meetings wondering what to do next and more time actually building stuff.

Customers got it: Natural Signature’s message became really clear to shoppers – they offer modular, multi-functional furniture made from rubberwood that’s safe from formaldehyde, and it’s all super practical for homes in Malaysia and Singapore. It’s exactly how the brand looks and feels out in the world today.

ArtSpace became a real thing: The company’s community program, Art Space, wasn’t just a side project anymore. It turned into a way to teach people, build community, and even make money by turning leftover materials into cool, useful stuff.

WHY IT WORKED?

We treated Deep Furniture as an ecosystem, not a catalog. The parent makes; the consumer brand narrates; the social arm cultivates. One supply chain, three stories – each with a different audience and KPI. The past (craft), the present (compact urban life), and the future (circularity and making) sit under one roof.

Publicly, Deep Furniture positions itself as a sustainable artisan crafting multifunctional, space-maximizing, Scandinavian-inspired rubberwood for diverse markets – the lane we cleared in 2016–2018. Natural Signature retails modular, small-space solutions; Art Space translates off-cuts into skills, kits, and community. The architecture endures because it’s practical: it respects how things were built – carefully, from the grain up – while speaking the modern language of small homes, flexible living, and purposeful craft.

From Crisis to Category Edge

After Chinese New Year 2018, we engaged Yew Hoong Sofa Products' second-generation MD, Mike Hiew, on a brand-led reset for its consumer marque, HUGO. Weeks after the project was green-lit (October 2018), a catastrophic factory fire stalled everything. The client rebuilt quickly, and by April 2019 we relaunched the mandate: elevate HUGO from "another OEM with great sofas" to a vanguard brand with a fashion mind and manufacturing spine. We codified a position as **Furniture Fashion Specialist** and a promise of **Furnishing Quality of Life**, then engineered runway, retail, and ritual to match.



HUGO

CASE STUDY 02:
HUGO SOFA
(Yew Hoong Sofa Products)

2019

CLIENT BACKGROUND

Yew Hoong is a Malaysia-based upholstery manufacturer and exporter, established with decades of know-how in leather/wood seating and a registered HUGO trademark used across armchairs, sofas, sectionals and more. Public-facing copy emphasizes style, quality, functionality — signals we chose to sharpen rather than rewrite.



THE INFLECTION POINT

Before the fire, Hugo's business was making a lot of different products based on what stores wanted, and new products didn't really help build up the brand's identity. After the fire, a quick and focused approach was essential for survival. So, the decision was made to focus growth on one main brand, HUGO, instead of simply being a list of products. The goal was for HUGO to have its own clear identity and vision.

OUR MANDATE

1. Give HUGO a **distinct posture** in a crowded mid-to-premium field.
2. Translate manufacturing depth into **fashion-paced variety** without operational chaos.
3. Build **retail languages** (in-store + online) that reduce choice friction and raise average order value.
4. Turn B2B strengths (OEM/ODM, regional partnerships) into brand theatre end-consumers can feel.

WHAT WE DID

1. Positioning & narrative: fashion brain, factory heart

We formalized HUGO as a **Furniture Fashion Specialist** — design-driven, collaboration-ready, and pace-aware — then wrote the brand promise “**Furnishing Quality of Life.**” The line is literal and lateral: “furnishing” points to category truth; “quality of life” elevates from seating to the rituals around it.

2. Identity system that carries weight

The visual rules were rebuilt using specific grey tones (Pantone 427U/430U/433U), Aileron as the main font, and flexible patterns derived from the HUGO logo. The result is a clean, timeless, and premium look without being overly flashy. This system is strong enough for factory documents, store fronts, and marketing materials without losing its brand consistency.

3. Portfolio architecture & runway cadence

The shift was made from a wide variety of individual products to a platform approach. This involves shared frames, foam compositions and stitching methods that allow for seasonal “drops” (new fabric/leather options, leg finishes, comfort styles) without requiring a complete retooling each time. This allows merchandising to adapt like a fashion brand while manufacturing remains efficient.

4. B2B to B2C bridgework

Existing manufacturing capabilities, including notable collaborations and regional distribution partnerships (e.g., OLTA), were used as evidence of expertise. This new identity was then channeled into HUGO-branded offerings. This provides immediate credibility and makes the products desirable at the point of sale.

5. Retail pilots and “places to feel”

To reduce launch risks, support was provided for multi-format retail trials, including single-brand, multi-brand showrooms, and factory-direct experiences. These initiatives brought the HUGO narrative to life where customers could physically sit, recline and make purchase decisions. Public spaces such as Tekni, Tekni Direct and Sofa Library showcase the blend of European design curation, proximity to manufacturing, and sofa specialization that was designed for the retail network.

6. Content and commerce

Website content and product categories were refined to align with consumer tasks (room, lifestyle, maintenance). The path from “liking how something feels” to “having it in one’s home” was shortened. HUGO’s current website reflects the same core principles established earlier: craftsmanship, leather/wood expertise, and a modern focus on style, quality and functionality.







HUGO
www.hugosofa.com

HUGO
www.hugosofa.com



TSCA TITLE FOR
FORMALDEHYDE COMPLIANT

1 OF 1 (2 PCS)
LUSSA
DINING CHAIR
BLACK LEATHER
MALAYSIA
148259
LA, CALIFORNIA

COMPLIANT
(S)
CHAIR
BLACK LEATHER
MALAYSIA
148259
LA, CALIFORNIA

WARNING
This product can expose you to chemicals including
ETHYLBENZENE which is (are) known to the State of
California to cause cancer.
For more information go to
www.ca.gov/hazardousmaterials

1 OF 1 (2 PCS)
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 **WARNING** 

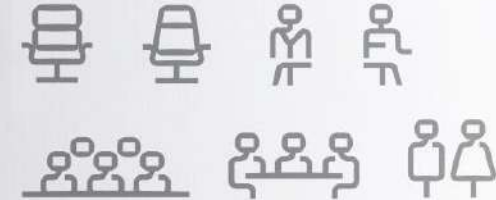
This product can expose you to chemicals including
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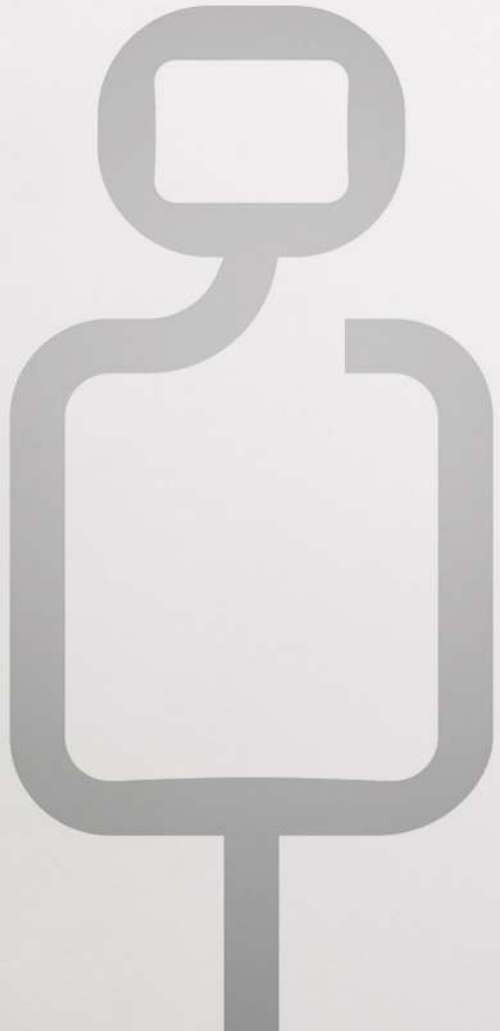




Pantry
Washroom
Janitor Room
Photocopy Room
Storage Room



Directors Office
Manager Office
Finance Office
Meeting Room
Conference Room
Washroom







THE IMPACT

Clarity Led to Confidence: Inside the company, teams gained confidence from having one clear direction, one shared promise, and a predictable schedule for new product launches. To the public, HUGO now appears as a brand that offers practical yet premium products, rather than just another generic manufacturer.

From Production to Promotion: By organizing product frames and finishes into standardized platforms, complexity was reduced. At the same time, releasing new styles like a fashion brand gave people reasons to visit stores and share content online.

Showrooms That Drive Sales: Initial trials in different cities led to more showrooms specializing in sofas and direct-from-factory experiences. This helped people remember the brand and made it easier for them to decide to buy after trying out the products.

Stronger Partnerships: By communicating like a fashion brand and operating with manufacturing discipline, HUGO became a more attractive partner for trade buyers, designers and distributors.

WHY IT WORKED?

Strategic Approach: Instead of simply trying to be louder than competitors, a more structured approach was taken. This meant focusing on clear internal organization and consistent external messaging.

Fashion Metaphor: The concept of a “fashion mind” allowed the brand to introduce new styles and ideas more quickly, much like fashion collections.

Factory Reality: Despite the new, faster pace, the brand’s manufacturing capabilities ensured that costs remained under control and product quality stayed high.

Consistent Identity: Visual elements were designed to be versatile, appearing across everything from shipping documents to storefronts — ensuring the brand looks the same everywhere customers encounter it.

Human-Centric Promise: The brand’s message shifted from “making sofas” to “furnishing the quality of life.” This broader promise connects with customers personally, highlighting emotional benefits over physical attributes.

From Supplier Mindset to Fabric-as-a-Service (Faas)

Post-pandemic, InFab Classic faced a familiar squeeze — more entrants, faster cycles, and a brand story stuck in “stock & supply.” We helped the founder, Mr. Foong, pivot from a pure distributor posture to a two-tier brand stack: **InFab Classic** as the fast, dependable supply hub; **byKaeen** as the design-led **Fabric Purveyor** driving premium contract and spec markets. The strategy couples a clear brand architecture with a product portfolio governed by a BCG playbook, digital rails for selection and data, and collaborations that turn fabric into culture — not just inventory.





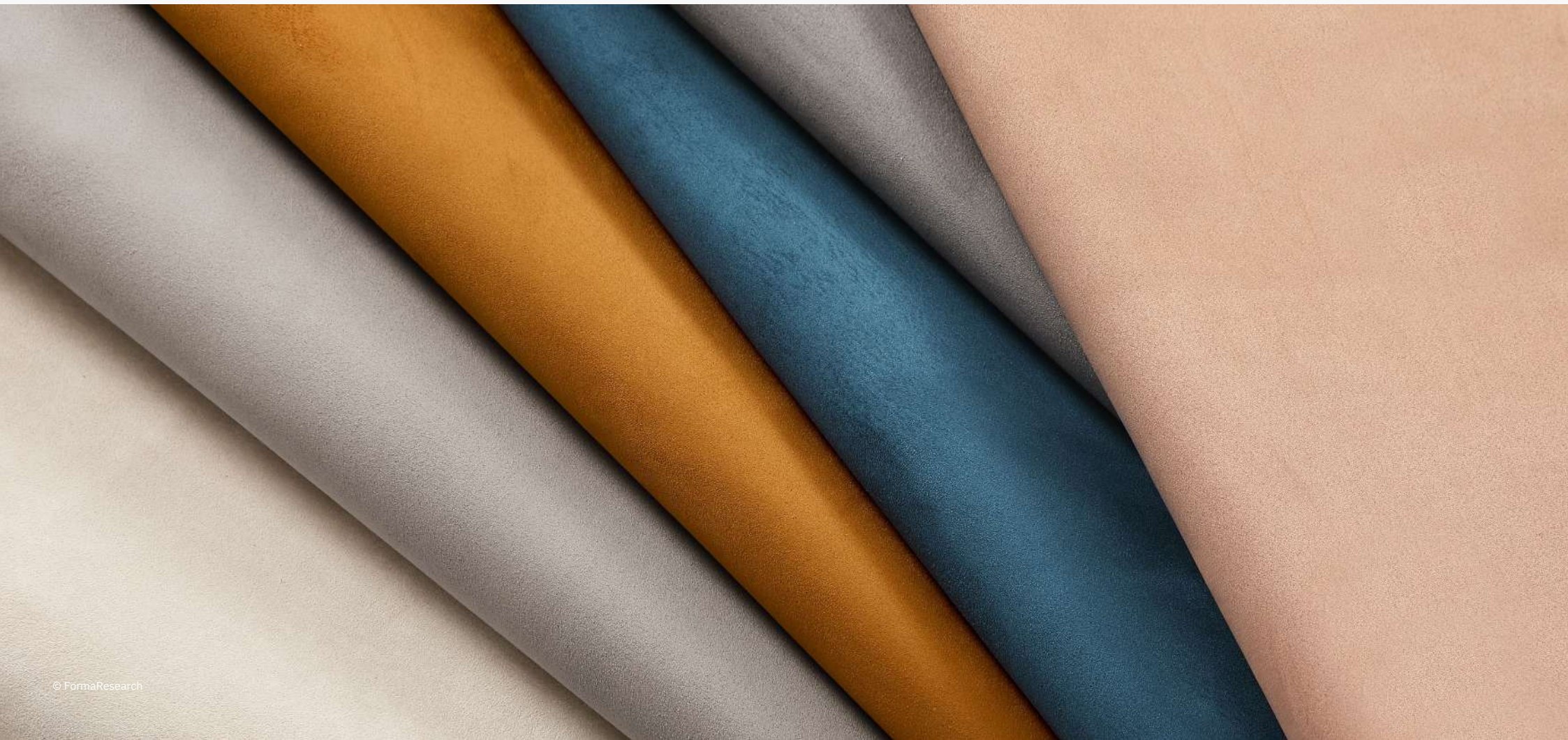
INFAB

CASE STUDY 03:
INFAB CLASSIC
KAEEN BYKAEEN

2024~

CLIENT BACKGROUND

InFab Classic operates from Johor Bahru, supplying upholstery fabrics to furniture makers and trade buyers – showroom on the ground, wholesale at pace. Public-facing pages emphasize sofa fabric supply and ready stock for JB and beyond. Launched in 2024, byKaeen positions itself as a curator of expressive, high-quality textiles – “we curate fabrics with intention” – and communicates a collaborative, designer-first ethos across its web and social touchpoints.



THE INFLECTION POINT

The old playbook — more SKUs, bigger swatch books — no longer created moat. Designers wanted faster specification, credible sustainability data, and narrative value. Price-only competition was a race to the bottom. Time to professionalize the brand architecture, formalize the value proposition, and make the portfolio legible to specifiers.

OUR MANDATE

1. Architect a **dual-brand system** that compounds strengths rather than blurs them.
2. Give byKaeen a **sharp posture** in high-end interiors and contract: a purveyor, not “another merchant.”
3. Govern the product mix with **BCG clarity** and launch cadence.
4. Build **digital rails** from sample to spec (and back), while seeding collaborations that raise cultural gravity.

WHAT WE DID

1. Brand architecture that actually works

InFab Classic = Supply Hub.

This is the reliable supply center. Its promise is to provide the right fabric, quickly and efficiently, for immediate needs.

Kaeen Innovations/byKaeen = Creative Engine.

This is the creative side of the brand. Its promise focuses on working with designers, developing new materials and exploring sustainable options, all centered around the idea of “Imagining Tomorrow’s Textiles.”

The stack functions like a platform — InFab stabilizes flow; byKaeen creates pull.

2. Positioning & narrative for byKaeen

Kaeen’s identity was defined as The Fabric Purveyor, signifying a curator with a keen eye for design and strong technical knowledge. The central concept, Fabric Tomorrow™, highlights durability, weather resistance, and low carbon footprint. The “Italian Edge,” introduced through design advisor Manolo Bossi, combines European precision with Asian manufacturing expertise.

3. Portfolio governed by a BCG playbook

BCG matrix guides leaders, cash generators, and high-potential newcomers, enabling “managed optionality” and growth through focused investment.

4. Business Model Canvas → channels that convert

Targeted designers, project managers, and furniture makers; sales driven by relationships, showrooms, MIFF/ARCHIDEX, AR/VR tools, and digital twins. Loyalty, education, and sampling sustained flow.

5. Make the system digital & circular

FabricCloud™ delivers specs, data, footprints, and stock in design software. Tomorrow Lab™ drives R&D, Eco-Drop tests eco-fabrics in 60 days, and a take-back loop closes the cycle—making sustainability measurable and profitable.

6. Collaboration that build brand stories

Working with a design advisor like Manolo Bossi, key product applications were developed that served as “living billboards” for the brand. Examples included the Archipelago Modular Sofa (a flexible seating system) and the Mirto Swivel Armchair (a piece known for its soft, sculptural form and authentic materials). These pieces effectively demonstrated the intelligence behind the fabrics without the brand needing to become a furniture seller.

7. Presence where specifiers gather

Displays were matched to the product range: durability in Kuala Lumpur, indoor design in Shanghai, and full solutions at major furniture shows. This approach ensured focused messaging and a consistent, evolving brand presence. ByKaeen’s ARCHIDEX showcase (Hall 10, July 23–26, 2025) reflects this cadence.



INFAB

INFORMED • INDUSTRIAL • INTEGRATED FABRIC

アパマンショ
JR松山駅前
一宮興











by Kaeen

Positioned as The Fabric Purveyor, byKaeen curates textiles with a focus on creativity, adaptability, and design-driven innovation. Its collections serve not just as materials, but as starting points for imagination – fabrics that invite new forms, new stories, and new possibilities.



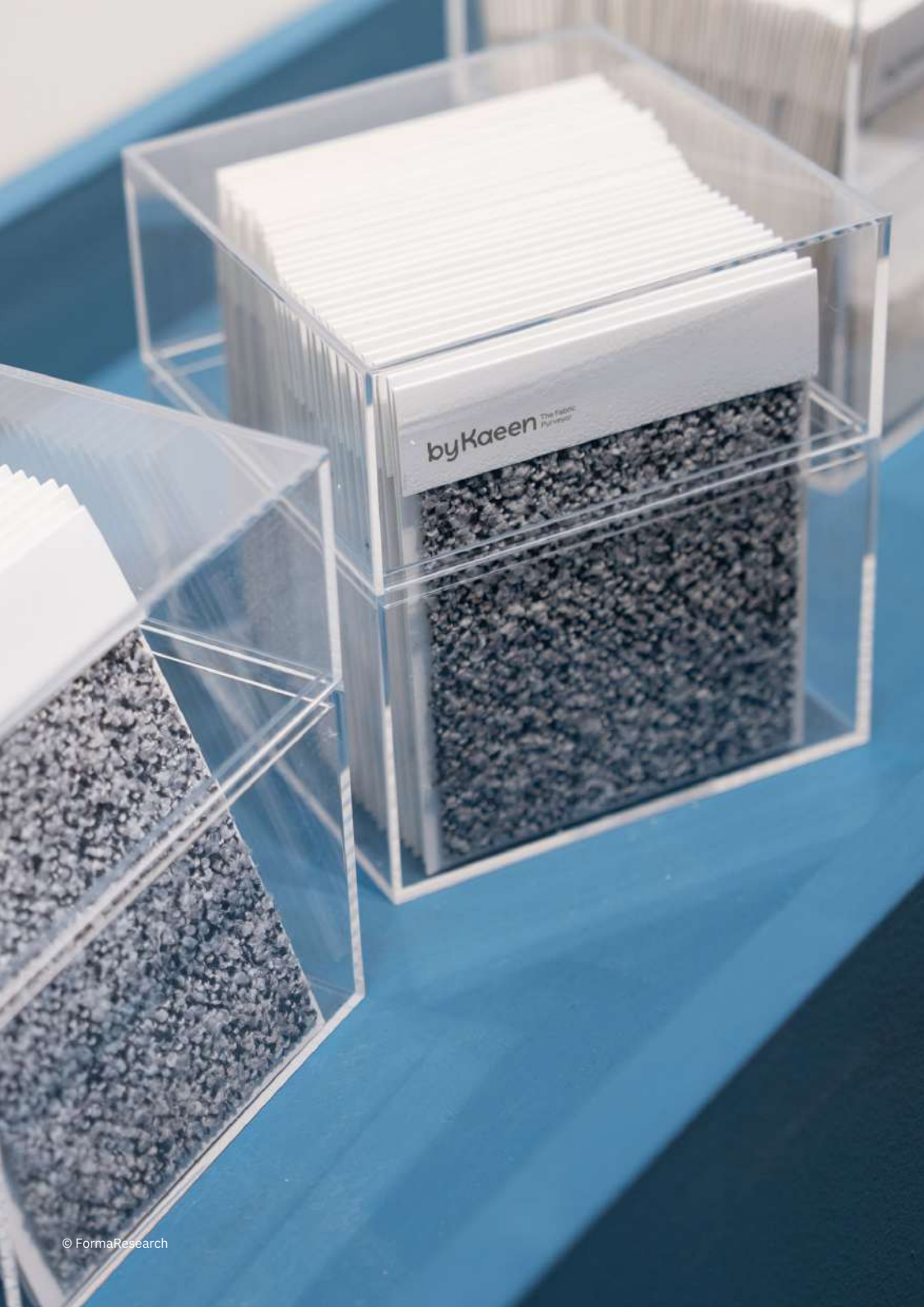


bykaeen

bykaeen.com

hello@bykaeen.com









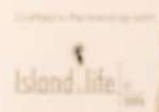
Lovae

Opus

Mayora

Some ideas take shape as a conversation. fluid, unexpected, full of discovery. This collaboration with Marzio Bossi grew from an exchange of cultures, a dialogue between Italy and Southeast Asia, nature and design, structure and fluidity.

Marzio sees design like scent, something that lingers, something that evokes. His fascination with culture, texture, and memory led to Archipelago and Miro, two distinct yet connected pieces.



8.1D08

Conversations
Between Cultures.
A Story in Design
with Manolo Bossi
byKaeen

Manolo Bossi + byKaeen

byKaeen

THE IMPACT

Clearer Direction: Teams now make decisions based on a unified strategy, avoiding random choices.

Faster Process: Digital tools and organized samples streamline the journey from initial idea to final order.

Enhanced Image: The brand's focus on “purveyor” (a refined provider) and “tomorrow” (future-focused solutions) elevates its image beyond just price, with collaborations providing real-world validation.

Accountable Sustainability: The brand's commitment to sustainability is now measurable through initiatives like product take-back programs and transparent data, making it a tangible reality rather than just a goal.

WHY IT WORKED?

We stopped trying to out-shout competitors and out-structured them instead. The dual-brand stack lets InFab run fast and clean while byKaeen speaks the designer's language. The BCG lens keeps ambition honest; the digital layer makes it repeatable. And the narrative is human: **we don't just sell fabric — we furnish how spaces feel, endure and improve.**

From A Kitchen Ritual to *Bite-Sized Happiness*

Joymom's began as one mother's way of welcoming people in—fresh butter cookies, generous ingredients, and hospitality that filled the room before the tins were opened. That spirit built a following; scale demanded a system. From 2022 onward, we helped formalize a modern, two-tier brand and go-to-market: **JMM Cookies** (manufacturing spine) → **Joymom's** (consumer brand), anchored by a simple, lovable promise — **bite-sized happiness** — and a shift from seasonal gifting to everyday micro-moments. We codified values (“mama’s pride,” authentic ingredients), clarified targets (daily snackers + festive gifters), and translated story into store, packaging, and digital commerce. Result: a brand that sells delight with discipline—and shows up consistently from Muar to KL and online.



A top-down view of several cookies scattered on a light pink surface. The cookies vary in color and shape: some are round and dark brown, some are round and light yellow, some are round and white with yellow specks, and one is a swirl-shaped cookie with a bite taken out of it. The lighting creates soft shadows for each cookie.

Joymom's

Joymom's (formerly JMM Cookies) is a Muar-based butter cookie maker with HALAL and MeSTI credentials, now operating consumer touchpoints in Johor and the Klang Valley and an e-commerce footprint. Public channels consistently emphasise fresh bakes, preservative-free recipes, and gifting-ready assortments. The brand line "Bite-Sized Happiness" is visible across web and social.



THE CHALLENGE

The category is crowded and seasonal: home bakers, big confectioners, and import names fight for the same festive calendar. Joymom's needed to (1) protect its festive core and (2) win the other 300+ days with credible reasons to snack, share, and gift "just because." Internally, the brand also had to scale its founding hospitality without diluting quality or story.

OUR MANDATE

1. **Elevate the story** from a cottage legend to a national-ready brand while keeping "mama's pride" intact.
2. **Architect the stack:** manufacturer (JMM Cookies) powering a distinctive consumer brand (Joymom's).
3. **Extend use-cases** beyond festive peaks — office pantry moments, commute "grab & go," tea-time rituals.
4. **Prove quality** (HALAL/MeSTI), and make it easy to experience online and in store.

WHAT WE DID

1. Brand architecture that reduces friction

JMM Cookies: Functions as the production hub, responsible for maintaining certified quality, consistent recipes, and efficient manufacturing processes from its Muar headquarters.

Joymom's: Represents the consumer-facing side of the brand, encompassing all retail, e-commerce, gifting and community engagement initiatives.

This split lets craft scale without losing its soul—and gives consumers one memorable name to love.

2. Positioning & narrative: Mama's Pride → Bite-Sized Happiness

The brand's origin story, emphasizing "good ingredients, done properly, shared generously," was refined into a consistent brand position applicable across all communication channels. The tone of voice maintains a wholesome, vibrant and delightfully clear character, while visuals incorporate warm, gift-ready, and modern-nostalgic elements.

3. Portfolio & occasions: from festive-only to every day

The product range was re-organized based on how customers intended to use them:

Daily treats: "Grab & Go" packs for commutes and desk breaks.

Sharing sets: assortments for meetings, classrooms and weekend visits.

Festive & milestone: seasonal tins and mooncake lines that keep heritage front-and-center.

Assortment and copy align to how people actually buy: quick joy now, thoughtful joy for later.

4. Quality signals that de-risk trial

We put certification and ingredients where consumers look: HALAL and MeSTI badges, and straight-talk on "no artificial flavours or preservatives." Product pages and retail prompts lead with freshness, then flavour.

5. Retail grammar: places to feel welcome

Flagship-first with neighborhood formats as mini living rooms — warm lighting, quick sampling, and gifting guidance. The Muar flagship anchors origin; KL/Selangor outlets add convenience, with web checkout as constant.

6. Digital & DTC: reduce the distance from scroll to first bite

Site taxonomy simplified (Cookies, Mooncake, Gifts), clear price ladders, and "bite-sized happiness" as conversion copy. Content calendars mix festive tradition with modern snacking, using blog and social to seed year-round demand.

7. Hero SKUs and proof points

Classic butter cookie as icon, Almond Cookies and Nanyang Pineapple Tarts as secondary heroes. Ingredient pedigree spotlit, with public listings and trade features aligned to this pyramid.



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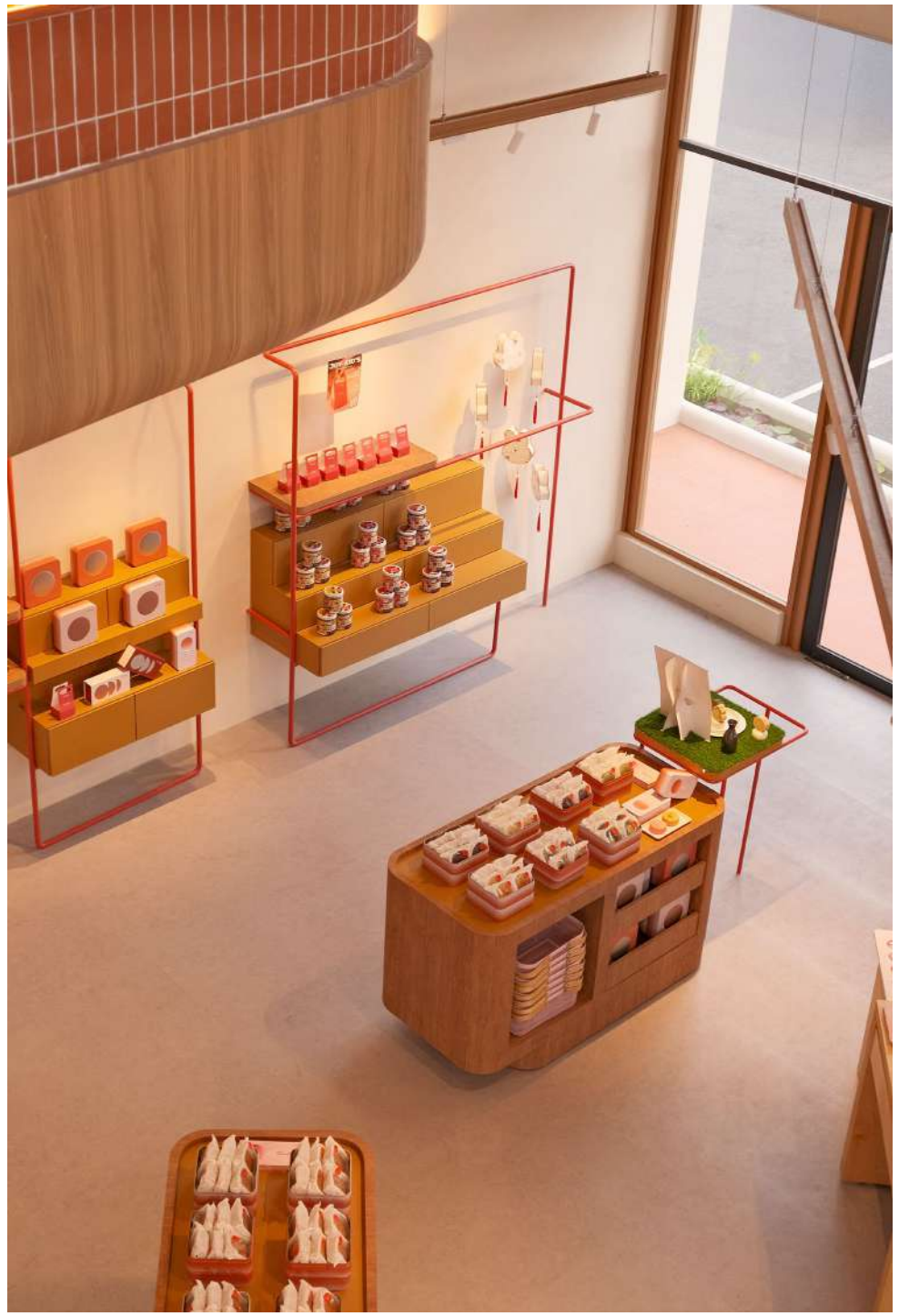
3mm Cookies
No. 8 & 10, Jal
Taman, Seri
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Joymom's
娇妈妈













THE IMPACT

Clarity to consumer: one promise, many occasions — flagship, neighborhood and online all speak the same language.

Trial unlocked: certifications and “freshly baked / preservative-free” claims lower risk for first-time buyers and corporate gifting.

Everyday relevance: “Grab & Go” and blog storytelling create reasons beyond holidays — commutes, study nights, coffee breaks.

Place equity: the Muar flagship reinforces roots; KL/Selangor presence extends visibility and convenience.

WHY IT WORKED?

A conscious decision was made to prioritize sustained excellence over fleeting trends. This involved establishing a disciplined approach to delivering a delightful brand experience, built upon a clear brand structure, a relatable brand promise, and retail and digital strategies that acknowledge how consumers genuinely interact with products for eating, gifting, and sharing. The founding principle—sourcing premium ingredients, baking meticulously, and offering genuine hospitality—continues to serve as the fundamental operating system. This core essence was then effectively translated for broader reach and impact.

Heritage in Motion: A 70-Year Icon for the Next Generation

Through the pandemic, Kopi434 did what legacy brands rarely dare: keep investing in brand discipline. We partnered with the team to align positioning, story, and visual language across retail and café — anchoring on a clear flagship (Liberica “Elephant Bean”), a unifying line (**Taste Is Our Tradition**), and a sober brand architecture that turns heritage into everyday relevance. The result: one narrative from seed to cup, one shelf to café experience, and one Malaysia-first coffee identity that can scale beyond Muar without losing its soul.



SINCE 1953

KOPİ

434



Founded in 1953, Kopi434 is a vertically integrated Malaysian coffee house – planting and sourcing locally, roasting in-house, and brewing in its own cafés. Its marquee product is Liberica, affectionately called Elephant Bean for its larger, longer seeds – and for the bolder, distinctly Malaysian cup it produces. The brand now operates a visible retail/DTC channel (Traditional, 100% Pure, Soluble lines) and cafés in Muar (flagship), Melaka and Kajang, creating a full loop from take-home tins to on-premise ritual.



THE CHALLENGE

The kopitiam category is crowded and bifurcated: nostalgic heritage shops on one side, chain cafés and specialty houses on the other. Shelf space is contested by regional players; cafés compete for urban traffic and attention. Kopi434 needed a **single, modern operating story** that (1) protects its Muar heritage, (2) elevates Liberica as a proud Malaysian differentiator, and (3) keeps the café and retail businesses singing the same melody.

OUR MANDATE

Align the brand architecture, codify a **farm-to-cup** narrative, streamline portfolio naming, and orchestrate café ↔ retail cross-sell—without sanding off the brand’s down-to-earth voice and everyday Malaysian warmth.

WHAT WE DID

1. Positioning & flagship clarity

We put Elephant Bean (Liberica) at center stage—an origin-true signature that only a handful of Malaysian roasters can claim—and framed the brand line “Taste Is Our Tradition.” The former differentiates; the latter travels from packaging to café facades without translation loss.

2. Brand architecture that reduces friction

A distinction was made between the customer-facing elements and the internal operational requirements of the business:

For Retail and Direct-to-Consumer (DTC), the product categories were streamlined into straightforward groups like “1960s Traditional,” “Contemporary Traditional,” “100% Pure,” and “Soluble.” The descriptions for these categories focus on taste and how customers will use the products, avoiding technical terms.

In the Café, a concise and easy-to-manage menu was developed. It includes clear suggestions for food pairings and consistently highlights the unique Liberica coffee, ensuring that the coffee experience enjoyed in Muar is consistently replicated for customers brewing at home.

3. Café network as a brand theatre

We treated Muar (flagship), Melaka, Kajang as living billboards: signage, in-store storytelling on Liberica, and “from seed to cup” moments that make the vertical supply chain visible. Locations and hours were standardized to reduce discovery friction and encourage repeat rituals.

4. Audience & message playbook

Building from research, two high-yield segments were prioritized with distinct triggers: homemakers (tradition, consistency, giftability) and working adults (productivity rituals, grab-and-go). Message ladders — “Traditions brewed for sharing” and “Start right from that first sip” — guide social, retail and café prompts.

5. Digital and e-commerce rails

The official online shop’s organization and pricing tiers were refined, allowing customers to find products within three clicks. Certifications and freshness were also highlighted. Connections to online marketplaces and social media channels directed sampling promotions back to physical stores, which encouraged repeat purchases online.

6. Experience add-ons that only Kopi434 can own

To dramatize “farm to cup,” efforts were made to incorporate Liberica coffee education, offer limited edition products, and provide behind-the-scenes content from the roasting process. This extended to creating farm and tour experiences, allowing customers to fully engage with the coffee bean through taste, touch, and understanding within a single day.



飲料

DRINKS

NO
04



| WHITE COFFEE 白咖啡 | LOCAL TRADITIONAL COFFEE 本地传统咖啡 | HOT 热 | ICE 冰 |
|---|--|----------|----------|
| 052 Muar White Coffee 麻坡白咖啡 (Hot) 7.00 (Ice) 8.50 | 054 Elephant Bean Coffee 1960s 六十年代大象咖啡 | 4.00 | 5.50 |
| | 055 KOPI ELEPHANT "O" 1960s 六十年代大象咖啡普乌 | 3.50 | 5.00 |
| | 056 KOPI ELEPHANT "Si" 1960s 六十年代大象咖啡昔 | 4.00 | 5.50 |
| 053 Ipoh White Coffee 怡保白咖啡 (Hot) 7.00 (Ice) 8.50 | 057 434 KOPI 传统 434 咖啡 | 3.50 | 5.00 |
| | 058 434 KOPI "O" 传统 434 咖啡乌 | 3.00 | 4.50 |
| | 059 434 KOPI "Si" 传统 434 咖啡昔 | 7.50 | 5.00 |
| | 060 434 Hainan Coffee 434 海南咖啡 | . | 8.50 |
| | 061 434 Milk Shake 434 奶摇冰咖啡 | . | 12.00 |



DRINKS



Name :

| | |
|---|------|
| 1 | 7 |
| 2 | 8 |
| 3 | 9 |
| 4 | 10 |
| 5 | 11 |
| 6 | FREE |

ORDER FORM **KOPI** 點餐單
434

TABLE NO. 桌号 : _____ NO. OF PAX 人数 : _____

| Menu Code 菜单编号 | Qty 数量 | Remarks 备注 |
|-------------------|-----------|---------------|
| 01 | | |
| 02 | | |
| 03 | | |
| 04 | | |
| 05 | | |
| 06 | | |
| 07 | | |
| 08 | | |
| 09 | | |
| 10 | | |
| 11 | | |
| 12 | | |
| 13 | | |
| 14 | | |
| 15 | | |
| 16 | | |
| 17 | | |



傳統最到位



RECOMMENDED
很好喝
RECOMMENDED

SINCE 1953
KOPi
434

DESSERT & SNACK

SINCE 1953
KOPi
434

NASI LEMAK AYAM

SINCE 1953
KOPi
434

MEE SIAM

FRESHLY
熱騰騰
TOAST

NOT
HOT

熱

熱騰騰









MAJLIS PERSEKUTUAN
KEDAI PERKAMPONG
KAMPUNG
BAGAL

Kopi-O
Uncang Kopi
Kampung

100 BAGS

MESTI

100s uncang

THE IMPACT

One story everywhere: From in-store descriptions to social posts and café menus, all touchpoints now carry the core message — “Elephant Bean” and “Taste Is Our Tradition.” This removes confusion and strengthens recognition.

Liberica made legible: Online and offline, clear explanations show why Liberica beans are larger, bolder, and distinctly Malaysian. Education turns curiosity into trials.

Café ↔ retail flywheel: Clear online categories and precise café recommendations make it easy for customers to move between enjoying a cup and purchasing for home.

Nation-ready scaffolding: Consistent branding and standards across Muar, Melaka, and Kajang give the brand a framework to grow from regional favorite to national staple.

WHY IT WORKED?

A new brand persona was not created; rather, the existing one — proudly Malaysian, practical and unpretentious — was brought to the forefront. By elevating Liberica, or “Elephant Bean,” to a central position and unifying the brand’s voice, Kopi434 can honor its 1953 origins while appealing to a contemporary generation that appreciates both traditional comfort and modern café aesthetics. This effectively transforms tradition into an operational brand strategy.

To sustain the brand’s unique appeal, a consistent approach is vital: this involves sharing small Liberica stories monthly, introducing cafe-exclusive items that encourage retail purchases, and offering unique farm experiences that differentiate the brand from imports. In essence, the goal is to continue delivering a tangible heritage that can be tasted, extending its reach from Muar to every Malaysian home.

From a Hill Road to a Hard-Charging Brand: *Forging Epic Rides*

Two riders from the interiors world set out to build a motorcycle accessories label and stalled at the starting line — no name, no posture, no product grammar. We turned their Fraser Hill origin story into a north star, minted Tenaga Fraser, and locked the tagline “**Forging Epic Rides.**” Then we translated romance into operations: a crisp brand position (“**Relevance Redefined — Tailored for Your Ride’s Optimal**”), a products-and-services stack, retail/service rituals, and a rider community that fuels both R&D and demand. Result: a proudly Malaysian brand with a global gaze, selling precision CNC parts that look right, fit right, and ride hard.



TENAGAFRASER

CLIENT BACKGROUND

Tenaga Fraser was founded by K.V. and Awang, a partnership that blends manufacturing discipline with road-tested creativity. Weekends at Fraser's bends became the lab; weekdays became the brand. Publicly, the brand shows up with a clear promise — tested by real riders, for real riders — and a catalogue that spans rearsets, lever guards, fuel caps, tail-tidy kits, chain guards, bobbins, brackets and more. The line “Forging Epic Rides” repeats like a heartbeat — making the tagline unmistakable and owned.



THE CHALLENGE

The category is noisy and speed-obsessed: SKUs proliferate, fitment claims get fuzzy, and brands either posture like fashion or hide behind engineering jargon. As first-time founders in moto parts, the team needed (1) a name and narrative with staying power, (2) a product/service architecture that scales without chaos, and (3) a rider community that keeps R&D honest and demands compounding.

OUR MANDATE

1. Name and codify the brand's origin story into a distinctive identity and tagline.
2. Install a positioning and values system that balances aesthetics with performance.
3. Build a what-we-do map that covers products, diagnostics/installation, and after-sales.
4. Design a retail + community loop that validates every part at speed — before it hits the shop.

WHAT WE DID

1. Story → System: brand naming, tagline and posture

We enshrined the hill-ride spark (Fraser) and the promise of power (Tenaga) into a name with texture and recall, then made “**Forging Epic Rides**” the rallying cry across site, social, and packaging. The opening prose from the brand deck now lives in public form—romance backed by repeatable craft.

2. Positioning that travels

The brand’s core position was established as “Relevance Redefined — Tailored for Your Ride’s Optimal.” This ensures that every decision regarding products and communication aligns with principles of precise fit, optimal function, and desirable feel, eliminating unnecessary complexity. This clear positioning serves as the foundation for all marketing materials, product descriptions, and communications with trade partners.

3. Values that operate, not decorate

Conscientious: Products are built with careful research, precise design, and rigorous standards.

Adaptive: Quick to meet market needs without compromising specifications.

Rider-centric: Designed by riders, for riders — built for real-world needs.

Authentic: roudly Malaysian, blending local insight with global standards.

4. Products & services: from bench to bike

Two product categories: Ready-to-Use and Custom Fits. Services include diagnostics, installation, and after-sales support. Online, the structure is clear with detailed component info — rearsets, lever guards, fuel caps, tail-tidy kits, chain guards, bobbins — plus fitment and upgrade paths.

5. Retail grammar & proof at speed

Showroom and e-commerce mirrored a track-day experience — clear fitment, transparent specs (e.g., 6061-T6 aluminum, hard anodizing), and concise benefits (adjustability, weight, aerodynamics). “*Tested by riders, made for riders*” is not a tagline but a validation for every product.

6. Community as engine

Rider input — content, beta tests, testimonials — was systematized, letting the brand learn publicly. The Community hub and social channels turn feedback into development plans, transforming owners into advocates.

7. Tone of voice & brand experience

The brand speaks passionately, humanly, and supportively — never robotic or exclusive. In-store and online, the experience is inclusive, expert, and seamless, guiding customers from first inquiry to confident ownership.

AWANG

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FORGING EPIC RIDES

TENAGAFRASER



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FORGING EPIC RIDES



GAFRASER

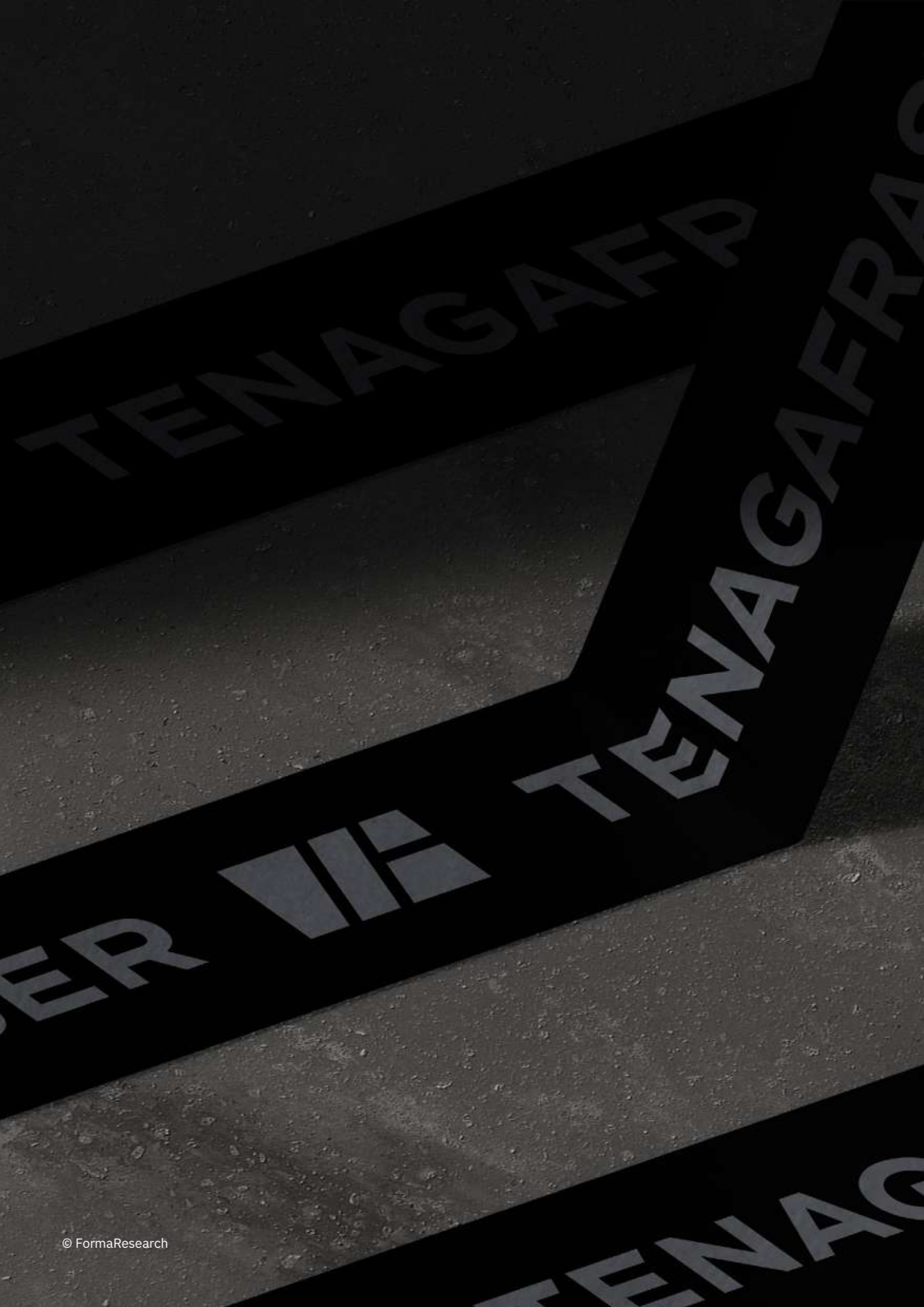


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KV.TAN FOUNDER



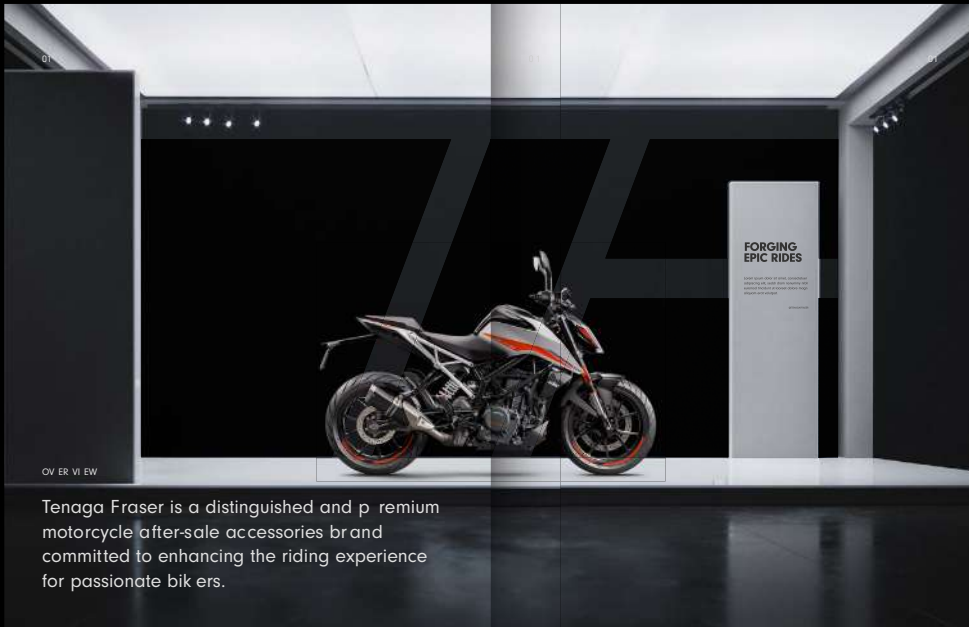






FORGING EPIC RIDES





01
OV ER VI EW

Tenaga Fraser is a distinguished and premium motorcycle after-sale accessories brand committed to enhancing the riding experience for passionate bikers.



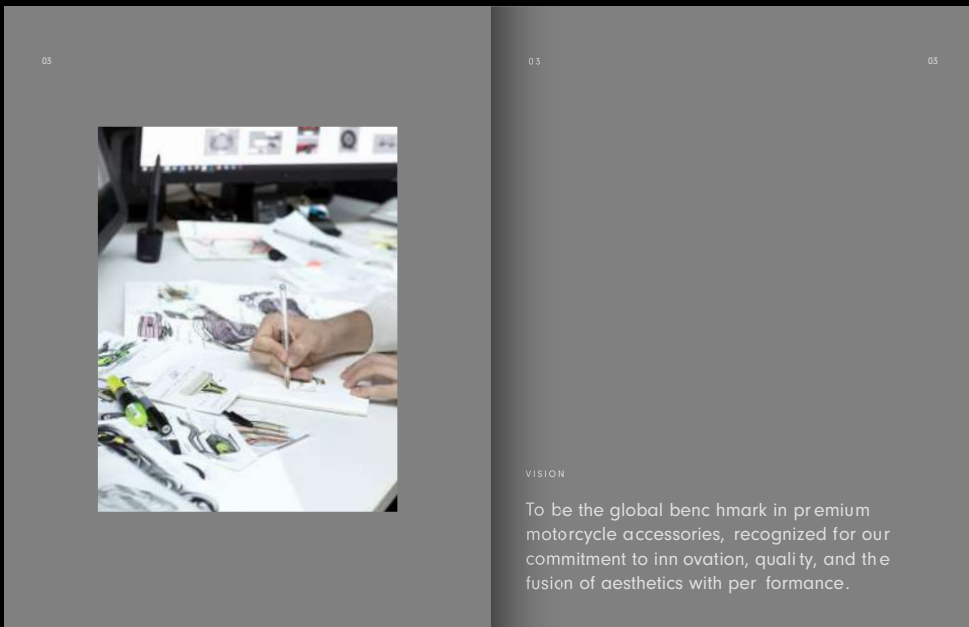
02

02

02

MISSION

To empower bikers with exceptional accessories that marry style and performance, ensuring an optimal and exhilarating ride every time.



03

03

03

VISION

To be the global benchmark in premium motorcycle accessories, recognized for our commitment to innovation, quality, and the fusion of aesthetics with performance.



08

08

08

Our products seamlessly blend aesthetics and performance, creating a symbiotic relationship for an unparalleled ride.



THE IMPACT

Name + tagline memory: The name *Tenaga Fraser* and tagline “*Forging Epic Rides*” now appear consistently across all platforms, ensuring the brand is clear, memorable, and confusion-free.

Assortment clarity: Customers can browse by motorcycle model, function (protection, upgrade, cleaning), or component. This organization speeds purchasing and reduces returns.

Trust through testing: The “*tested by riders*” commitment is visible, with rider stories reinforcing authenticity beyond lab claims.

Founder signal: The K.V.– Awang partnership blends craftsmanship and efficiency, resonating with distributors and boosting credibility among enthusiasts.

WHY IT WORKED?

Instead of pursuing fleeting trends, the brand focused on a superior organizational structure. The compelling origin story provides emotional resonance, while clear positioning and defined values give the brand strength and direction. Product information is communicated in terms meaningful to riders, not corporate jargon. Customer service is treated as a core offering. Every new product introduction must meet rigorous standards for fit, function, and finish, validated by the very community that will use it.

Every collaboration begins
with a conversation. Thank you
for starting one with us.

We look forward to where this dialogue can take us.

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