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THE GREEN VALUE CHAIN IN THE FURNITURE INDUSTRY: A CASE STUDY OF THE BEST PRACTICES OF KENNETH COBONPUE COMPANY IN THE PHILIPPINES*

Lolita V. Velita

*College of Technology, Management and Entrepreneurship, Cebu Technological University,
Consolacion Campus, Cebu, Philippines*

E-mail: lolita.velita@ctu.edu.ph

Received 15 November 2025; accepted 26 January 2026; published 30 March 2026

Abstract. This case study explores the green value chain best practices of Kenneth Cobonpue, a renowned Filipino industrial designer and the owner of Interior Crafts of the Islands, Inc., a furniture company. It has showrooms and offices in the Philippines, Germany, Portugal, and New York with a network of distributors in over 15 countries and 80 cities globally. In the company, there are more than 300 employees, including artisans who execute his designs using traditional weaving and knotting techniques and utilise natural materials to manufacture high-end furniture products. The research aimed to identify and examine the green value chain best practices of Kenneth Cobonpue, focusing on the sustainable green value chain practices, environmental impact, economic benefits, challenges and opportunities. Through qualitative research, including face-to-face interviews, site visits, and secondary data, the author showed how Kenneth Cobonpue integrates his green value chain strategies into his business model from design, to sourcing raw materials, production and distribution. Key findings highlight Kenneth Cobonpue's commitment to using natural and renewable materials, minimising waste, promoting energy efficiency, and supporting local craftsmanship. The opportunities and challenges of implementing green practices in the design sector are also covered in the study. It also offers insights for other designers and manufacturers aiming to enhance their environmental responsibility for business sustainability.

Keywords: value chain; green value chain; green business; environmental sustainability; business sustainability

Reference to this paper should be made as follows: Velita, L.V. 2026. The green value chain in the furniture industry: a case study of the best practices of Kenneth Cobonpue Company in the Philippines. *Entrepreneurship and Sustainability Issues*, 13(3), 331-344. <http://doi.org/10.9770/n8635484667>

JEL Classifications: L11, M31, M21, Q01

1. Introduction

In an era where environmental sustainability is becoming increasingly crucial, businesses across various industries are seeking ways to integrate green practices into their operations. This case study focuses on Kenneth Cobonpue, a prominent Filipino industrial designer known for his innovative and eco-friendly designs. The study aims to explore the green value chain best practices that Kenneth Cobonpue has implemented within his business in the Philippines.

The furniture industry is essential to a country's economic growth. It drives employment, industrial development, and international trade. Its contribution becomes even more significant when a country actively exports furniture, as this generates a wide range of economic benefits from job creation and livelihood support to increased export revenues, the growth of allied industries, and the promotion of local craftsmanship,

* This research was funded by Cebu Technological University, Cebu City, Philippines.

innovation, sustainability, and regional development. In recent years, the Philippine furniture industry has gained global attention, where designers skillfully combine modern concepts with traditional materials. The well-known Cebu-based designer Kenneh Cobonpue exemplifies this approach, creating living-room pieces that feature fluid, almost organic forms traced in steel, rattan, bamboo, and abaca. Furniture buyers note that this fusion of the ultramodern and the earthy defines the Philippines' unique design identity and formula for success.

Cobonpue's design and manufacturing philosophy are fundamentally anchored in the principles of sustainability, which is why the researcher has chosen his company, which uses natural and renewable materials, specifically, rattan, wood, abaca, and bamboo. These materials demonstrate remarkable biodegradability, environmental friendliness, and compostability (Saba, 2017). By reducing production waste and empowering local artisans, Cobonpue has developed a business model that integrates environmental stewardship with socio-economic development. This study examines the specific strategies and practices that underpin Cobonpue's sustainable value chain, offering an in-depth analysis of how these initiatives contribute to both ecological preservation and community livelihood. In the context of increasing global environmental degradation, the notion of "green" has become synonymous with concepts such as pollution reduction, environmental protection, and sustainable development (Huiling & Dan, 2020).

Value chains refer to the sequence of events within an organisation that produce a market-valued product. Organisations are systems consisting of inputs, transformation processes, and outputs. Resources must be acquired and consumed for every system action. Organisational value chain activities determine costs and income (Simatupang et al., 2017). Improved control over the value chain can be achieved by reducing costs throughout production, R&D, design, raw material acquisition, and processing (Ruan, 2020). Value chain analysis serves as an invaluable management tool, facilitating the identification of essential activities that contribute to developing a superior product or service, ultimately delivering significant value to the customer.

Building sustainable solutions to overcome ambiguity requires value chain flexibility (Dwivedi et al., 2021). To obtain a comprehensive understanding of the cost drivers and sources of differentiation, value chain analysis divides an organisation's activities and operations into strategically relevant components. This approach allows the business to make necessary adjustments (Razak & Vattikoti, 2018). There are two ways that links can result in a competitive advantage: coordination and optimisation. To accomplish this, a company needs to maximise these connections in accordance with its strategy (Shapiro et al., 1993). Eco-design in supply chain initiatives greatly increases economic, environmental, cost-cutting, and intangible effects. Only cost savings were greatly enhanced by reverse logistics.

In this study, the researcher used the green value chain model, with her own operational process and definition, in which the green value chain starts from Green Design, Green Raw Materials, Green Products, Green Suppliers, Green Pricing, Green Distribution, and Green Customers, leading to Green Business and achieving Business Sustainability. In every chain, it carries the green value component, making the business not only profitable and successful but also sustainable. Business sustainability is challenging to maintain, so this Green Value Chain Model will be adopted by every business organisation to ensure sustainability. Sustainability, globalisation, cooperation, intangible assets, adaptability, and agility are the factors driving the shift from value chain to value network. (Ricciotti, 2020). Competitive advantage is determined by unique items and advantageous prices (Nu'man et al., 2020).

Through qualitative research methods, including face-to-face interviews, site visits to Cobonpue's production facilities, and an examination of Kenneth Cobonpue's practices, this study will show how businesses in the creative sector can enhance their environmental responsibility while maintaining high standards of design and innovation.

The objectives of the study are: to identify sustainable practices; to consider environmental impacts; to evaluate economic benefits of sustainability; to identify challenges and opportunities; and to develop a Green Value Chain Model.

2. Research Methodology

This study employs a qualitative case study approach to gain an in-depth understanding of the green value chain best practices of Kenneth Cobonpue. The case study method is chosen to provide a detailed, context-specific analysis of Kenneth Cobonpue's sustainable practices within his business environment.

For data collection, face-to-face interviews were used. A semi-structured interview guide was prepared to raise questions for Kenneth Cobonpue, and Ms Estela Ocampo, the Executive Consultant and the former Chief Operating Officer of the company. His design, production and marketing staff. These interviews aim to gather insights into the sustainable practices implemented and their perceived impact. Observational visits to Cobonpue's production facilities and workshops are conducted to observe green practices in action directly. This includes examining the materials used, production processes, and waste management practices. Relevant documents, including company reports, sustainability reports, marketing materials, journal articles, and websites, were reviewed to supplement the collected data.

Thematic, document analyses and data triangulation were used. Via thematic analysis, the obtained data is evaluated for recurring themes. Document analysis encompassed company reports, sustainability reports, marketing materials, journal papers, and websites, which were reviewed to complement data collection and to identify eco-value chain themes and motifs. Code the data and organise it into topics that align with K. Cobonpue's sustainable practices. Data triangulation ensured validity and reliability by cross-checking information from multiple sources (interviews, site visits, articles, and websites). All participants were informed of the study's purpose and provided consent before the interview.

The study was limited to the practices of Kenneth Cobonpue and may not be generalisable to other designers or industries. As a qualitative study, the findings were subject to the researcher's interpretations, which may introduce bias.

3. Results and Discussion

The researcher conducted a face-to-face interview with Kenneth Cobonpue and Ms Estela Ocampo, the Executive Assistant and the Former Chief Operating Officer of the company. Also, the company's design, production, and marketing staff. Below are their responses to the key questions, aligned with the study's objectives.

3.1. Sustainable Green Value Chain Practices

To identify and document the specific green-value-chain practices implemented by Kenneth Cobonpue in his design and manufacturing processes, the following questions were posed.

Question: Can you walk us through the specific sustainable practices you've integrated into your design and manufacturing processes?

Response: "Our competitive advantage lies in the creative and intricate handwoven designs of our furniture products. Designs that reflect a level of artistry, skill, and patience, distinctive of Filipino craftsmanship and challenging to replicate elsewhere. Moreover, we primarily utilise organic and indigenous raw materials, such as rattan, bamboo, abaca, wood, steel, polyethene, microfiber, and nylon, all of which are abundantly available in the Philippines. This reliable access to local materials enables us to maintain consistent production and offer competitive pricing in the global market."

Indigenous materials and techniques are frequently used in these woven designs, making it challenging for artisans unfamiliar with the cultural background or for mechanical production to imitate them. The intricate weaving designs, which are often done by hand, require not only physical stamina but also a thorough understanding of material behaviour and design principles. As a result, furniture is produced that is not only aesthetically pleasing but also environmentally friendly and structurally robust.

Question: What inspired you to adopt these green practices, and how have they evolved?

Response: "We take great pride in how our innovative products have captured attention both locally and internationally. Our designs have attracted distinguished clients, including internationally acclaimed actress Angelina Jolie and Facebook founder Mark Zuckerberg. Our pieces are also featured in prestigious luxury hotels around the world. In addition, we have received numerous local and international awards that recognise our commitment to design excellence and craftsmanship."

The outstanding quality, cultural diversity, and visual appeal intrinsic to Filipino workmanship are highlighted by the widespread recognition and market penetration of creative furniture products. Kenneth Cobonpue's designs, which skillfully combine traditional weaving methods with modern utility, have attracted interest both domestically and internationally. High-profile customers like Facebook founder Mark Zuckerberg and internationally famous actress Angelina Jolie have shown their support for their items, which is proof of their handmade quality and worldwide appeal.

Question: How do traditional Filipino materials and craftsmanship play a role in your sustainability efforts?

Response: "By focusing on the use of natural indigenous materials, and recycling the by-products to other products, we minimise the waste, thus the creation of the KCurated Company sustains the Philippine tradition using artisan craftsmanship, which is very intricate, using their hands that machines could not make".

The conversion of production waste into new product lines is a significant breakthrough that reduces environmental impact and increases resource efficiency. This approach demonstrates a dedication to sustainability that goes beyond simple compliance and into the field of creative regeneration, where trash is turned from a liability into a source of value.

3.2. Environmental Impact

Question: How do your material choices and production methods help reduce environmental impact?

Response: "We make use of indigenous materials that are abundantly available in the country, ensuring sustainable sourcing. In addition, we practice a zero-waste approach by recycling every bit of excess material. Our recycled creations can be found through our KCurated brand."

K-Curated's zero-waste strategy, which turns every piece of industrial waste into new product lines, is a distinctive characteristic of its business model. By turning potential trash into valuable commodities, this method is a prime example of sustainable innovation and circular design. In addition to reducing their environmental impacts, these recycling programs encourage innovation and variety in product design.

Question: What steps do you take to minimise waste and improve energy efficiency in your operations?

Response: "We recycle our production waste and by-products into new creations, which are showcased through KCurated. Founded by Kenneth Cobonpue, KCurated is a local home décor company established to offer a unique line of gifts and accessories as an alternative to the main Kenneth Cobonpue brand. The brand was created to promote accessible yet exclusive luxury for the Filipino market. Positioned as an aspirational entry point, KCurated serves as a strategic introduction to the Kenneth Cobonpue brand."

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3.3. Economic Benefits

Question: What economic benefits have you observed from implementing sustainable practices in your business?

Response: "We have experienced an increase in sales from people who value sustainable production methods. They also promote our work among their circle, expanding our reach."

The deliberate incorporation of indigenous materials, sustainable production methods, and culturally grounded design has facilitated substantial development in sales, profitability, and long-term revenue generation for the organisation. By synchronising its operations with global trends in ethical purchasing and environmentally responsible design, the firm has effectively attracted a diverse clientele from both local and international

markets. The company's strategy cultivates a sustainable economic ecosystem that integrates traditional craftsmanship, ecological responsibility, and market innovation to yield both financial benefits and socio-cultural impact.

Question: How have these practices influenced your brand's competitiveness in both local and international markets?

Response: "These practices have helped us to develop a distinctive look, and have increased brand identity and recall."

Participation in trade fairs provides exceptional chances for direct interaction with prospective buyers, industry players, and partners. Local trade fairs enhance neighbourhood connections and bolster domestic market presence, whereas international exhibitions provide insight into global trends, consumer preferences, and innovative technology. These venues serve as forums for benchmarking and strategic networking, essential for improving operations and enhancing product visibility.

Question: In what ways do your sustainability efforts support local artisans and the broader Philippine economy?

Response: "The direction to merge modern, artistic and traditional techniques has kept our local crafts alive. We have trained younger people in weaving, meticulous upholstery work, and even painting. Our designs continue to evolve. With the introduction of more artistic lines, we are employing young people with potential to do artistic work in painting and form making."

Focusing on affluent consumers elevates brand reputation and enables the company to set higher price points, thereby augmenting profit margins and financial viability. This strategic orientation facilitates investment in human capital, particularly in retaining and augmenting skilled artisan labour. The company fosters the preservation of traditional knowledge systems and the socio-economic advancement of artisan communities by offering permanent employment and equitable remuneration to local artisans.

3.3. Challenges and Opportunities

Question: What are some of the biggest challenges you've faced in integrating sustainable practices into your value chain?

Response: "One of our biggest challenges is an ageing skilled workforce. Many of our skilled weavers are retiring or will be retiring in a couple of years. Fewer young people want to do weaving. They prefer to find jobs in the malls or work in business process outsourcing companies. These types of work are not as tedious as weaving, painting, and other manual labour."

The diminishing number of experienced artisans in the Philippines poses a significant obstacle to the viability of traditional handicraft businesses, especially those dependent on complex manual processes such as weaving and painting. With numerous experienced artisans retiring, there is an imperative to nurture a new generation of artisans who embody the requisite technical abilities, patience, passion, and cultural appreciation essential for this labour-intensive vocation.

Question: What opportunities have emerged as a result of your commitment to sustainability in the Philippine design industry and in the global market?

Response: "We have become a go-to business for others who want unique work that uses natural materials. There is a desire to acquire beautiful objects that are meticulously made by human hands."

Given the growing customer awareness and preference for ecologically sustainable products, one can expect increased sales and profitability. Current market trends reveal an increasing number of individuals actively pursuing 'green' products, defined as non-toxic, ethically produced, and environmentally sustainable. This change in consumer behaviour indicates a broader social commitment to health, environmental responsibility, and sustainable development, thereby positioning eco-conscious enterprises for enhanced commercial success.

Question: Are there specific products or collections that have performed better due to their eco-friendly appeal?

Response: "The Lolah Collection is very distinctive as it largely uses rattan material to create its unique form. This collection includes chairs, sofas, and tables made from rattan strips woven into fluid, organic shapes. The Lolah Collection exemplifies Cobonpu's mastery of rattan and his innovative approach to furniture design."

Kenneth Cobonpue's Lolah Collection displays a revolutionary vision in furniture design, reinterpreting indigenous materials via contemporary design principles. His work surpasses traditional uses of rattan by altering its structural and aesthetic characteristics to produce sculptural sculptures that are both utilitarian and expressive. The collection's success is attributed to its aesthetic allure, sustainable workmanship, cultural continuity, and design innovation.

Question: How do you measure the financial return on investment (ROI) of your sustainable initiatives?

Response: "We measure ROI of sustainable initiatives not only in terms of quantity of products sold, but also in terms of goodwill and positive perception of the brand. This translates into higher interest in our product range and customer loyalty. Education is also part of our advocacy. We have increased the number of our On-the-Job Trainees (OJT) in many business units to provide tangible industry experience and potential job opportunities to successful candidates".

The continuous increase in profit margins and the growing client base, both domestically and globally, are essential measures of the enterprise's strategic success and market significance. These financial benefits indicate heightened consumer demand as well as the company's ability to innovate, adapt, and produce culturally relevant, high-quality products. As the enterprise grows, it strengthens its commitment to corporate social responsibility by enhancing its On-the-Job Training (OJT) programs, thereby supporting workforce development and the transfer of artisanal skills to future generations.

Question: Have your green practices opened up new markets or business opportunities, locally or internationally?

Response: "Yes, currently we have launched a creative hub that merges culinary art, design, and visual expression in Manila at FABLE Café + Lounge, Showroom, and Cloud Grey Gallery—all under one roof at the Grand Hyatt Manila Residences Tower in Bonifacio Global City (BGC). Currently, we have offices and showrooms in Cebu, Manila, Germany, Portugal, and New York. There is an increase in orders for custom installations that are artistic and unique".

The creation of a multifunctional creative hub, including FABLE Café + Lounge, a design showroom, and the Cloud Grey Gallery within the Grand Hyatt Manila Residences Tower in Bonifacio Global City (BGC), signifies a purposeful integration of culinary arts, design innovation, and visual expression. This integrated space functions as both a business venue and a cultural platform that promotes experiential engagement with Filipino innovation and craftsmanship.

The company's global expansion, featuring offices and showrooms in Cebu, Manila, Germany, Portugal, and New York, exemplifies its ability to scale operations while preserving cultural integrity. These international outposts serve as essential hubs for market entry, cultural exchange, and the global advancement of Filipino artisanal excellence. The brand's presence in many geographic regions highlights its adaptability and dedication to integrating Philippine design into the global creative economy.

4. Findings of the Study

4.1. Environmental Impact

Reduced Environmental Footprint. By using natural and renewable materials, Kenneth Cobonpue significantly reduces the environmental impact of his products. This helps conserve resources and minimise pollution. The conditions and customs of the local population influence design within a particular culture (Fedelizo, 2023).

Waste Minimization. Implementing waste-reduction strategies, such as recycling and upcycling, reduces the amount of waste sent to landfills, contributing to a cleaner environment. Waste materials are converted into other materials. Kenneth Cobonpue founded the local home écor brand, KCurated (KC). The purpose of the brand's creation was to provide a home décor and accessory-focused alternative to the leading KC brand, positioning it as an exclusive, reasonably priced luxury brand for the Filipino market (Fedalizo, 2023).

Energy Efficiency. Adopting energy-efficient production processes lowers greenhouse gas emissions, helping to combat climate change. Kenneth Cobonpue's use of natural materials and eco-friendly processes inspires new design possibilities and encourages others to think outside the box. The conditions and customs of the local population influence design in a particular culture (Rivera-Lutap, 2023). It prioritises the use of natural and

renewable materials, such as rattan, bamboo, and abaca, which are abundant in the Philippines, and also supports local agriculture.

4.2. Economic Benefits

Cost Savings. Sustainable measures can save money over time. Example: Energy-efficient processes and risk minimisation reduce operational costs.

Market Competitiveness. Green practices can give firms a competitive edge as consumers become increasingly environmentally conscious. Kenneth Cobonpue's commitment to sustainability can increase brand loyalty and attract eco-conscious customers.

Support for Local Economy. By promoting local craftsmanship and sourcing materials locally, Cobonpue supports the local economy and creates job opportunities within the community.

4.3. Social Implications

Community Engagement. Kenneth Cobonpue's practices foster a sense of community by involving local artisans and craftsmen in the production process. This not only preserves traditional skills but also empowers local communities.

Consumer Awareness. By highlighting the importance of sustainability in design, Kenneth Cobonpue raises consumers' awareness of the environmental impact of their purchasing decisions. This can lead to more informed and responsible consumer behaviour.

4.4. Industry Implications

Setting a Benchmark. Kenneth Cobonpue's green practices set a benchmark for other designers and manufacturers in the industry. His success demonstrates that sustainability can be integrated into high-quality design and production.

Innovation and Creativity. Embracing sustainability can drive innovation and creativity, specifically, in the creative industry. The foundation of creative cities that support society's overall well-being is the creative industry (Rivera-Lutap, 2023). Kenneth Cobonpue's use of natural materials and eco-friendly processes inspires new design possibilities and encourages others to think outside the box.

4.5. Sustainable Material Sourcing

Kenneth Cobonpue prioritises the use of natural and renewable materials, such as rattan, bamboo, and abaca, which are abundant in the Philippines. This will not only reduce environmental impact but also support local agriculture. Bamboo fibres, prevalent in the Philippines, are a popular reinforcement for polymeric moulds due to their good physico-mechanical properties (Behera et al., 2025). These materials reflect Kenneth Cobonpue's commitment to sustainability and his ability to blend traditional craftsmanship with modern design techniques. His innovative use of natural materials not only enhances the aesthetic appeal of his creations but also supports environmental responsibility.

Waste Minimisation. The study found that Kenneth Cobonpue's production processes are designed to minimise waste. Techniques such as recycling offcuts and repurposing waste materials into new products are commonly practised.

Energy Efficiency. Kenneth Cobonpue's facilities incorporate energy-efficient technologies, including LED lighting and energy-saving machinery.

Local Craftsmanship. A significant finding is Kenneth Cobonpu's commitment to promoting local craftsmanship. Employing local artisans and preserving traditional skills will not only enhance product quality but also contribute to the local economy and cultural heritage.

Environmental Impact. The study highlights a notable reduction in the environmental footprint of Cobonpue's operations. This includes lower carbon emissions, reduced waste, and sustainable use of resources.

Economic Benefits. Adopting green business practices will lead to long-term cost savings. Energy efficiency and waste reduction will minimise operational costs, while the use of local materials has reduced transportation expenses.

Market Competitiveness. Cobonpue's commitment to sustainability has enhanced his brand reputation and market competitiveness. Eco-conscious consumers are drawn to his products, boosting sales and customer loyalty.

4.6. Challenges and Opportunities

Challenges. The study identifies difficulties such as higher initial costs of sustainable materials and technologies, and the need for continuous innovation to maintain sustainability standards. The opportunities include expanding the market for sustainable products, leveraging technological advancements for further efficiency, and setting industry benchmarks for sustainability.

Opportunities. Kenneth Cobonpue has received numerous prestigious awards throughout his career, recognising his innovative designs and contributions to the field of industrial design, which could be an excellent opportunity to attract both local and international markets. Below are some of the notable awards he has received, which could lead to bigger and more sustainable business opportunities.

Maison et Objet's Asian Designer of the Year (2014). Cobonpue was named the first Maison et Objet Designer of the Year for Asia, in recognition of his impact on the field of furniture and design. (Wikipedia contributors, n.d.).

Gawad CC Para sa Sining Award for Design (2020). This is the highest distinction given by the Cultural Centre of the Philippines (CCP) to Filipino artists for their contributions to Philippine arts and culture. Cobonpue was the first recipient in the field of design. (Wikipedia contributors, n.d.).

Pratt Le ends Award (2023). Awarded by the Pratt Institute in New York, this honour recognises significant contributions to the global furniture and design industry. Cobonpue is the first Asian to receive this Award (<https://kennethcobonpue.com/stories/kenneth-cobonpue-now-a-pratt-legend>).

Good Design Award: ASEAN Design Collection. Cobonpue has won five Japan Good Design awards, which recognise excellence in design and innovation (Kenneth Cobonpue, n.d.).

Singapore International Design Competition (Grand Prize) (2004). He received the grand prize at this competition, highlighting his exceptional design skills. (Kenneth Cobonpue, n.d.).

Design for Asia Award, Hong Kong. (2005) This Award celebrates design excellence in Asia, and Cobonpue's work has been recognised for its creativity and impact (Kenneth Cobonpue, n.d.).

American Society of Interior Designers (ASID) Top Pick (2012). Cobonpue's designs have been selected as top picks by the ASID, showcasing his influence in the interior design community (Kenneth Cobonpue, n.d.).

Prix D'Excellence Coup de Coeur Award: SIDIM Montreal (2011). This Award further acknowledges Cobonpue's innovative approach to design and his ability to captivate international audiences (Kenneth Cobonpue, n.d.).

These awards reflect Kenneth Cobonpue's dedication to pushing the boundaries of design and his commitment to sustainability and craftsmanship. His work continues to inspire and set standards in the global design industry. The numerous awards Kenneth Cobonpue has received have had a significant impact on his career in several ways, such as increased recognition and credibility, global recognition, expanded market reach, increased demand and sales, inspiration and influence, and opportunities for collaboration.

Overall, the awards Kenneth Cobonpue has received have significantly boosted his career, enhancing his reputation, expanding his market reach, and inspiring both consumers and fellow designers. His achievements underscore the importance of creativity, sustainability, and craftsmanship in the design and creative industry. Kenneth Cobonpue's design philosophy is deeply rooted in nature and sustainability, blending traditional craftsmanship with modern aesthetics.

Here are some key aspects of his philosophy.

Nature as the Soul. Kenneth Cobonpue believes that nature is always the soul of his projects. His designs often draw inspiration from natural forms and structures, such as plants, animals, and landscapes (1stDibs, n.d.).

Organic Lines. His creations feature organic lines and shapes that mimic nature's fluidity and elegance. This approach results in designs that are both visually appealing and harmonious with their surroundings. (1stDibs, n.d.).

Use of Natural Materials. Cobonpue has been using natural materials long before sustainability became a mainstream concern. Materials like rattan, bamboo, and abaca are integral to his designs, reflecting his commitment to environmental responsibility (1stDibs, n.d.).

Eco-Friendly Practices. His brand adopts eco-friendly practices at every stage of production, from material procurement to disposal. This ensures that his pieces have minimal environmental impact (1stDibs, n.d.).

Preserving Heritage. Cobonpue values traditional craftsmanship and works closely with local artisans. This not only preserves cultural heritage but also ensures the production of high-quality, handcrafted products (1stDibs, n.d.).

Innovation in Craft. While honouring traditional techniques, Cobonpue continually innovates, blending old and new methods to create unique, contemporary designs (1stDibs, n.d.).

Functional Aesthetics. Cobonpue's designs are not just visually striking but also highly functional. He aims to create pieces that offer both beauty and practicality, making everyday objects into works of art (1stDibs, n.d.).

Comfort and Luxury. His furniture often combines comfort with luxury, ensuring that each piece is not only aesthetically pleasing but also comfortable and inviting (1stDibs, n.d.).

Cultural Fusion. Cobonpue's work reflects a fusion of different cultures, drawing inspiration from various parts of the world. This global perspective adds a unique dimension to his designs.

Collaborations. He collaborates with international designers and brands, bringing diverse influences into his work and expanding his creative horizons (Porter, n.d.).

Progressive Design. Cobonpue believes that design is a living process that must evolve in response to the changing world. He avoids being boxed into a specific aesthetic, allowing his style to grow and adapt over time (Porter, n.d.).

Innovation and Creativity. His philosophy emphasises the importance of innovation and creativity, encouraging constant exploration and experimentation (Porter, n.d.).

Kenneth Cobonpue's design philosophy is a testament to his ability to blend nature, sustainability, and craftsmanship into timeless and innovative creations that resonate with people around the world. He has created numerous iconic designs that have garnered international acclaim. Some of his most notable pieces are the Yoda Chair, Bloom Chair, Dragnet Lounge Chair, Voyage Bed, Lolah Collection, Chiquitita Stool, Little People Lamp, La Luna Hanging Lamp, Croissant Sofa and Bouquet Table (Humaling, n.d.). These designs reflect Kenneth Cobonpue's unique ability to merge traditional craftsmanship with contemporary design, resulting in pieces that are both functional and visually captivating. His work continues to inspire and set trends in the world of furniture and interior design.

4.7. Green Value Chain Model

The proposed Green Value Chain Model (see Figure 1 below), based on the findings of the study, would serve as a model or guide for budding entrepreneurs, businessmen, investors, and Micro, Small and Medium Enterprises (MSMEs) who wanted to excel in the global market to make their business not only profitable and successful but also sustainable. Sustaining the business is crucial in a very competitive international market.



Figure 1. Proposed Green Value Chain Model

Source: the author

Green Design and Green Raw Materials. Designing products with environmental impact in mind, minimising waste, maximising efficiency, and using eco-friendly concepts. Leads to the selection of Green Raw Materials that support the design's sustainability goals. Eco-conscious product design minimises waste, boosts efficiency, and embraces sustainable principles, driving the use of green raw materials aligned with environmental goals (Delaney et al., 2022; Ferro et al., 2021; Popescu et al., 2024). This approach supports circular economy practices and promotes long-term sustainability across industries (Majid et al., 2023; Maqsood & Altaf, 2023).

Green Raw Materials and Green Products. Sourcing renewable, recyclable, or biodegradable materials reduces environmental harm and supports sustainable design. These materials inform the selection of green suppliers who can provide them responsibly, reinforcing eco-conscious supply chain practices (Raghunathan et al., 2025; Berry et al., 2025; Rastogi et al., 2025). Goods that are energy-efficient, non-toxic, recyclable, or made from sustainable resources. Green products are designed to minimise environmental impact throughout their life cycle. These goods are typically energy-efficient, non-toxic, recyclable, or made from renewable and sustainable resources. Their development reflects a commitment to reducing greenhouse gas emissions, conserving natural resources, and promoting human health and safety (Popescu et al., 2024; Ferro et al., 2021). Designing green products also involves considering their entire life cycle—from raw material sourcing and manufacturing to usage and end-of-life disposal. This holistic approach ensures that environmental benefits are maximised and that the products meet evolving sustainability standards across industries (Liddell et al., 2023).

Green Suppliers. Partnering with vendors that adhere to sustainable practices across sourcing, production, and logistics is a critical strategy for advancing environmental responsibility in product development. These partnerships ensure that materials and processes used throughout the supply chain align with ecological standards, reduce carbon footprints, and promote ethical resource management. By collaborating with such vendors, organisations can create green products that not only meet but often exceed environmental compliance benchmarks, contributing to long-term sustainability goals and consumer trust in eco-conscious brands (Runtuk et al., 2024; Tavanti, 2025; Khizar et al., 2024).

Green Pricing. Setting prices that consider environmental costs, fair trade, and long-term value for customers and the planet. Green pricing is a strategic approach to setting product prices that internalises environmental costs, promotes fair trade, and reflects long-term value for both consumers and the planet. Unlike traditional pricing models that focus solely on production and market dynamics, green pricing incorporates the ecological footprint of goods and services, including carbon emissions, resource depletion, and pollution (Ingenbleek, 2024; Zou et al., 2024). Ultimately, green pricing serves as a tool for aligning profitability with environmental stewardship, helping organisations transition toward more sustainable business models while meeting regulatory and stakeholder expectations (Le Moigne & Lepot, 2024).

Green Distribution and Green Customers. Using low-emission transport, minimal packaging, and efficient delivery systems to reduce carbon footprint. Implementing low-emission transportation, minimal packaging, and efficient delivery systems is essential for reducing the carbon footprint of logistics operations. Low-emission transport options, such as electric vehicles, hydrogen-powered trucks, and multimodal systems, significantly cut greenhouse gas emissions from freight and last-mile delivery (Bukhari et al., 2022; Jahagirdar et al., 2025). Minimal packaging strategies—such as using recyclable, biodegradable, or reusable materials—further reduce waste and energy use in the supply chain. Efficient delivery systems, supported by data analytics and smart logistics hubs, streamline operations and reduce unnecessary trips, contributing to lower emissions and improved sustainability metrics (Solaymani & Botero, 2025)—consumers who actively seek and support environmentally responsible products and companies. Green consumers are individuals who actively seek out and support products, services, and companies that demonstrate environmental responsibility. Their purchasing decisions are influenced by ecological awareness, ethical values, and a desire to reduce personal and societal environmental impact. These consumers prioritise energy-efficient, recyclable, biodegradable, and sustainably sourced goods, often aligning their choices with broader goals of climate action and resource conservation (Kumar, 2021; Alghamdi & Agag, 2024). Their support strengthens the foundation of a Green Business.

Green Business. An enterprise that integrates sustainability into every aspect, from design to customer engagement. This holistic approach ensures long-term business sustainability. By aligning business practices with sustainability principles, green businesses foster resilience, innovation, and long-term value creation (Lozano, 2018; Schmidpeter, 2025).

Business Sustainability. Business sustainability refers to the strategic pursuit of economic success while actively preserving natural resources, supporting communities, and ensuring long-term viability. It involves integrating environmental stewardship, social responsibility, and economic resilience into core business operations. Sustainable businesses adopt practices such as resource-efficient production, ethical labour standards, and community engagement to align profitability with planetary and societal well-being (McAllister, 2025; Chandore & Tigharkar, 2025).

This holistic approach not only mitigates environmental risks but also enhances brand reputation, stakeholder trust, and operational efficiency. By embracing sustainability, businesses can adapt to global challenges such as climate change, resource scarcity, and social inequality, positioning themselves for long-term success in a rapidly evolving marketplace (Makaya & Cateura, 2025). Research consistently shows that sustainable practices contribute to financial performance, innovation, and competitive advantage, making sustainability a strategic imperative rather than a peripheral concern (Roffé & González, 2024).

Conclusions

This study reveals that Kenneth Cobonpue's green value chain best practices deliver not only environmental sustainability but also economic gains, social impact, industry transformation, and sustainable material sourcing. The novelty lies in the Green Value Chain Model, a holistic framework comprising *green design*, which embeds an eco-conscious principles at the conception stage; *green raw materials*, prioritising renewable and responsibly sourced inputs; *green suppliers*, building partnerships aligned with sustainability standards; *green products*, creating innovative, durable, and environmentally friendly outputs; *green pricing*, integrating fair and sustainable pricing strategies; *green distribution*, minimising carbon footprint across logistics and delivery, and *green business*, fostering a culture of *business sustainability* for long-term viability. By adopting this model, companies can transform sustainability into a profitable and resilient strategy, driving innovation, operational efficiency, and market success. Cobonpue exemplifies how design-led enterprises can lead this paradigm shift, proving that green practices are both ethical and economically rewarding.

Based on the insights gathered from this study, the researcher highly recommends the following:

1) to implement the proposed Green Value Chain within the furniture and creative industries, to Budding entrepreneurs, Exporters, Micro, Small and Medium Enterprises (MSMEs) as a strategic business model that holistically addresses the four pillars of sustainability, the Product, People, Profit, and Planet (4PS). This model promotes responsible sourcing, ethical labour practices, circular design, and environmental stewardship, thereby

enabling businesses to achieve long-term viability, competitive advantage, and meaningful contributions to sustainable development;

2) strengthen Support for Artisan Communities. Government agencies, private institutions, and design schools should collaborate to provide sustained support for local artisans through training, funding, and market access. The success stories shared by Mr Kennet Cobonpue and Ms Estela Ocampo highlight the transformative power of mentorship and opportunity in elevating craftsmanship to global standards;

3) promote Philippine Design Globally. There is a need to amplify the global visibility of Filipino design through international exhibitions, trade fairs, and cultural diplomacy. The narratives in this study affirm that Filipino creativity is world-class and deserves a prominent place on the global stage;

4) institutionalize Support for Creative Enterprises. Develop and implement policies that provide financial incentives, tax breaks, and grants for creative startups and artisan cooperatives. This will encourage innovation and sustainability in the sector;

5) integrate Creative Industry Studies into Entrepreneurship Curricula. Offer interdisciplinary programs that combine design, entrepreneurship, and cultural studies to prepare students for careers in the creative economy.

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Acknowledgment. The researcher wishes to extend her profound gratitude to **Mr. Kenneth Cobonpue** and **Ms. Estela Ocampo** for their generosity in sharing their time, wisdom, and lived experiences during the face-to-face interview. Their openness and insights have not only enriched the depth and rigor of this study but have also illuminated a compelling narrative, one that speaks of artistry, resilience, and transformative leadership. Their contributions have helped shape meaningful understanding of how design and craftsmanship can uplift communities, empower artisans, and redefine the creative and furniture industries in the Philippines and beyond. This research stands as a testament to the legacy they continue to build, and the lives they continue to inspire.

Funding: This research was funded by Cebu Technological University, Cebu City, Philippines.

Lolita VELITA, Dr., is an Associate Professor and the Dean of the College of Technology, Management and Entrepreneurship at Cebu Technological University, Consolacion Campus. Her research interests include marketing, finance, operation, management, entrepreneurship, green business, sustainable environment, and business sustainability. ORCID ID: <https://orcid.org/0000-0001-8784-4297>