

Product Bundling Marketing Strategy for Food and Beverage Retail Products at Chicken Bim, Palu City: A SWOT and QSPM Approach

Annisa^{a*}, Wahyuningsih^b, Syamsul Bahri Dg Parani^c, Syarifah Aliyah Fitrisam^d

^{abcd}Management Study Program, Faculty of Economics and Business, Tadulako University, Indonesia

* Corresponding author e-mail: ichaa6327@gmail.com

ARTICLE INFO

DOI: 10.32832/jmuika.v17i3.25200

Article history:

Received:

21 September 2026

Accepted:

06 Oktober 2026

Available online:

15 Oktober 2026

Keywords:

Marketing strategy, product bundling, SWOT analysis, QSPM, chicken bim palu city

ABSTRACT

This study aims to analyze the product bundling marketing strategy in increasing sales of food and beverage retail products at Chicken Bim in Palu City. The study employed a descriptive quantitative approach using SWOT analysis, including the IFAS matrix, EFAS matrix, SWOT quadrant matrix, and Quantitative Strategic Planning Matrix (QSPM). Data were collected through interviews and assessment instruments involving 15 respondents consisting of the manager, marketing staff, and employees of Chicken Bim, selected using purposive sampling. The results showed an IFAS score of 3.05 and an EFAS score of 3.06. The SWOT coordinates of (1.01; 0.34) positioned Chicken Bim in Quadrant I, indicating an SO strategy (Growth-Aggressive Strategy). Six alternative strategies were formulated, with the priority strategy based on the QSPM being to consistently maintain product and service quality, with a Total Attractiveness Score (TAS) of 8.00. The findings indicate that the success of product bundling needs to be supported by consistent product and service quality, digital marketing, package innovation, and the utilization of online ordering platforms.

INTRODUCTION

In the increasingly tight competition in the food and beverage retail business (Rahmat et al., 2023) Companies need to formulate marketing strategies that are appropriate to internal conditions and the external environment. (Putra et al., 2024) Product bundling is a marketing approach that combines two or more products in one package offering to provide value and convenience to consumers. (Irfan et al., 2021) In the context of the food and beverage business, this strategy needs to be adjusted to product characteristics, price, service, distribution channels, promotions, and changing consumer needs. (Wicaksono et al., 2025) Therefore, an analysis of internal and external conditions is necessary so that the bundling strategy formulated is in accordance with the company's conditions. (Harahap et al., 2024).

Bundling strategies have been used in various sectors and previous research has shown their benefits in encouraging the purchase of complementary products, providing perceived value, and supporting marketing performance. (Mastika et al., 2021) However, previous research has mostly discussed purchasing decisions, loyalty, or product combination recommendations, while studies that specifically formulate product bundling strategies through the integration of SWOT and QSPM in local food and beverage retail businesses are still limited. (Puspitasari and Riofita, 2024).

Chicken Bim Palu City has implemented product bundling by combining food and beverages in one package. This situation makes Chicken Bim a relevant context for identifying strengths, weaknesses, opportunities, and threats related to bundling management. This study was not designed to statistically test sales changes or compare sales data before and after the implementation of bundling. (Prasetyo et al., 2026) Therefore, the research contribution is directed at formulating strategies based on the assessment of internal parties who understand the implementation of product bundling marketing. (Sulistiyowati, 2024).

Based on these gaps, this study aims to: (1) identify internal and external factors related to the marketing of Chicken Bim product bundling; (2) determine the strategic position of Chicken Bim using IFAS, EFAS, and the SWOT quadrant matrix; (3) formulate alternative strategies using the SWOT matrix; and (4) determine strategic priorities using QSPM. Theoretically, this study contributes to the application of the product bundling concept within a strategic management framework by linking bundling marketing factors with SWOT-QSPM-based strategy formulation in the context of local food and beverage retail businesses. (Wibowo and Kristiningsih, 2026) . Practically, the results can serve as a basis for Chicken Bim managers in setting strategic priorities. (Parani et al., 2025) In a study on the competitiveness model of cooperatives based on business types in Palu City, a SWOT analysis was used to identify strengths, weaknesses, opportunities, and threats as a basis for strategic development. The study showed that the conditions and characteristics of businesses in Palu City can produce different

strategic needs, so business strategies need to be adjusted to the internal conditions and external environment of each business. These findings strengthen the relevance of using a SWOT analysis in this study to identify the strategic position of Chicken Bim Palu City in implementing a product bundling strategy.

Product Bundling. Product bundling is a marketing strategy that combines two or more products into one offering package with a price and composition designed to provide value and convenience for consumers. (Sari et al., 2023). The form of bundling can be pure bundling, mixed bundling, new product bundling, cross-sell bundling, seasonal bundling, and BOGO bundling. (Ummah and Fikriyah, 2024). In this study, product bundling is understood as a Chicken Bim food and beverage package offered together as a purchasing alternative for consumers.

The objectives of bundling include increasing transaction value, providing ease of purchase, introducing product combinations, and creating economic value for consumers. (Irfan and Atmosphere, 2021) However, the success of bundling depends heavily on the appropriate combination of products, pricing, menu availability, service quality, and the company's ability to tailor packages to consumer needs. Therefore, the benefits of bundling in this study are positioned as a conceptual basis, not as evidence that Chicken Bim sales have objectively increased.

Marketing strategy. A marketing strategy is an effort to market a product, whether goods or services, using specific plans and tactics to increase sales. A marketing strategy can also be defined as a series of efforts undertaken by a company to achieve specific goals, as the potential to sell a proposition is limited to the number of people who know about it. Marketing strategy plays a crucial role in a company or business because it determines the company's economic value, whether it be the price of goods or services. (Mason et al., 2023) There are three factors that determine the price of goods and services: production, marketing, and consumption. In this case, marketing is the link between production and consumption activities.

The marketing mix is a set of marketing tools used by companies to achieve marketing objectives and meet consumer needs. In the marketing of services and products, the marketing mix consists of seven elements: product, price, promotion, place, people, physical evidence, and process.

Product. It is everything offered to the market to meet consumer needs and wants, including quality, features, design, variety, branding, packaging, sizes, service, and return policies. Product quality and variety are important factors in providing value and differentiating a product from competitors.

Price. It is the amount of money consumers must pay to obtain a product and its benefits. Pricing must consider affordability, the appropriateness of price to quality and benefits, and price

competitiveness to create value that aligns with consumer perceptions.(Prakash and Ahmad, 2023).

Promotion. It is a marketing communication activity that aims to introduce, inform and persuade consumers to buy a product. (Busalim et al., 2024). According to (Kotler & Keller, 2022), promotion can be done through advertising, sales promotions, activities and experiences, public relations and publicity, online marketing and social media, mobile marketing, and personal selling.

Place. This relates to a company's activities in distributing products to consumers through appropriate distribution channels. This element encompasses the distribution channel system, market reach, location, inventory, and transportation, ensuring that products are available and easily accessible to consumers at the right time and place.

People. These are the individuals involved in delivering products or services to consumers. Employee competencies, attitudes, skills, training, and motivation play a role in creating quality service and influence customer experience and satisfaction.

Physical Evidence. Physical evidence that supports the delivery of a product or service, such as the design of the premises, layout, cleanliness, equipment, logo, packaging, uniforms, and supporting facilities. Good physical evidence can enhance comfort, trust, and a company's image.

Process. It encompasses all the procedures, mechanisms, and activities a company uses to deliver products or services to consumers. Effective, efficient, and consistent processes can make it easier for consumers to obtain products, reduce service errors, and increase satisfaction.

Previous Research. Study (Puspitasari and Riofita, 2024) discusses the product bundling marketing strategy for Wardah cosmetic products. The research shows that bundling can be used as a marketing strategy to provide added value and support sales performance. (Mandiri et al., 2024) tested product bundling and discounts on purchasing decisions among The Originote users in Gorontalo City. Both studies demonstrate that bundling research can be directed at consumer behavior and marketing performance outcomes, but the context and objectives of their analyses differ from this study.

Study (Rabbil et al., 2025) This study discusses the product bundling strategy for Sattka hijab products and demonstrates the use of bundling as an approach to support sales and customer satisfaction. (Parani et al., 2025) using SWOT in the business context in Palu City and demonstrating the usefulness of internal-external analysis for strategy formulation. Based on previous research, the research gap lies in the limitations of studies that integrate product bundling characteristics with SWOT and QSPM to formulate strategic priorities in local food and beverage retail businesses, particularly Chicken Bim in Palu City.

This study expands the use of this approach by placing product bundling as an object of

marketing strategy and integrating the identification of internal-external factors, SWOT positions, and QSPM priorities.(Miguel et al., 2022). Thus, (Appoloni et al., 2023) The contribution of this research is not to measure the magnitude of the influence of bundling on sales, but rather to produce strategic formulations and priorities that can be used as a basis for managerial decision-making in the context of Chicken Bim, Palu City.

RESEARCH METHODS

Types and Approaches of Research. This study uses a descriptive quantitative approach with a quantitative SWOT analysis method. The quantitative approach was used to process respondents' assessments of internal and external factors influencing the product bundling marketing strategy at Chicken Bim, Palu City.(Sugiyono, 2023)Descriptive analysis is used to describe the strengths, weaknesses, opportunities, and threats faced by Chicken Bim in implementing its product bundling strategy. SWOT analysis is used to identify internal factors in the form of Strengths and Weaknesses, as well as external factors in the form of Opportunities and Threats. The results of this identification are then used to determine Chicken Bim's strategic position through the IFAS, EFAS, and SWOT quadrant matrices. The obtained strategic alternatives are then prioritized using the Quantitative Strategic Planning Matrix (QSPM). (Wahyuningsih et al., 2026).

Location and Object of Research. The research was conducted at Chicken Bim in Palu City. The research object was the formulation of a product bundling marketing strategy for retail food and beverage products. The object was selected based on the application of bundling packages and the company's need to develop a strategy that aligns with its internal and external conditions.

Population and Sample. The population in this study were managers, marketing staff, and employees who knew and understood the marketing conditions of product bundling at Chicken Bim in Palu City. The research sample consisted of 15 respondents, consisting of managers, marketing staff, and Chicken Bim employees. Respondents were selected because they were considered to have knowledge of the company's internal conditions, the implementation of the bundling program, customer responses, promotional activities, and the competitive conditions faced by the company. The sampling technique used was purposive sampling, namely the selection of respondents based on the consideration that respondents had knowledge and experience relevant to the research object.

Data collection technique. Data were obtained through interviews and assessment instruments with 15 respondents. Internal and external factors were compiled from the interview results and supported by the product bundling concept, marketing strategy, and previous research used in the study. These factors were then assessed using a scale of 1–4: 1 = irrelevant, 2 = somewhat relevant, 3 = relevant, and 4 = very relevant. The score for each factor was obtained from the average assessment of 15 respondents. Internal factors consist of eight strengths and five weaknesses, while external factors consist of seven opportunities and six threats.

Data Analysis Techniques. Data analysis was carried out in stages: (1). Identification of internal and external factors; (2). Preparation of IFAS and EFAS; (3). Determination of SWOT

quadrant matrix coordinates; (4). Formulation of SO, WO, ST, and WT strategies; and (5). Determination of strategic priorities using QSPM. The IFAS/EFAS weight is calculated from the average value of each factor compared to the total average value of the factors in the group being analyzed. The weighted score is obtained by multiplying the weight by the factor value. In QSPM, the Attractiveness Score (AS) is given on a scale of 1–4 based on the relative level of association of each strategic alternative with the factors being analyzed: 4 is very attractive, 3 is attractive, 2 is quite attractive, and 1 is less attractive. The TAS value is obtained from multiplication of weights by AS and summation of all TAS for each alternative strategy (Wahdah and Hapsari, 2022).

Identification of Internal and External Factors. Based on the results of interviews and assessments with 15 respondents, internal and external factors related to the marketing of Chicken Bim product bundling were identified and grouped into Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T). The identification results are presented in Table 1, which contains eight strength factors, five weakness factors, seven opportunity factors, and six threat factors along with the value, weight, and score of each factor.

Table 1. Internal and External Factors

INTERNAL FACTORS	VALUE I	WEIGHT	SCORE
Bundling packages provide price savings compared to purchasing menus separately (S)	3.2	0.08	0.25
Bundling packages make it easier for customers to determine menu choices (S)	3.2	0.08	0.25
There are attractive discounts for consumers (S)	3.33	0.08	0.26
Product bundling able to increase sales turnover (S)	3.33	0.08	0.26
Bundling packages have high appeal to consumers (S)	3.06	0.08	0.24
Chicken Bim offers affordable prices with good product quality (S)	3.26	0.08	0.26
Good product quality and service encourage customers to make repeat purchases (Repeat Order) (S)	3.33	0.08	0.26
Customer response to the bundling program was very positive (S)	3.2	0.08	0.25
Determining the price of bundling packages is still an obstacle (W)	2.8	0.07	0.19
Some customers do not choose the bundling package because the desired menu is not available in the package (W)	3	0.07	0.21
The effectiveness of previous bundling promotions was not optimal (W)	2.93	0.07	0.20
The success of bundling still depends on active bidding from employees (W)	2.86	0.07	0.20
Risk of reduced profits if package pricing is incorrect (W)	2.8	0.08	0.22
TOTAL		1	3.05

EXTERNAL FACTORS	VALUE I	WEIGHT	SCORE
Branding strengthening can increase sales (O)	3.06	0.08	0.24
Social media (Instagram and TikTok) can be used as an effective promotional media (O)	3.26	0.08	0.26
Collaboration with GooFood, GrabFood, and ShopeeFood still has the potential to be developed (O)	3.13	0.08	0.25
Potential target markets are Generation Z, students, and families (O)	3.26	0.08	0.26
Bundling innovation by combining low and high-priced products can increase attractiveness (O)	3.02	0.08	0.24
Following consumer trends and needs can create new, sought-after bundling packages (O)	2.93	0.07	0.20
Promotion through social media is an effective strategy to increase sales (O)	3.2	0.08	0.25
Competition with other fast-food restaurants in Palu City (T)	3.13	0.08	0.25
Changes in raw material prices can affect sales strategy (T)	2.93	0.07	0.20
Rising food prices can reduce consumer purchasing interest (T)	2.8	0.07	0.22
Taxes or service charges on online booking platforms are quite high (T)	2.86	0.07	0.22
Human resource (HR) management is a challenge in maintaining service quality (T)	3.06	0.08	0.24
Consumer changes and preferences can influence the success of bundling (T)	2.93	0.08	0.23
TOTAL		1	3.06

Source: Research Data (processed), 2026.

The first step was to identify internal and external factors based on interviews and respondent assessments. Internal factors were grouped into Strengths and Weaknesses, while external factors were grouped into Opportunities and Threats. This identification yielded eight strengths, five weaknesses, seven opportunities, and six threats. Because the respondents were internal, the factor results reflect internal perceptions and knowledge regarding Chicken Bim's bundling situation. Therefore, terms such as "product bundling can increase sales turnover" are understood as respondents' assessments and should not be used as objective evidence of increased sales.

IFAS and EFAS Matrix. The Internal Factor Analysis Summary (IFAS) matrix is used to determine the internal conditions of a company by giving weights and scores to each strength and weakness factor.(Novitasari and Samanhudi, 2021). The weight is obtained from the average value of each factor compared to the total average value of the factors analyzed. Next, the weighted score is obtained by multiplying the weight by the factor value. The External Factor Analysis Summary (EFAS) matrix is conducted with the same procedure to measure the company's external conditions based on opportunity and threat factors. Based on research data, the total IFAS score obtained was 3.05, consisting of a Strength score of 2.03 and a Weakness

score of 1.02. Meanwhile, the total EFAS score was 3.06, consisting of an Opportunity score of 1.70 and a Threat score of 1.36. (Rahmawati et al., 2025).

Table 2. Results of IFAS and EFAS Analysis

Internal Factors	Weighted Score
<i>Strength</i>	2.03
<i>Weakness</i>	1.02
Total IFAS	3.05
External Factors	Weighted Score
<i>Opportunity</i>	1.70
<i>Threat</i>	1.36
Total EFAS	3.06

Source: Research Data (processed), 2026.

SWOT Quadrant Matrix. Chicken Bim's strategic position is determined by calculating the difference between strengths and weaknesses as the X-axis and the difference between opportunities and threats as the Y-axis.

The formula used is:

$$X = \text{Strength} - \text{Weakness}$$

$$X = 2.03 - 1.02 = 1.01$$

Furthermore:

$$Y = \text{Opportunity} - \text{Threat}$$

$$Y = 1.70 - 1.36 = 0.34$$

Thus, the strategic position coordinates of Chicken Bim are (1.01; 0.34).

A positive X value indicates that internal strengths outweigh weaknesses. A positive Y value indicates that external opportunities outweigh threats. Therefore, Chicken Bim is in Quadrant I, indicating an SO (Strength-Opportunity) or Growth-Aggressive Strategy. (Juliana et al., 2025).

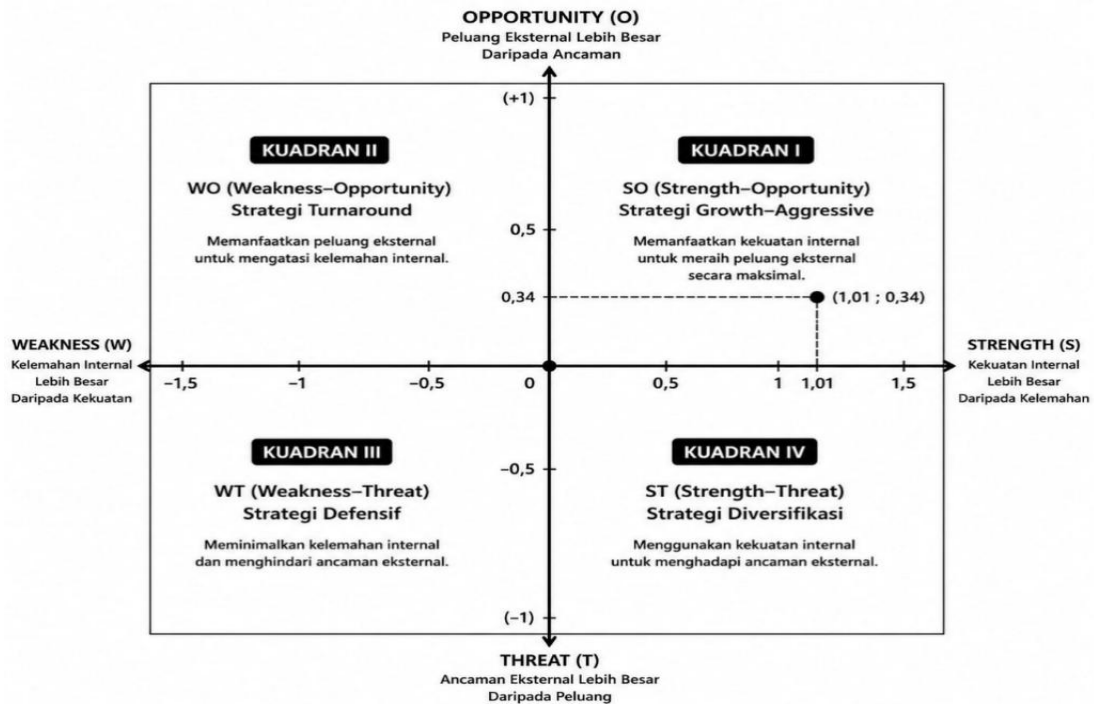


Figure 1. SWOT Quadrant Matrix of Chicken Bim, Palu City

Source: Research Data (processed), 2026.

From the process of identifying factors and compiling a SWOT matrix, six alternative strategies were obtained, which were then used in the QSPM analysis. These strategies were formulated to respond to internal and external conditions, not to claim measurable sales changes: (1) strengthening digital promotions through social media and online ordering platforms to increase sales of bundled products, expand market reach, and face competition from fast food restaurants (2) maintaining product and service quality consistently to increase customer satisfaction and maintain the company's competitiveness, (3) setting and evaluating prices *bundling* periodically to remain competitive, provide economic value to consumers, and maintain company profits. (4) maintain competitive prices by controlling operational costs and adjusting strategies when there are increases in raw materials or online platform service costs, (5) increase product appeal *bundling* through a combination of menus that are valuable, economical, and meet the needs of target markets such as Generation Z, students, and families, (6) optimizing customer-based marketing strategies by leveraging increased turnover, product quality, and positive customer responses to drive sustainable sales growth.

Quantitative Strategic Planning Matrix (QSPM). The final stage is to determine priority strategies using the Quantitative Strategic Planning Matrix (QSPM). The QSPM is used to compare the relative attractiveness of each strategic alternative based on identified internal and external factors. (Elezaj and Kuqi., 2023). In this study, the Attractiveness Score (AS) was used with a scale: 4 = Very attractive, 3 = Attractive, 2 = Quite attractive, 1 = Less attractive. The Total Attractiveness Score (TAS) value was obtained by multiplying the weight of each factor

by the Attractiveness Score value, then all the values were added up. Based on the calculation results, the TAS value was obtained in Table 3:

Table 3. QSPM Analysis Results and Strategic Priorities

STRATEGY	US	BAG
Strategy 1. Strengthen digital promotions through social media and online ordering platforms to increase sales of bundled products, expand market reach, and face competition from fast food restaurants.	3	6.00
Strategy 2. Maintain product and service quality consistently to increase customer satisfaction and maintain the company's competitiveness.	4	8.00
Strategy 3. Set and evaluate bundling prices periodically to remain competitive, provide economic value to consumers, and maintain company profits.	2	4.00
Strategy 4. Maintain competitive prices by controlling operational costs and adjusting strategies when there is an increase in raw material prices or online platform service fees.	2	4.00
Strategy 5. Increase the attractiveness of bundled products through a combination of menus that are valuable, economical, and meet the needs of target markets such as generation z, students, and families.	3	6.00
Strategy 6. Optimize customer-based marketing strategies by leveraging increased turnover, product quality, and positive customer responses to drive sustainable sales growth.	3	6.00

Source: Research Data (processed), 2026.

The highest TAS value is 8.00, which is obtained by Strategy 2. Thus, the strategy of maintaining product quality and service consistently is a priority strategy in marketing Chicken Bim product bundling in Palu City.

RESULTS AND DISCUSSION

Identification of Internal and External Factors. The results of the study indicate that Chicken Bim's product bundling marketing strategy is influenced by internal and external factors. Eight strengths and five weaknesses were identified from the internal factors. These strengths indicate that the product bundling program has several advantages, particularly in terms of price, ease of menu selection, product appeal, quality, service, turnover, and customer response. The highest average value for the strength factor was found in the statement that good product quality and service encourage customers to make repeat purchases and the statement that product bundling can increase sales turnover, each of which had an average value of 3.33. This indicates that service quality and perceptions of bundling's contribution to turnover are important aspects of Chicken Bim's marketing strategy. (Yosephus et al., 2025).

On the other hand, weaknesses identified relate to pricing, package menu availability, promotional effectiveness, reliance on employee offerings, and profit risk. These conditions indicate that developing product bundling requires not only broader promotion but also more precise pricing and package management. (Iskandar et al., 2024). In terms of external factors, the biggest opportunities come from the use of social media, the target market of Generation Z, students and families, the development of online ordering platforms, strengthening branding,

and package innovation. (Nurcahyani et al., 2025) Meanwhile, threats primarily come from competition from fast food restaurants, changes in raw material prices, online platform service fees, human resource management, and changing consumer preferences.

IFAS and EFAS analysis. The IFAS analysis obtained a total score of 3.05, with a strength score of 2.03 and a weakness score of 1.02. This value indicates that Chicken Bim's internal strengths outweigh its weaknesses. These strengths provide a strong foundation for Chicken Bim to develop product bundling marketing. The advantages of affordable prices, product and service quality, attractive packages, and positive customer responses can be used as a basis for developing a marketing strategy. Meanwhile, the EFAS results obtained a total score of 3.06, with an opportunity score of 1.70 and a threat score of 1.36. A higher opportunity score indicates that the external environment provides a relatively greater opportunity for Chicken Bim to develop a product bundling strategy. These opportunities can be primarily utilized through digital marketing, strengthening branding, developing collaborations with food ordering platforms, package innovation, and approaching the target market of Generation Z, students, and families. (Rubihanto et al., 2022).

Chicken Bim's Strategic Position. Based on the SWOT coordinate calculation results, Chicken Bim obtained coordinates (1.01; 0.34). This position is in Quadrant I, so the appropriate strategy is an SO strategy or aggressive growth strategy. This position indicates that Chicken Bim has greater internal strengths than weaknesses and greater external opportunities than threats. Thus, the company has a relatively favorable condition for developing a marketing strategy. Strategies that can be implemented include utilizing the advantages of product bundling, product quality, service, price, and positive customer response to capture digital marketing opportunities, market development, package innovation, and expanding the use of online ordering platforms. (Budiarmo et al., 2025).

Strategic Priorities Based on QSPM. The QSPM results show that of the six alternative strategies analyzed, Strategy 2 obtained the highest TAS score of 8.00. This strategy is, "Maintaining product and service quality consistently to increase customer satisfaction and maintain the company's competitiveness." This strategy is a priority because product and service quality are internal strengths that are directly related to customer experience and the tendency to make repeat purchases. (Rubihanto et al., 2022). Thus, the development of promotions and product bundling needs to be supported by Chicken Bim's ability to maintain product and service quality. Digital marketing strategies and increasing bundling appeal each received a TAS of 6.00, while customer-based marketing strategies also received a TAS of 6.00. Bundling pricing evaluation strategies and maintaining competitive prices each received a TAS of 4.00. Therefore, based on the QSPM, the first priority is maintaining product and service quality, followed by strengthening digital marketing, increasing bundling appeal, and customer-based marketing. These results show that a product bundling marketing strategy is not simply

oriented towards price or promotion. The strategy's success also depends heavily on the consistency of product quality and service received by customers. (Damayanti et al., 2023).

CONCLUSION AND SUGGESTION

This study formulated a product bundling marketing strategy at Chicken Bim in Palu City based on SWOT and QSPM analysis. The IFAS results of 3.05 and EFAS of 3.06 resulted in SWOT coordinates (1.01; 0.34) which placed Chicken Bim in Quadrant I. Six alternative strategies were successfully formulated. QSPM showed the highest TAS of 8.00 for the strategy of maintaining product quality and service consistently. These findings indicate the relative priority of strategies based on the assessment of internal and external factors. This study did not measure sales changes directly, so the results are not intended as evidence that the formulated strategies have led to increased sales.

The research contribution lies in the formulation of a product bundling strategy that integrates the identification of internal and external factors, SWOT position, and QSPM priorities in the context of a local food and beverage retail business. Managerially, Chicken Bim can use these results as a basis for maintaining product and service quality, strengthening digital promotions, developing package combinations, evaluating prices, and utilizing online ordering platforms. For further research, testing the strategy's impact on sales can be conducted using actual sales data, for example, data before and after strategy implementation or periodic sales data.

Chicken Bim Kota Palu is advised to consistently maintain and improve product quality and service as the basis for developing a product bundling strategy. The company also needs to regularly evaluate menu combinations and package prices, optimize social media and online ordering platforms, and adapt packages to trends and target consumer characteristics. Operational cost management, raw material price fluctuations, and employee competency are essential for consistent strategy implementation.

For future research, it is recommended to add actual sales data and marketing performance indicators so that the relationship between product bundling strategy implementation and sales changes can be empirically tested. Future research could also expand the sample by involving consumers and using an adequate observation period so that strategy formulation results can be compared with changes in sales performance.

REFERENCES

- Appoloni, A. (2023). An innovative approach to online consumer behavior segmentation: The self-determination theory in an uncertain scenario. *European Journal of Innovation Management*.
<https://doi.org/10.1108/EJIM-11-2022-0609>.
- Budiarso, AT, Lie, ME, Grasielida, I., & Leoparjo, F. (2025). IFAS and EFAS analysis in competitive business strategy planning (Case study on Korean Restaurant X in Bali). *Indonesian Journal of Management and Business*, 11(2), 200–216.

<https://doi.org/10.32528/jmbi.v12i02.3206>.

Busalim, A., Hollebeek, L.D., & Lynn, T. (2024). The effect of social commerce attributes on customer engagement: An empirical investigation. *Internet Research*, 34(7), 187–214.

<https://doi.org/10.1108/INTR-03-2022-0165>.

Damayanti, A., Irianto, H., & Widadie, F. (2023). Analysis of Lawe Coffee product marketing strategy in Surakarta City using SWOT and QSPM methods. *Agristan Journal*, 5(2), 190–205.

<https://doi.org/10.37058/agristan.v5i2.8465>.

Elezaj, E., & Kuqi, B. (2023). Quantitative strategic planning matrix as a superior strategic management tools and techniques in evaluating decision alternatives. *Mendel*, 29(2), 90–96.

<https://doi.org/10.13164/mendel.2023.2.090>.

Harahap, MG, Krahara, YD, Polimpung, LJC, Hasanah, Ramadhi, Fikriando, E., Nurdin, Siddiqa, H., Annas, M., Rachmadi, KR, Anggraini, DT, Sangadah, HA, Shofia, A., Junaida, E., Merizanta, M., & Chakim, MHRR (2024). *Consumer behavior: Theory and practice*. Sada Kurnia Pustaka.

<https://repository.sadapenerbit.com/index.php/books/catalog/book/165>.

Irfan, A., & Ambiance, IGAKG (2021). The effect of bundling strategy, price perception, and brand image on purchase decisions (Study on local fast food retailers in Bali Indonesia). *American Journal of Humanities and Social Sciences Research*, 5(6), 295--299.

<https://www.ajhssr.com/wp-content/uploads/2021/06/ZN2156295299>.

Iskandar, YA, Zulvia, FE, & Nissya, AI (2024). Implementation of the Apriori Algorithm to Increase Sales of Healthy Packaged Food Products through a Mixed Bundling Strategy. *JISI: Journal of Industrial System Integration*, 11(2), 213-224.

<https://doi.org/10.24853/jisi.11.2.213-224>.

Juliana, Imsar, & Daulay, AN (2025). MSME business development strategies in the digital era: A case study of Havana Collection using a SWOT--QSPM approach. *Jurnal Maksipreneur: Manajemen, Koperasi, dan Entrepreneurship*, 14(2), 769--787.

<https://doi.org/10.30588/jmp.v14i2.2424>.

Kotler, P., Keller, K. L., & Chernev, A. (2022). *Marketing management* (16th ed.). Pearson.

Mandiri, JA, Ismail, YL, & Isa, RA (2024). The effect of product bundling and discounts on purchasing decisions of users of The Originote skincare products in Gorontalo City. *Economic Reviews Journal*, 3(2), 1028--1041.

<https://doi.org/10.56709/mrj.v3i2.242>.

Mason, M., C. (2023). Effect of consumption values on consumer behavior: A meta-analysis. *Marketing Intelligence & Planning*, 41(7), 923–944.

<https://doi.org/10.1108/MIP-03-2023-0100>.

Mastika, IK, Sasongko, Julianto, DE, Hutama, PS, & Oktawirani, P. (2021). Bundling strategies of tourism development products in Bondowoso Regency, East Java, Indonesia. *International Journal of Applied Sciences in Tourism and Events*, 5(2), 166--175.

<https://doi.org/10.31940/ijaste.v5i2.166-175>.

Miguel, L., Marques, S., & Duarte, A.P. (2022). The influence of consumer ethnocentrism on purchase of domestic fruits and vegetables: Application of the extended theory of planned behavior. *British Food Journal*, 124(13), 599–618.

<https://doi.org/10.1108/BFJ-11-2021-1208>.

Novitasari, H., & Samanhudi, D. (2021). Marketing strategy analysis using SWOT and QSPM methods, integrating the analytic hierarchy process at Moja Kitchen Coffee Shop. *Jurnal Ekonomika*'45, 9(1), 1--10.

<https://doi.org/10.30640/ekonomika45.v9i1.170>.

Nurcahyani, AF, Shafira, FR, Lestari, AQA, & Setiawati, DM (2025). Digital Product Bundling as a Marketing Strategy for Home-Based Food SMEs: Evidence from Social Media Implementation in Indonesia. *Journal of Regional Economics Indonesia*, 6(2), 47-46.

<https://doi.org/10.26905/jrei.v6i2.16678>.

Parani SBD, Syamsuddin, Ponirin, & Sukardi. (2025). Cooperative business competitiveness model based on business type in Palu City. *International Journal of Social Service and Research*, 5(5), 518--527.

<https://doi.org/10.46799/ijssr.v5i5.1230>.

Prakash, G., & Ahmad, A. (2023). Trust, convenience and environmental concerns in consumer purchase intention for organic food. *Spanish Journal of Marketing - ESIC*, 27(3), 367--388.

<https://doi.org/10.1108/SJME-09-2022-0201>.

Prasetyo, AE, Vinaya, AA, Pangestu, FH, Aghisni, E., & Nurcahaya, AM (2026). An analysis of product bundling strategy in internet service provider businesses from the customer perspective. *JIMEK: Scientific Journal of Economics Students*, 9(1), 110--126.

<https://doi.org/10.30737/jimek.v9i1.7514>.

Puspitasari, AD, & Riofita, H. (2025). Product bundling marketing strategy for Wardah cosmetic products to increase retail product sales. *Journal of Universal Research and Innovation*, 9(4), 6--15.

<https://journal.fexaria.com/j/index.php/jpiu/article/view/166>.

Putra, AFS, Qishas, HF, Purnama, YP, Safri, & Shofa, MJ (2024). Apriori algorithm for bundling strategy (Case study: Sevendays Coffee Shop, Cilegon, Banten). *Proceedings of the National Seminar on Research LPPM UMJ*.

<https://jurnal.umj.ac.id/index.php/semnaslit/article/download/25701/11695>.

Rabbil, MZ, Permana, R., Zahra, FA, & Sugiyanti, DF (2025). Product bundling marketing strategy to increase sales of Sattka hijab products. *Journal of International Marketing Management*, 2(3), 315--325.

<https://doi.org/10.56881/masarin.v2i3.250>.

Rahmat, AF, Harahap, DA, & Saraswati, N. (2023). The influence of advertising, brand ambassadors, and product bundling on purchase decisions for Scarlett Whitening products. *Bandung Conference Series: Business and Management*, 3(2), 749--757.

<https://doi.org/10.29313/bcsbm.v3i2.8010>.

Rahmawati, N., Asnawi, A., & Listyawati, L. (2025). SWOT and QSPM analysis for marketing strategy formulation at PT. Gerongan Surajaya. *Al-Kharaj: Journal of Islamic Economics, Finance & Business*, 7(1), 853--875.

<https://doi.org/10.47467/alkharaj.v7i1.5665>.

Rubihanto, A., Ismiyah, E., & Jufriyanto, M. (2022). Marketing Strategy Analysis Using SWOT Analysis Approach and Quantitative Strategic Planning Matrix (QSPM) (Case Study: Kimochi Eatery

Restaurant, Gresik). SITEKIN: Journal of Science, Technology and Industry, 19(2), 234–240.

<https://doi.org/10.24014/sitekin.v19i2.17102>.

Sari, PR, Hendayana, Y., & Wijayanti, M. (2023). The influence of social media marketing, brand ambassadors, and product bundling on purchasing decisions for MS Glow products in North Bekasi. *Jurnal Economina*, 2(9), 2579--2595.

<https://doi.org/10.55681/economina.v2i9.835>.

Sugiyono. (2023). *Quantitative, qualitative and R&D research methods* (2nd edition, 5th printing). Alfabeta.

Sulistiyowati, A. (2024). Analysis of product bundling marketing strategies in increasing sales using the least square method on basic food products at Pasar Jaya Sumur Batu, Central Jakarta (Thesis, Bina Sarana Informatika University). BSI Library Repository.

<https://elibrary.bsi.ac.id/skripsi/B2641028/analisis-strategi-pemasaran-produk-bundling-dalam-meningkatkan-penjualan-dengan-metode-least-square-pada-produk-semako-di-pasar-jaya-sumur-batu-jakarta-pusat>.

Ummah, HF, & Fikriyah, K. (2024). The influence of halal lifestyle and product bundling on repurchase intention with the mediation of purchasing decisions for halal skincare products (Case study of the Muslim community in East Java). *Journal of Islamic Economics and Business*, 7(2), 189--206.

<https://doi.org/10.26740/jekobi.v7n2.p189-106>.

Wahdah, AA, & Hapsari, RDV (2022). Marketing strategy analysis using SWOT analysis and QSPM. *Journal of Entrepreneurship and Innovation*, 1(4), 444--451.

<https://doi.org/10.21776/jki.2022.01.4.08>.

Wahyuningsih, Wahyuni, S., Muzakir, & Husnah. (2026). *Strategic management and business policy*. Faqih Publishing. <https://www.faqihpublishing.com/2026/01/21/manajemen-strategi-dan-kebijakan-bisnis>.

Wibowo, MM, & Kristiningsih. (2026). The influence of product quality perception, price perception, and product bundling on brand image and consumer purchasing interest of Kopi Kenangan in Surabaya. *Journal of Artificial Intelligence and Digital Business (RIGGS)*, 4(4), 8822--8831.

<https://doi.org/10.31004/riggs.v4i4.5056>.

Wicaksono, AF, Kusumo, SWB, & Wibowo, AY (2025). Correlation of product bundling strategy to consumer loyalty in the optical industry: A bibliometric and systematic study 2018--2024 in the Yogyakarta and Central Java regions. *Indonesian Optometry Journal*, 2(2), 53--63.

<https://journal.aktriyo.ac.id/index.php/JOPI/article/download/44/28>.

Yosephus PA, A., Roga, AU, Ratu, JM, Tamelan, PG, & Ruliati, LP (2025). Development of an occupational safety and health system strategy in a regional hospital using SWOT and QSPM analysis. *Jurnal Promotifcegah*, 8(4), 723--731. <https://doi.org/10.47650/jpp.v8i4.2107>.