

**THE EFFECT OF NESTLE PRODUCT BUNDLING SALES ACCOMPANIED  
WITH DISCOUNTS AND GIFTS ON THE INCREASE IN THE NUMBER OF SKU  
SOLD IN THE SALES AREA OF PT ANUGERAH BINA USAHA NUSANTARA  
LAMPUNG FOR THE PERIOD APRIL TO MAY 2024**



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**Abstract**

This study aims to determine the effectiveness of Nestle's product bundling strategy, accompanied by discounts and prizes in increasing SKU (Stock Keeping Unit) sales at PT Anugerah Bina Usaha Nusantara in the General Trade and Alternative Trade distribution networks. The research method used in this study is qualitative with narrative analysis based on in-depth interview data with several related salesmen and SKU sales data before and after the implementation of the strategy. The results of the study indicate that the product bundling strategy is able to increase the average number of SKUs sold from 1-3 SKUs to 5-7 SKUs per store. In addition, this program has succeeded in expanding product distribution and overcoming limited purchasing patterns in stores through a combination of incentives such as discounts and prizes, accompanied by education on the benefits of purchasing product bundling to the store. However, the study also identified challenges such as store resistance to certain SKUs and limited flexibility in the amount of product bundling purchases. The findings of the study recommend that the company modify the strategy to be more flexible and sustainable, with periodic evaluations to avoid store dependence on promotions.

**Keywords:** Product Bundling, Discounts, Gifts, SKU Sales, Distribution, Promotions

## INTRODUCTION

FMCG (Fast Moving Consumer Goods) companies are one of the most competitive, dynamic, and fast-moving industrial sectors. FMCGs are products that are often purchased and consumed by consumers at relatively low prices, causing these products to have high sales levels and run out quickly on the market. (Elisa, 2022). Reported from statista.com (2023) Indonesia is one of the countries with the largest and fastest-growing FMCG among Southeast Asian countries. Increasing income and urbanization that change people's lifestyles have driven market growth, reflected in the increase in FMCG market value by 3.3% in the second quarter of 2023, indicating that the market remains strong despite inflation in Indonesia. (statista.com, 2023). This indicates that the high level of competition and customer needs encourage FMCG companies to continue optimizing sales and marketing strategies to remain competitive in the market.

In the FMCG sector, SKU (Stock Keeping Unit) plays a very important role in inventory management and marketing strategies. SKU is a unique code that allows companies to track each product specifically, providing the ability to manage stock, and sales analysis more efficiently. SKU not only serves to identify products, but also becomes the foundation for sales analysis, inventory management, and demand planning that allows companies to understand sales patterns and respond to changes in market demand more accurately. (Kotler & Keller, 2016). As one of the major players in the FMCG industry in Indonesia, PT Nestle Indonesia, has implemented a sophisticated SKU system to support its extensive operations. With a product portfolio spanning categories such as baby food, dairy products, beverages, and culinary, Nestle uses SKUs to ensure that each product can be identified and managed efficiently. This technology allows it to respond to rapidly changing market dynamics, ensuring that products are available in stores on time and in the right quantities. However, behind this success, there remains a major challenge in ensuring the even distribution of SKUs to support sales optimization and consumer satisfaction throughout Indonesia.

A common problem that occurs at PT Anugerah Bina Usaha Nusantara, as a distributor of PT Nestle Indonesia products in the Lampung area, is the failure to achieve the SKU sales target (SKU Sold). This phenomenon is caused by the purchase pattern of stores that only buy products with the same type or variation, so that the distribution of SKUs

becomes uneven and causes a decrease in sales potential. SKU is a stock of goods with complete specifications, such as function, style, size, color, and location (Kampen et al., 2012). This situation illustrates the challenges in marketing and distribution strategies that companies must face, and requires the right marketing approach in order to distribute various product SKUs evenly and achieve sales targets.

Promotion is an important component of marketing that involves a series of short-term incentives, and is designed to accelerate purchasing decisions or increase the volume of purchases of products or services by consumers and traders. (Kotler & Keller, 2016). Promotion aims to accelerate and increase sales volume by attracting consumer attention through accurate information, building interest and emotions through persuasive elements, and opening access to markets that are less accessible by other promotional methods. (Alexandrescu et al., 2018). This study focuses on how PT Anugerah Bina Usaha Nusantara as a Nestle distributor can market Nestle products evenly through retailers (stores). The promotional activities carried out can be called trade promotions because they involve business to business relationships. Trade promotion is a promotional method that includes various strategies to encourage distributors and dealers (retailers) to increase purchases or sales of products in larger volumes. (Sharma, 2023). Some promotional tools that can be used include giving discounts, free samples, giving coupons, holding competitions, giving bonuses or prizes, combining several products in one package (product bundling), and direct demonstrations of products to consumers. (Shamout, 2016).

This study uses 3 types of promotional strategies at once, namely the product bundling strategy by combining several SKUs or variations of Nestle products into one package accompanied by discounts and gifts. Product bundling is a marketing technique that offers two or more products or services in one package at an attractive price (Stremersch & Tellis, 2002). This promotional technique is economically profitable because it provides a combination of products with different variations, thus providing significant benefits for both consumers and sellers. (Jena & Ghadge, 2022). In offering product bundling, it is also accompanied by price cuts or discounts to provide more economic benefits for buyers. Discounts are defined as price reductions that consumers see as the difference between the initial price and the final price. (Biswas et al., 2017). To further attract buyers to buy the

bundle, free gifts are also given with every purchase. In the context of trade promotion, gifts are incentives in the form of attractive and useful goods given by manufacturers to retailers to support their product orders.(Sharma, 2023). The many types of promotional strategies that can be used or implemented according to the needs and target market make promotion a major factor in driving purchasing decisions.(Supardin, 2022).

This research is very relevant to the field of management, especially marketing management, because it focuses on the effectiveness of promotional strategies in the FMCG industry. Promotion functions as a strategic tool in influencing consumer demand by offering benefits or added value provided by manufacturers to retailers to encourage increased sales volume and support business growth.(Weustink, 2020). Referring to the marketing system in PT Anugerah Bina Usaha Nusantara, the right promotional strategy can help overcome the problem of uneven SKU distribution and increase the sales potential of Nestle product SKUs in the Lampung area. By understanding and implementing effective marketing management principles, companies can be more responsive to market dynamics and customer needs.

Referring to relevant literature and findings in Nestle's product SKU package project, this study aims to determine the effectiveness of product bundling implementation on increasing Nestle product SKU sales at PT Anugerah Bina Usaha Nusantara. This study also provides recommendations for optimizing SKU distribution and marketing strategies, so that product distribution becomes more even and sales targets can be achieved.

## **REVIEW OF LITERATURE**

### **Fast Moving Consumer Goods (FMCG) Industry**

The definition of Fast Moving Consumer Goods (FMCG) varies widely, but refers to branded products that are used regularly by consumers, sold in packaging, and have a short shelf life, with a frequency of use that generally occurs every month.(Gough, 2003).

### **Stock Keeping Unit (SKU) in FMCG Industry**

In the FMCG sector, Stock Keeping Unit (SKU) is a unique code used to identify a particular item to track inventory, sales, or purchases of a product or service that is accompanied by differences in characteristics between one item and another (Izquierdo & San, 2024).

### **Trade Promotion as a Promotion Strategy**

Promotion is a marketing strategy used to convey information, persuade, and motivate consumers to be interested and want to buy a product, which requires an attractive and relevant approach according to the target market (Antunes et al., 2022). Trade promotion (trade marketing) is known as a B2B (Business to Business) marketing activity that focuses on increasing demand for products by partners in the supply chain, such as wholesalers, retailers, or distributors, as well as strengthening brand relationships so that they are more active in driving sales and influencing consumer purchasing decisions amidst market competition (Basheer & Ma, 2017).

### **Product Bundling as a Product Marketing Strategy**

Product bundling is a marketing strategy in which several products are offered in one package, often accompanied by discounts or other benefits that aim to introduce the product while meeting customer tastes and needs effectively (Tunali et al., 2021).

### **Discounts and Gifts as a Promotional Strategy**

A discount is a reduction or reduction in price from the original price displayed on a product label or packaging, which can encourage consumers to buy more, compete with offers from competitors, and strengthen sales in large volumes. (Bunyamin et al., 2021). This strategy involves giving consumers gifts at the time of purchase that may or may not be relevant to the product, so that in the consumer's view, it is as if they are getting two or more products for the price of one (Asiah Yaakub et al., 2021).

### **Buying Decision**

Purchasing decisions are a process that is influenced by various emotional factors, attitudes, and consumer preferences, which then form various types of purchasing behavior, such as complex purchases, purchases that reduce feelings of discomfort (dissonance), and purchases that are made automatically or based on habit (Alhalalmeh et al., 2022).

## **RESEARCH METHOD**

### **Research Grouping**

This study uses a qualitative approach with a narrative analysis type to determine the effectiveness of implementing a product bundling strategy equipped with discounts and gifts

in increasing sales of Nestle product SKUs at PT Anugerah Bina Usaha Nusantara. The focus of this study is on in-depth interviews with salesmen working in various distribution networks. The survey was conducted through interviews to collect data from the salesmen's direct experiences, including the challenges they face in sales and their perceptions of the effectiveness of the strategies offered. This approach allows researchers to explore the views of salesmen as the main resource in sales, as well as provide in-depth insights into the implementation of strategies in the field. In addition, this study will also analyze sales data of SKUs sold to see the trend and impact of product bundling accompanied by discounts and gifts to understand the correlation between the strategy and increased SKU sales.

### **Population and Sample**

The population in this study was all members of the Nestle Sales and Marketing division at PT Anugerah Bina Usaha Nusantara, which consists of: 1 area sales manager, 1 head of area, 1 sales coordinator, and 6 active salesmen.

The research sample selected was 3 active salesmen who work in the distribution network. General Trade Channel and Alternative Trade Channel. This sample selection was made because the two distribution networks are the main focus in implementing Nestle's product bundling promotion strategy, accompanied by discounts and gifts. Interviews with the sample were intended to gain in-depth insight into the effectiveness of the strategies that have been implemented in increasing the number of SKU sales and how to overcome limited purchasing patterns in the two distribution networks.

### **Unit of Analysis**

The unit of analysis in this study is Nestle product salesmen at PT Anugerah Bina Usaha Nusantara who work in various distribution networks, namely General Trade Channel and Alternative Trade Channel in the Lampung distribution area. The salesmen were chosen as the unit of analysis because they have a deep understanding of market dynamics and purchasing patterns in each distribution network. This study includes an analysis of salesmen to provide an overview of purchasing patterns and preferences for Nestle products. Through this analysis, the study aims to identify factors that influence purchasing patterns and determine the effectiveness of product bundling strategies accompanied by discounts and gifts in increasing sales of Nestle product SKUs.

## RESULTS AND DISCUSSION

### Data Analysis

Interview data were processed through a coding process, where interview transcripts were read and reviewed repeatedly to identify key themes relevant to each research question. Statements given by informants were classified into several main themes, namely challenges in implementing product bundling, solutions used to overcome obstacles, results obtained from implementing the strategy, and suggestions and recommendations for future development.

Based on the main themes obtained from the interview results, several patterns were also found in each theme according to the quotes obtained from the informants, including:

#### 1. Challenges in implementing product bundling

- Difficulty getting SKUs into stores

"There are SKUs that are difficult to enter, such as Milo UHT and Dancow UHT, because they are considered less suitable for the market." (Arsyad).

- Product prices are considered expensive

"There are stores that don't want to take Nescafe because it is considered to be less popular and because of its price." (Dewi).

- Limited bundling purchase scale

"The bundling program cannot be multiple, that's the problem." (Arsyad).

- Store resistance to bundling

"Don't want to order because they are constrained by the product not selling well. They have never sold it." (Grace).

#### 2. Solutions used to overcome obstacles

- Bundling offers

"But with product bundling, there are many products. There are some that they usually buy, for example, there is a Milo sachet, but it is bundled with Nescafe cans. Well, Nescafe cans are actually not market goods, but because there is Milo in the bundle, there is Dancow, that's why they want it." (Grace).

- Discount Offers

"I told the store, this price is really cheap compared to buying individually, so try buying a product bundle." (Dewi).

- Attractive prizes

"Plus, you will also get a gift, a small bag that you can resell, or maybe for your needs." (Arsyad).

- Educate stores about benefits

"I explain the benefits of bundling in detail, such as the original price of the product, the selling price, discounts, and the prizes received." (Arsyad).

### 3. Results obtained from implementing the strategy

- Increase in SKU sales

"SKU sales increased significantly, from an average of 2-3 SKUs to 5-7 SKUs per store after bundling." (Arsyad).

- Repeat order from the store

"Basically, those who have ordered product bundling, at first they were just trying it out, because they had tried it, it sold, someone bought it, so they repeated it." (Grace).

- Better relationship between distributors and stores

"The store has more regular orders because it sells quickly with the bundling program, so the relationship between the store and salesmen and distributors is getting better." (Arsyad).

- Positive response from the store

"They are all interested in the outlets, Sis. Because there are already a lot of products and they also get discounts and gifts, that's what makes them more interested." (Dewi).

- Purchasing patterns are increasing

"Because, as I said earlier, product bundling mixes the items. Not just the ones that are usually bought. So, if they want to buy product bundling, it means they also have to buy products that they have never bought before. But with product bundling, items that previously did not sell will sell. Stores that previously did not want to order will order." (Grace).

#### 4. Suggestions and recommendations for future development

- The program needs to be continued

"I think this kind of program will be continued. Bundling like this, because it can quickly increase my SKU Sold." (Dewi).

- Program modification

"At least for modifications, you can just add whatever SKU it is. Just a little more." (Grace).

- Beware of stores' reliance on discounts

"If the program runs too long, I'm afraid the stores will get used to it and only want to buy if there's a discount." (Arsyad).

The results of the analysis show a close relationship between the themes identified in answering the research problem formulation. Various challenges, such as store resistance to the bundling program and the store's perception that the product price is too expensive, were successfully overcome through the implementation of a bundling strategy accompanied by discounts, gifts, and communication in the form of education regarding the benefits of purchasing product bundling for the store. These strategies showed a positive impact in the form of increased SKU sales and a wider product purchasing pattern in the store. In addition, suggestions given by the informants, such as the need to increase the flexibility of the number of product bundling purchases and the addition of SKU variations, emphasized the importance of periodic evaluation to ensure that the effectiveness of the program is maintained. The themes found provide in-depth insights into how Nestle's product bundling program can deal with the constraints of limited purchasing patterns, while increasing the number of Nestle product SKU sales at PT Anugerah Bina Usaha Nusantara.

#### **Product Bundling Strategy with Discounts and Gifts to Overcome Limited Purchasing Patterns and Increase SKU Sales**

The implementation of the product bundling strategy began with the challenge of increasing SKU sales in stores in the General Trade and Alternative Trade distribution networks. One of the main problems faced by the company is the difficulty in getting more SKUs into stores. In the General Trade distribution network, salesman Grace explained, "We know that Nestle has a lot of products, right? There are so many. But in traditional markets,

not all Nestle products can enter traditional markets, because they are expensive for the market. Maybe they can enter, but there are few enthusiasts." This statement is in line with salesman Arsyad's experience regarding Nestle product prices which tend to be higher than market prices, where he stated, "Market prices, on average, market snacks are sold for a thousand, while Nestle products are sold for more than a thousand." Similar challenges were also felt in the Alternative Trade distribution network. Salesman Dewi said, "There are stores that don't want to take Nescafe because it is considered less popular and expensive." These experiences indicate that one of the factors that causes difficulties in entering Nestle products is based on the perception that Nestle's product prices are relatively expensive in both distribution network segments. In the end, only a small number of products can be accepted by the market because of limited buyer interest due to less competitive prices.

The product bundling strategy began to be implemented to overcome these problems, but new challenges still emerged during its implementation. One of the main obstacles to implementing this strategy was resistance from the store to the products included in the bundling. Several stores initially hesitated to order the product bundling because it contained several products that were considered less popular or had never been sold before. As conveyed by salesman Grace, "They didn't want to order because they were constrained by the products not selling well. They had never sold them." In addition, the limited purchase scale was also another obstacle faced by the salesmen during the implementation of this strategy. Stores could not buy bundling in multiple quantities, thus limiting the potential for sales that could have been more optimal. This was expressed by salesman Arsyad, "The bundling program cannot be multiple, that's the obstacle." These challenges show that although product bundling is designed to increase product appeal and expand sales, additional strategies or solutions are needed to overcome obstacles that arise during the implementation of the program in order to provide maximum results.

Salesmen adopted a number of solutions to the various challenges that arose during the implementation of the product bundling strategy to ensure that the program was accepted by stores. One of the main steps taken was to offer product bundling, with a diverse combination of products, so that stores had the opportunity to try to sell more types of products, including products that were previously less in demand. As explained by Grace,

"But with product bundling, there are many products. There are some that they usually buy, for example there is Milo Sachet, but it is bundled with Nescafe Cans. Well, Nescafe Cans are actually not market goods, but because in the bundling there is Milo, there is Dancow, that's what they want." Through this bundling offer, it certainly makes it easier for stores to try to sell new products without too much risk. Products that are rarely purchased by stores, such as Nescafe Cans, become more attractive because of the presence of other products that are more familiar and sell well, such as Milo Sachets and Dancow Sachets. A similar thing was expressed by salesman Arsyad who stated, "The previous order was only orders that were only sold in the store, for example Milo and Dancow sachets, two items, after the bundling program, he could take five or even more." This shows that the variety of products offered in bundling can influence the store's purchasing decision on the type of product they want to buy. Unlike the two salesmen in the General Trade distribution network, salesman Dewi in the Alternative Trade distribution network used the urgency of this program as an additional attraction. He said, "The store thinks when else can they get a cheap price, a gift, because the program is only for a short time, so the purchasing decision arises because of the urgency." The existence of a bundling program accompanied by gifts and discounts that are limited to a certain time only has succeeded in generating faster purchasing decisions from the store.

Another solution implemented by salesmen to overcome obstacles during the implementation of the product bundling strategy is the emphasis on discount offers. Discounts are attractive to stores because they offer more competitive prices compared to purchasing products individually. Salesman Arsyad stated, "Because there was a discount earlier, stores want to try selling. The price is cheaper and the stores' profits are also greater." Stores are more interested in taking advantage of this opportunity because discount offers make product prices more affordable, so stores find it easier to sell products that were previously considered expensive or less marketable with greater profits. Salesman Dewi also said something similar, "I told the store, this price is really cheap compared to buying individually, so try buying a bundle." By emphasizing the lower price comparison compared to buying individually, stores feel they are getting more benefits, both in terms of price and the potential for greater profit margins. The emphasis on discount offers makes stores feel

more confident and interested in buying product bundling. This is because discounts provide a large enough incentive for stores to introduce new products, as well as encourage higher sales and would not occur if they only relied on purchasing products individually.

Another incentive offered besides discounts is a gift in the form of a bag as part of the bundling program. This is certainly an interesting added value for the store, where salesman Arsyad explained, "Plus, you will also get another gift, Ma'am, a small bag so you can resell the bag, or maybe you can also use it for your needs." By offering a gift that is useful for the store, either for resale or personal use by the store, product bundling becomes more attractive by providing double benefits. This incentive not only increases the appeal of product bundling, but also reduces the store's doubts about the program that was previously considered less profitable. Salesman Dewi also said, "There are stores that don't want to take it. Well, just explain it, it's rare to have a program like this. Besides, the price has gone down, they get a bag as a gift, so they finally want it." This explanation makes the store consider this program as a rare opportunity to get double benefits, thus giving rise to a purchasing decision.

In-depth education to the store regarding the benefits that can be obtained from purchasing product bundling is also carried out by the salesmen to convince the store. Salesman Arsyad explained that he not only offers the product directly, but also provides details regarding the benefits that will be obtained by the store, including the original price of the product, the selling price after discount, and the gifts that accompany the bundling. He said, "I explain the benefits of bundling in detail, such as the original price of the product, the selling price, discounts, and the gifts that are obtained." Salesman Grace added the importance of a personal approach in providing in-depth education to the store, by emphasizing the close relationship between the salesman and the store as a customer. She said, "The name of the salesman must be close to the store, then we offer the product, price discounts, gifts, and also the program is not there every month, like that." This approach provides an exclusive view of product bundling, so that the store feels that it has a special opportunity to gain more benefits from the program offered. In addition, salesman Dewi also provided an overview of the scarcity of this program as a strategy to encourage the store to immediately make a purchasing decision. He said, "I gave an illustration that this program is

rare, when else can you get a lot of goods at a low price plus gifts." The combination of detailed explanations, good relationships between salesmen and stores, and emphasizing the rarity of the program, the salesmen were able to overcome the store's doubts which had an impact on the acceptance of product bundling for the store.

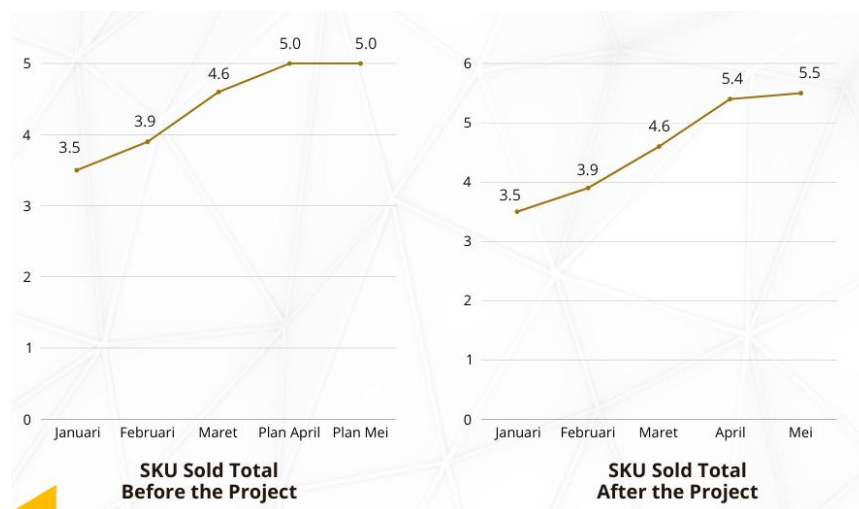
Based on the experience shared by salesmen in implementing the product bundling strategy accompanied by discounts and prizes, this strategy can overcome limited purchasing patterns and increase SKU sales in stores in the General Trade and Alternative Trade distribution networks. By combining several products into one in the form of a bundle, this strategy has succeeded in attracting stores to buy more varied products, including products that were previously less in demand or never sold before. Combining products that are in high demand with products that are rarely sold previously, gives stores the opportunity to try selling the rarely sold products with minimal risk. This step not only increases the sales volume of SKUs, but also expands the distribution of Nestle products in both distribution networks. Other supporting factors for success are the offering of incentives in the form of special discounts, additional prizes in the form of bags, and education to stores about the benefits obtained from product bundling. Discounts provide an attraction in the form of more competitive prices, while attractive prizes are additional incentives that encourage purchasing decisions. In addition, the education provided by salesmen, including an explanation of the benefits of purchasing product bundling and the personal approach taken, can build store trust in this program. With the combination of these various steps during the implementation of the product bundling strategy, it is not only able to solve the challenge of limited purchasing patterns, but can also increase SKU sales and strengthen partnerships between the company and its partner stores.

### **Effectiveness of Nestle Product Bundling Implementation with Discounts and Gifts in Increasing the Number of SKUs Sold**

The implementation of the product bundling strategy received a good response from the stores, both in the General Trade and Alternative Trade distribution networks. Grace as a salesperson in the General Trade distribution network stated, "Most of the outlets are interested, Sis. Because there are already a lot of products and they also get discounts, and they also get prizes. That's what makes them more interested." This statement shows that the

product bundling strategy accompanied by discounts and prizes is able to create a strong attraction for stores, because it provides many benefits at once in terms of product variety, competitive prices, and additional incentives such as prizes. A positive response to this strategy was also experienced in the Alternative Trade distribution network, where based on her experience, salesperson Dewi said, "I explained, the prize is if there is no bundling program, he won't get a prize. He won't necessarily get a discount either. So that he wants to order, you know. At the same time, we include products that actually don't sell, but because there is this program, he is interested in taking it." The experience of the salesmen from the two distribution networks increasingly shows that this product bundling strategy is not only designed to increase overall SKU sales, but also to overcome marketing challenges for products that were previously difficult to sell by providing added value to stores, so that this strategy can create interest in products that were previously less in demand by stores.

Nestle's product bundling strategy accompanied by discounts and gifts has proven effective based on the results of interviews with sources. This effectiveness is reflected in the increase in sales of Nestle product SKUs in stores within the scope of PT Anugerah Bina Usaha Nusantara, especially in the General Trade and Alternative Trade distribution networks. This was conveyed by Arsyad as a salesman in the General Trade distribution network who explained, "SKU sales increased significantly, from an average of 2-3 SKUs to 5-7 SKUs per store after bundling". In addition, there is also Grace as a salesman in the same distribution network who stated, "If the outlet that bought the product bundling, the SKUs increased. The products they bought increased the items." He also added, "Those who usually only order 1 or 2, because they are looking for discounts and gifts so they want to order, automatically the Sold SKUs also increase." Similar things were reported in the Alternative Trade distribution network, where a salesperson named Dewi revealed, "My Sold SKUs, which I usually only sell three SKUs. Well, when there was a program yesterday, the SKUs increased to many". This finding is also supported by the company's SKU sales data which shows an increase, as shown in the graph in Figure 1.



**Figure 1.**  
**Average SKU Sales Graph Before and After Implementing Product Bundling Strategy**

Based on the data, from January to March 2025, PT Anugerah Bina Usaha Nusantara has not been able to achieve the average SKU sales target of 5.0 SKUs. The SKU sales only reached the highest point at an average of 4.6 SKUs. After implementing the product bundling strategy, there was an increase in SKU sales exceeding the previously determined target, which was 5.4 SKUs in April and continued to increase to 5.5 SKUs in May. Even so, the increase in SKU sales in May only reached an increase of 0.1 SKUs because it was caused by several factors based on field observations. Some of these factors include:

1. Empty product stock at the distributor due to late delivery by the manufacturer.  
In May, the majority of Nestle product SKUs experienced delays in shipping from the manufacturer to the distributor due to several obstacles that occurred. This resulted in several product SKUs listed in the product bundling having to be adjusted to the available SKUs only, so that SKU sales could not achieve more optimal results compared to April. This condition caused stores, both those that had purchased product bundling in the previous month and those that had just purchased in May, not to get as many SKUs as were available in the previous month.
2. The product stock at the store that purchased the product bundling in the previous month is still available.

Some stores that made product bundling purchases in April still had stock on certain SKUs. As a result, these stores only ordered SKUs that had run out, not the entire product

bundling. In addition, product bundling orders in May were dominated by stores that had not made bundling purchases in the previous month, where the number of SKUs listed in the bundling was not as large as the stores that made orders in April.

The two main factors that caused the increase in SKU sales in May, which only reached 0.1 SKU, are also reflected in the data in Table 1. First, the number of stores that had 1 to 2 SKUs in May increased compared to April, reflecting that these stores only placed orders for SKUs that were out of stock, without purchasing the entire SKU in the product bundling. Second, the number of stores that had 3 to 5 SKUs increased, while the number of stores that had 6 to 8 SKUs decreased compared to April, representing stores that had just purchased the product bundling in May, as well as stores that had purchased in the previous month. However, this increase was limited because the delay in delivery by the manufacturer resulted in adjustments to the SKUs available in the product bundling, so that the number of SKUs received by these stores was not as many as in the previous month.

**Table 1.**  
**SKU Transaction Data at GT and AT Distribution Network Outlets**

| DATA TRANSAKSI SKU DI OUTLET GT DAN AT |  |       |       |       |       |       |       |       |
|--|--|-------|-------|-------|-------|-------|-------|-------|
| Bulan                                  | Jumlah Outlet Bertransaksi (dalam SKU) |       |       |       |       |       |       |       |
|  | 1 SKU                                  | 2 SKU | 3 SKU | 4 SKU | 5 SKU | 6 SKU | 7 SKU | 8 SKU |
| Januari                                | 260                                    | 156   | 62    | 31    | 19    | 1     | 0     | 0     |
| Februari                               | 227                                    | 168   | 50    | 47    | 28    | 10    | 2     | 0     |
| Maret                                  | 185                                    | 175   | 90    | 51    | 34    | 4     | 1     | 0     |
| April                                  | 136                                    | 78    | 30    | 50    | 39    | 28    | 31    | 5     |
| Mei                                    | 121                                    | 108   | 43    | 97    | 64    | 24    | 6     | 4     |

The increase in the number of SKU sales is certainly supported by changes in the purchasing patterns of stores that are heading in a positive direction. This is in line with the statements of salesmen from both distribution networks. For example, salesman Arsyad explained, "The changes are for the better. For example, one store only takes 1-2 SKUs but after the bundling program it can be up to 5-8 SKUs." This statement refers to the personal purchasing patterns of stores that previously only bought 1-2 SKUs as shown by the data in Table 1. In the period from January to March, the majority of stores only bought 1-2 SKUs each. However, after the implementation of product bundling in the period from April to May, there was a change in the number of stores that bought 7-8 SKUs each, although the number was not significant. Overall, the data shows that the number of stores that bought 5-

8 SKUs has increased compared to the previous period. This shows that product bundling encourages a more varied purchasing pattern.

However, there are several obstacles in the form of empty stocks and remaining stocks that are still available in several stores, which results in purchasing patterns still tending to fluctuate. On the other hand, salesperson Grace provided additional perspective by stating, "Because, as I said earlier, product bundling is a mix of goods. Not only the ones that are usually bought. So, if they want to buy product bundling, it means they also have to buy products that they have never bought before. But with this product bundling, items that previously did not sell, now sell. Stores that previously did not want to order, now order." In addition, in the Alternative Trade distribution network, changes in purchasing patterns are also seen. Salesperson Dewi said, "Previously, they really did not want to buy it. So, with the bundling, they want to try other ones too. Who knows, it might sell." The contents of the product bundling consist of 4-7 SKUs that are selected based on the stock of SKUs at the distributor which always changes dynamically every day. This causes the product composition in product bundling to be continuously adjusted every day without losing its main purpose, which is to combine products that sell well with those that do not sell well into one bundle. In addition, stores that buy product bundling have diverse purchasing patterns. Some stores only buy product bundling without additional SKUs, while other stores also buy additional SKUs outside the product bundling. As a result, the number of SKUs purchased by each store varies and creates a purchasing pattern that tends to fluctuate. Therefore, several statements expressed by salesmen regarding store purchasing patterns refer more to the data in Table 1. In contrast, the data in Figure 1 illustrates the end result of this strategy, where the data is calculated based on the total SKUs ordered by each store in a given month, then divided by the number of stores that transacted overall in that month.

In addition to providing a positive impact on increasing sales in the short term, the product bundling strategy also provides long-term benefits in the form of repeat orders or reorders of several SKUs from the store. Starting from the store's interest in trying to buy a product SKU that they usually don't buy in product bundling, it turns out to give them benefits in the form of selling the product in the store which leads to reordering the SKU. This was expressed by salesman Arsyad who stated, "Many stores after trying to buy product bundling,

on the next visit they buy again, order again." The phenomenon in the General Trade distribution network was also further strengthened by the statement of salesman Grace who said, "Basically, those who have ordered product bundling, previously they were just trying it out, because they had tried it, it sold, some bought it, so they repeated." A similar experience was also experienced by salesman Dewi in the Alternative Trade distribution network. She said, "Because the quantity yesterday wasn't that much. So we saw the development, like that. So when they came back it turned out to sell, the next day they wanted to try buying it again."

Statements based on the experience of salesmen in implementing the product bundling strategy illustrate that the introduction of new products in the form of bundling triggers curiosity from the store to try to sell the product which ultimately forms a habit of continuous repeat purchases. This finding shows that product bundling not only increases sales momentarily, but also encourages continuous repeat orders, where Nestle products that were initially less in demand by the store, were not only purchased by the store when this strategy was implemented, but also after the strategy was stopped. Ultimately, this strategy succeeded in changing the store's perception and creating continuous purchasing habits.

The implementation of the product bundling strategy not only provides long-term benefits for the company in the form of repeat orders, but also builds a better relationship between the store and the distributor. Initially, the stores were hesitant or just trying to sell the products in the bundling program. Over time, they felt the benefits in the form of purchasing these products in the store, as expressed by salesman Arsyad, namely "The store orders more routinely because it sells quickly with the bundling program, so the relationship between the store and the salesman and distributor is getting better." With the increase in orders, stores are making repeat purchases more often, which leads to a more stable and profitable interaction cycle for all parties. In addition, as salesman Grace said, "The SKUs are also already in large numbers from the bundling program. To the distributor, it also means that this store is good at taking them." This shows that stores that routinely place orders give a positive impression to distributors, where distributors see the store as having good performance in terms of product purchases. This strategy in turn increases supply stability and satisfaction for both parties.

Based on the analysis results from interviews with salesmen in both distribution networks supported by the company's SKU sales data, the implementation of Nestle's product bundling accompanied by discounts and gifts has proven effective in increasing the number of SKUs sold. This program not only encourages sales of product SKUs, but also successfully attracts the interest of stores to buy products that were previously less in demand because of the additional incentives in the form of discounts and gifts. The increase in the total number of SKUs sold in both distribution networks, both General Trade and Alternative Trade, shows the success of this strategy in creating changes in purchasing patterns in stores. In addition, the implementation of this strategy also has a long-term impact in the form of repeat orders made by stores that initially only tried to sell products in the bundle. Thus, the product bundling strategy not only increases sales in the short term, but also strengthens the long-term relationship between stores and distributors, thus creating a more stable interaction cycle, and is beneficial for all parties involved.

## **CONCLUSION**

The results of this study indicate that the product bundling strategy accompanied by discounts and gifts has proven effective in overcoming limited purchasing patterns and increasing sales of Nestle product SKUs in the General Trade and Alternative Trade distribution networks at PT Anugerah Bina Usaha Nusantara. This program combines products that are in demand and less in demand that can help stores try selling new products with little risk, so that they can expand the distribution of Nestle products. The success of this program is supported by incentives in the form of discounts, gifts, and in-depth education to stores regarding the benefits of purchasing product bundling, as well as a personal approach by salesmen and the creation of urgency through the program's time limit. This strategy has succeeded in creating a strong appeal for stores by offering a combination of benefits in the form of product variety, competitive prices, and additional incentives.

SKU sales data shows an increase in the number of SKUs sold after the implementation of this strategy, despite several obstacles, such as late delivery of stock from manufacturers to distributors and remaining stock from last month in stores. In addition to providing a positive impact in the short term in the form of increased sales, this strategy also

creates long-term benefits in the form of repeat orders for several SKUs that were initially only purchased due to product bundling. This reflects a change in store purchasing patterns towards a more varied and sustainable direction, while strengthening the relationship between stores and distributors by creating stable and mutually beneficial interactions for both parties. Thus, product bundling is not only an effective marketing strategy in driving SKU sales but also contributes to strengthening long-term relationships in the distribution chain.

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