

# Digital Product Bundling as a Marketing Strategy for Home-Based Food SMEs: Evidence from Social Media Implementation in Indonesia

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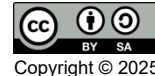
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## Abstract

This study examines the implementation of digital product bundling as a marketing strategy in a home-based food small and medium-sized enterprise (SME) in Indonesia. Using a descriptive qualitative approach, the research explores changes in marketing practices before and after the adoption of bundling strategies promoted through social media. Data were collected through in-depth interviews, observations, and focus group discussions with business owners and involved actors, and were analyzed using thematic analysis supported by a Planning of Action framework. The findings indicate that product bundling combined with social media marketing enhances product visibility, expands market reach, and strengthens consumer engagement through integrated offerings and improved packaging. However, the implementation also faces operational challenges, including production capacity constraints, labor limitations, and distribution inefficiencies. This study contributes to the literature on SME digital marketing by highlighting product bundling as a practical and adaptive strategy for home-based food enterprises in emerging economies. The results provide managerial insights for SMEs seeking to improve competitiveness through low-cost digital marketing strategies.

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## 1. Introduction

Small and medium-sized enterprises (SMEs) play a crucial role in Indonesia's economic structure, contributing significantly to gross domestic product, employment creation, and income distribution (Kementerian Koperasi dan UKM, 2022; Paramita & Ssurur, 2022). Among various SME categories, home-based food enterprises represent a dominant segment that supports local economies while preserving regional culinary identity (Syahdan & Husna, 2019). Despite their strategic importance, many home-based SMEs continue to face structural challenges, particularly in marketing, competitiveness, and market expansion.

The rapid development of digital technology has fundamentally transformed business practices, including marketing strategies adopted by SMEs. The increasing penetration of internet and social media platforms in Indonesia has opened new opportunities for SMEs to engage directly with

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consumers, reduce promotional costs, and expand market reach (Kementerian Komunikasi dan Informatika, 2013). However, prior studies indicate that many SMEs still rely on conventional marketing approaches, which limits their ability to compete effectively in increasingly digitalized markets (Febriyanto & Arisandi, 2018). Consequently, the adoption of digital marketing strategies has become a strategic necessity rather than an optional choice.

One digital marketing approach that has gained growing attention is product bundling. Product bundling refers to the practice of offering two or more products in a single package at a combined price, often perceived as more valuable by consumers (Kotler & Keller, 2016). Previous studies suggest that bundling strategies can enhance consumer perceived value, simplify purchasing decisions, and increase purchase intention (Mulhern & Leone, 1991; Munger & Grewal, 2001; Soman & Gourville, 2001). In the context of SMEs, bundling also serves as a practical mechanism for inventory management and value creation, particularly when combined with digital promotion channels.

From a strategic management perspective, the effectiveness of marketing strategies depends on the firm's ability to align internal resources with external market opportunities. Chandler (2018) defines strategy as a long-term direction that integrates organizational objectives with resource allocation, while Hitt, Ireland, and Hoskisson (2017) emphasize strategy as a coordinated set of actions aimed at achieving competitive advantage. Applying these perspectives, digital product bundling can be understood as a strategic response that enables SMEs to enhance competitiveness by leveraging limited resources through innovative marketing practices.

Despite the growing literature on digital marketing and SMEs, empirical studies focusing on the implementation of product bundling through social media in home-based food enterprises remain limited, particularly in emerging economies. This study addresses this gap by examining how digital product bundling is implemented as a marketing strategy in a home-based food SME in Indonesia and how it transforms marketing practices before and after adoption. By employing a qualitative descriptive approach, this research contributes to the SME marketing literature by providing contextual insights into the strategic role of digital product bundling in enhancing visibility, market reach, and consumer engagement in home-based food enterprises.

## 2. Literature Review

### Marketing Strategy and Strategic Management

Strategy is a fundamental concept in management studies, referring to a firm's long-term direction and its ability to allocate resources to achieve competitive advantage. Chandler (2018) defines strategy as the determination of long-term organizational goals accompanied by the allocation of resources necessary to achieve those goals. This definition emphasizes the structural alignment between objectives and actions. Complementing this view, Hitt, Ireland, and Hoskisson (2017) conceptualize strategy as an integrated and coordinated set of commitments and actions designed to exploit core competencies and gain competitive advantage. Similarly, Rothaermel (2017) argues that strategy represents a firm's deliberate actions to attain and sustain superior performance relative to competitors.

In the context of small and medium-sized enterprises (SMEs), strategic management plays a critical role due to limited financial, human, and technological resources. SMEs must therefore adopt flexible and adaptive strategies that respond to environmental changes (Wheelen & Hunger, 2020). Marketing strategy, as a functional-level strategy, becomes particularly important because it directly influences firm performance, customer acquisition, and market positioning. According to Kotler and Armstrong (2008, in Ihsan, 2021), marketing strategy represents the marketing logic by which a business unit expects to create customer value and achieve profitable relationships. This logic involves decisions related to target markets, positioning, marketing mix, and budget allocation.

### **SMEs and Home-Based Food Enterprises**

Small and medium-sized enterprises constitute the backbone of Indonesia's economy, contributing significantly to employment creation, income distribution, and economic resilience (Awali, 2020; Kementerian Koperasi dan UKM, 2022). One prominent form of SMEs is the home-based industry, which typically operates with simple organizational structures and relies heavily on local resources and family labor (Sukirno, 2002; Tambunan, 2002). Home-based food enterprises, in particular, play a dual role by generating household income while preserving local culinary heritage (Syahdan & Husna, 2019).

Despite their importance, home-based SMEs often face structural constraints, including limited market access, weak branding, and reliance on traditional marketing methods. These limitations reduce their competitiveness, especially when competing with larger firms that possess stronger distribution networks and marketing capabilities (Febriyanto & Arisandi, 2018). As a result, innovation in marketing strategy is essential for ensuring the sustainability and growth of home-based food enterprises.

### **Digital Marketing and Social Media Adoption**

Digital transformation has reshaped business environments, compelling SMEs to integrate digital technologies into their operations. The widespread use of the internet and social media platforms has created new opportunities for SMEs to communicate directly with consumers, promote products efficiently, and expand market reach (Kementerian Komunikasi dan Informatika, 2013). Digital marketing enables SMEs to reduce promotional costs while enhancing interaction, engagement, and feedback mechanisms (Veranita et al., 2021).

Several studies indicate that social media has become a dominant channel for business interaction, with a large proportion of consumers relying on digital platforms for information search and purchasing decisions (Smith et al., 2017). However, successful digital marketing requires not only platform adoption but also strategic content creation, branding consistency, and innovative promotional approaches (Chakti, 2019). For SMEs, particularly home-based enterprises, digital marketing serves as a strategic tool to overcome geographical and resource limitations.

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

Product bundling is a marketing strategy that involves offering two or more products together in a single package at a combined price, which is generally perceived as more attractive than purchasing items separately (Kotler & Keller, 2016). Bundling strategies can take various forms, including pure bundling, mixed bundling, and cross-selling bundling, each serving different strategic objectives. Prior research demonstrates that bundling can enhance perceived value, increase purchase intention, and simplify consumer decision-making (Mulhern & Leone, 1991; Munger & Grewal, 2001).

From the consumer perspective, bundling reduces transaction complexity and provides both economic and psychological benefits (Soman & Gourville, 2001). Johnson et al. (1999) further argue that effective bundling requires logical compatibility between bundled products to maximize perceived value. In addition, bundling allows firms to promote less popular products by pairing them with high-demand items, thereby improving inventory turnover and overall sales performance (Stremersch & Tellis, 2002).

In the context of SMEs, product bundling represents a low-cost and adaptive strategy that can be easily integrated with digital marketing channels. Yang and Lai (2006) emphasize that bundling should be treated as a strategic product decision rather than a mere promotional tactic. When combined with social media marketing and innovative packaging, bundling can strengthen brand image, enhance consumer engagement, and improve competitiveness, particularly for home-based food enterprises operating in emerging economies (Irawan & Affan, 2020; Made Semariyani et al., 2019).

### 3. Methodology

#### Research Design

This study employs a descriptive qualitative research design to explore the implementation of digital product bundling as a marketing strategy in a home-based food small and medium-sized enterprise (SME). A qualitative approach is considered appropriate because the research aims to obtain an in-depth understanding of marketing strategy transformation, decision-making processes, and contextual challenges faced by SME actors rather than to test hypotheses or measure causal relationships. According to Arikunto (2017), qualitative research produces descriptive data in the form of written or spoken words derived from observed behaviors and social interactions, making it suitable for examining real-world business practices.

#### Research Setting and Object

The research was conducted in Batembat Village, Pace District, Nganjuk Regency, East Java, Indonesia. The primary research object is a home-based food enterprise, **Bakpia Berkah Jaya**, which represents a typical SME operating with limited resources and relying on local markets. This enterprise was selected because it has actively implemented digital marketing strategies, particularly product bundling promoted through social media platforms, making it relevant to the research objectives.

#### Data Sources and Participants

The study utilizes primary data sources, obtained directly from individuals involved in the business activities of Bakpia Berkah Jaya. Informants include the business owner and actors involved in production, packaging, and marketing activities. These participants were selected purposively based on their direct involvement in marketing decision-making and operational processes, ensuring the relevance and credibility of the data collected.

#### Data Collection Techniques

Data were collected using multiple qualitative techniques to enhance data richness and credibility. In-depth interviews were conducted with the business owner to obtain detailed information regarding marketing strategies before and after the implementation of digital product bundling, as well as perceived benefits and challenges. Observations were carried out to examine daily business operations, product packaging processes, and the use of social media as a marketing tool. Focus group discussions (FGDs) were conducted with involved actors to capture shared perspectives on the effectiveness of bundling strategies and operational constraints.

In addition, this study applies the Planning of Action (POA) approach, which involves identifying business potential and obstacles through interviews, observations, and FGDs, followed by the formulation of strategic actions related to branding, packaging innovation, and digital marketing implementation.

#### Data Analysis Technique

The collected data were analyzed using the interactive model of qualitative data analysis proposed by Miles and Huberman (2014), which consists of three main stages: data reduction, data display, and conclusion drawing or verification. Data reduction was conducted by selecting, focusing, and simplifying relevant information related to marketing strategies and bundling implementation. The reduced data were then organized into descriptive narratives to identify patterns and themes. Finally, conclusions were drawn through continuous verification to ensure consistency between empirical findings and theoretical perspectives.

### **Trustworthiness of the Study**

To ensure the trustworthiness of the findings, this study applied triangulation of data collection techniques, including interviews, observations, and FGDs. The use of multiple data sources and methods helped validate the consistency of information and reduce potential bias. This approach enhances the credibility and dependability of the qualitative findings, in line with established qualitative research standards.

## **4. Results**

### **Marketing Practices Before the Implementation of Digital Product Bundling**

The findings indicate that prior to the implementation of digital product bundling, the marketing practices of the home-based food enterprise were predominantly traditional and limited in scope. Marketing activities relied mainly on word-of-mouth communication and basic use of digital platforms such as WhatsApp and Facebook to receive orders from existing customers. The absence of structured digital marketing strategies constrained the enterprise's ability to reach new market segments and limited product visibility beyond the local area.

Product offerings before bundling were sold individually, primarily to meet routine or event-based orders such as family gatherings. Packaging was basic, using standard cardboard boxes or plastic packaging according to customer requests, with minimal branding elements. These practices reflect common characteristics of home-based SMEs operating with limited resources and low emphasis on strategic marketing innovation, as noted in previous SME studies (Febriyanto & Arisandi, 2018).

### **Implementation of Digital Product Bundling Through Social Media**

After adopting digital product bundling, significant changes were observed in the enterprise's marketing approach. Product bundling was introduced by combining bakpia products with complementary items and offering them as integrated packages promoted through social media, particularly Instagram. This shift aligns with the concept of bundling as a value-creation strategy that enhances consumer perceived value (Kotler & Keller, 2016).

The use of social media enabled the enterprise to present bundled products with more attractive visual content, storytelling elements, and clearer product information. Observational data and interview findings indicate that digital promotion facilitated broader market exposure and enabled more direct interaction with consumers. Customers were able to engage with product information, provide feedback, and place orders more efficiently, supporting previous findings on the role of digital marketing in SME market expansion (Veranita et al., 2021; Smith et al., 2017).

In addition, the implementation of bundling was accompanied by packaging innovation, including the use of paper bags and branded stickers displaying the product logo. These changes improved product presentation and positioned bakpia not only as a traditional snack but also as a gift or souvenir item. Such findings support prior research emphasizing the strategic role of packaging in enhancing brand perception and consumer appeal (Made Semariyani et al., 2019; Irawan & Affan, 2020).

### **Perceived Benefits of Product Bundling Strategy**

The results reveal several perceived benefits following the implementation of digital product bundling. First, informants reported improved product visibility and market reach, as bundled offerings attracted consumer attention more effectively than single-product sales. Second, bundling facilitated stronger consumer engagement, as customers expressed interest in customized packages tailored for specific occasions.

From a strategic perspective, bundling allowed the enterprise to manage product offerings more efficiently by integrating multiple items into a single transaction. This finding aligns with previous studies suggesting that bundling can simplify purchasing decisions and enhance perceived economic value for consumers (Mulhern & Leone, 1991; Soman & Gourville, 2001). Overall, digital product bundling emerged as a practical marketing strategy that supports competitiveness for home-based food SMEs operating in resource-constrained environments.

### **Operational Challenges in Implementing Digital Product Bundling**

Despite the perceived benefits, the results also highlight several operational challenges associated with the implementation of digital product bundling. One major challenge relates to production capacity, as increased demand generated by digital promotion required additional labor to maintain product quality and timely fulfillment. Recruiting competent labor posed difficulties due to limited availability and resource constraints, consistent with challenges commonly faced by home-based SMEs (Tambunan, 2002).

Additional challenges were identified in packaging customization, particularly when customers requested personalized elements such as names or event dates. This customization increased coordination efforts with printing services and extended preparation time. Furthermore, distribution inefficiencies, especially for out-of-town deliveries, affected operational efficiency due to longer delivery times and negotiation over shipping costs. These logistical constraints occasionally delayed order fulfillment and required additional negotiation with consumers.

### **Summary of Key Findings**

Overall, the results demonstrate that digital product bundling, when combined with social media marketing, contributes positively to marketing effectiveness by enhancing visibility, consumer engagement, and product positioning. However, the strategy also introduces operational pressures related to labor, packaging, and distribution. These findings suggest that while digital product bundling is a viable and adaptive marketing strategy for home-based food SMEs, its successful implementation depends on adequate operational readiness and resource management, consistent with strategic management perspectives proposed by Chandler (2018) and Hitt, Ireland, and Hoskisson (2017).

## **5. Discussion**

### **Digital Product Bundling as a Strategic Marketing Mechanism for SMEs**

The findings of this study demonstrate that digital product bundling functions as an effective marketing mechanism for home-based food SMEs when integrated with social media platforms. From a strategic management perspective, this result supports Chandler's (2018) view that strategy involves aligning long-term objectives with available resources. By adopting product bundling, the enterprise was able to optimize limited resources through integrated product offerings, thereby enhancing market presence without substantial increases in marketing expenditure.

Furthermore, the observed transformation in marketing practices aligns with Hitt, Ireland, and Hoskisson's (2017) argument that competitive advantage emerges from coordinated actions that leverage core competencies. In this context, bundling enabled the SME to capitalize on its existing product portfolio while strengthening consumer appeal through perceived value enhancement. This finding reinforces prior studies suggesting that bundling simplifies purchasing decisions and increases consumer willingness to buy (Mulhern & Leone, 1991; Soman & Gourville, 2001).

### **Role of Social Media in Enhancing Consumer Engagement**

The integration of social media, particularly Instagram, played a critical role in amplifying the effectiveness of the bundling strategy. Social media platforms allowed the enterprise to communicate

product value more clearly through visual presentation, storytelling, and direct interaction with consumers. This finding is consistent with Smith et al. (2017), who emphasize that a significant proportion of consumers rely on digital platforms as primary channels for business interaction.

In line with Veranita et al. (2021), the results indicate that digital marketing does not merely function as a promotional tool but also facilitates relationship-building between SMEs and consumers. The increased engagement observed in this study reflects Granroos' (1987) relational marketing perspective, which highlights the importance of long-term relationships and mutual value creation. Through bundled offerings promoted digitally, the enterprise was able to strengthen emotional connections with consumers, particularly by offering customized packages for specific occasions.

### **Packaging Innovation and Value Perception**

Packaging innovation emerged as a complementary factor that enhanced the effectiveness of digital product bundling. The use of paper-based packaging and branded stickers improved product aesthetics and repositioned bakpia as a gift or souvenir item rather than solely a traditional snack. This finding supports Made Semariyani et al. (2019), who argue that packaging plays a significant role in shaping consumer perceptions, especially for local products.

Additionally, the results corroborate Irawan and Affan (2020), who suggest that innovative yet cost-efficient packaging can improve brand recall without imposing excessive financial burdens on SMEs. In the context of bundling, packaging innovation strengthened the perceived coherence of bundled products, thereby reinforcing the value proposition communicated through digital channels.

### **Operational Constraints and Strategic Trade-offs**

Despite the positive marketing outcomes, the implementation of digital product bundling introduced operational challenges that require careful strategic consideration. Increased demand generated by digital promotion placed pressure on production capacity and labor availability. These constraints reflect structural limitations commonly faced by home-based SMEs, as described by Tambunan (2002), where limited organizational structure and reliance on family labor restrict scalability.

Logistical challenges, including packaging customization and distribution inefficiencies, further highlight the trade-offs associated with adopting more sophisticated marketing strategies. While bundling enhances consumer value, it simultaneously increases operational complexity. This finding underscores Rothaermel's (2017) argument that sustaining superior performance requires balancing strategic initiatives with internal capabilities.

### **Theoretical Contributions**

This study contributes to the SME marketing literature by contextualizing product bundling as a strategic, low-cost digital marketing approach suitable for home-based food enterprises in emerging economies. Unlike prior studies that primarily focus on bundling in large firms or e-commerce platforms, this research extends the application of bundling theory to micro- and small-scale enterprises operating with limited resources. By integrating strategic management theory with digital marketing practices, the study highlights how SMEs can leverage bundling to enhance competitiveness while navigating operational constraints.

### **Policy Implications and Recommendations**

The findings of this study have several policy implications for stakeholders involved in SME development. Support for Digital Marketing, Capacity Building Government agencies and SME support

institutions should provide structured training programs focused on digital marketing and product bundling strategies. Such initiatives would enable home-based SMEs to adopt digital tools more effectively and strategically. Facilitation of Packaging and Branding Innovation, Policy interventions could support SMEs through subsidies or partnerships with local packaging providers to encourage affordable and innovative packaging solutions. This support would enhance product competitiveness without increasing production costs excessively.

Strengthening SME Logistics and Distribution Systems, Collaboration between local governments, SME associations, and logistics providers is essential to address distribution inefficiencies. Improved access to affordable shipping services would reduce operational barriers associated with digital sales expansion. Labor and Skill Development Programs, Workforce development policies aimed at improving production and digital marketing skills would help SMEs manage increased demand resulting from successful marketing strategies such as bundling.

Overall, supportive policies that integrate digital capability development, operational support, and market access facilitation are crucial for maximizing the benefits of digital product bundling strategies among home-based food SMEs.

## 6. Conclusion

This study concludes that digital product bundling represents an effective and adaptive marketing strategy for home-based food small and medium-sized enterprises (SMEs) operating in emerging economies. Based on a qualitative analysis of marketing practices before and after the adoption of bundling strategies, the findings demonstrate that integrating product bundling with social media marketing enhances product visibility, broadens market reach, and strengthens consumer engagement. These outcomes reflect the strategic alignment between limited internal resources and external market opportunities, as emphasized in strategic management theory (Chandler, 2018; Hitt, Ireland, & Hoskisson, 2017).

The study further highlights that bundling, when supported by packaging innovation and digital promotion, increases perceived consumer value and supports competitive positioning, consistent with prior marketing research on bundling and value creation (Kotler & Keller, 2016; Mulhern & Leone, 1991; Soman & Gourville, 2001). However, the findings also reveal that the effectiveness of this strategy is contingent upon operational readiness, particularly in terms of production capacity, labor availability, and distribution efficiency. Without adequate operational support, the benefits of digital bundling may be constrained.

Overall, this research contributes to the SME marketing literature by demonstrating how digital product bundling can function as a low-cost strategic tool for enhancing competitiveness in home-based food enterprises. While the study is limited by its qualitative scope and single-case focus, it provides contextual insights that can inform both managerial practice and future research on digital marketing strategies for SMEs.

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