



Re-Positioning and Product Differentiation Strategies of Sweetened Condensed Milk in Building Brand Loyalty: A Literature Review

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ABSTRACT

The Sweetened Condensed Milk (SCM) industry in Indonesia is a highly dynamic segment of Fast-Moving Consumer Goods (FMCG) characterized by market saturation. The dominance of major players creates high entry barriers for new competitors, forcing challenger brands like Dairy Champ to continuously innovate their product value communication to remain relevant. The primary issue identified in this study is the social stigma that frequently correlates economical pricing with low quality, which potentially hinders the formation of emotional bonds and long-term customer loyalty. This study aims to synthesize current literature on the effectiveness of pricing strategies, product quality, and differentiation in mitigating negative perception risks while strengthening consumer trust within the SCM product category. The research method employed is a literature review with a descriptive qualitative approach. Secondary data were gathered from 12 scholarly articles published between 2020 and 2026 in reputable databases, which were analyzed using comparative and integrative synthesis techniques. The findings indicate that brand loyalty results from a synergy between fair price perception and the stability of physical quality dimensions, such as taste, viscosity, and packaging functionality. Furthermore, re-positioning strategies have proven effective in transforming brand image into a "smart choice," supported by the strategic use of digital channels and Key Opinion Leaders (KOLs) to build authentic consumer trust. This study provides a comprehensive conceptual framework for management practitioners to formulate resilient marketing strategies amid the aggressive competition of the SCM industry in Indonesia.

ARTICLE INFO

Article History:

Submitted/Received 19 May 2026

First Revised 20 May 2026

Accepted 21 May 2026

First Available online 22 May 2026

Publication Date 22 May 2026

Keyword:

Re-positioning Strategy, Product Differentiation, Brand Loyalty, Sweetened Condensed Milk, Challenger Brand

1. INTRODUCTION

The Sweetened Condensed Milk (SCM) industry in Indonesia is one of the most dynamic segments within the Fast-Moving Consumer Goods (FMCG) sector, exhibiting a very high level of market saturation. Over the past decade, this market has been dominated by a few large players acting as market leaders, whose immense brand equity and massive distribution networks form a substantial barrier to entry for new competitors. According to (Sari & Pratiwi, 2026), this highly competitive environment forces every manufacturer to continuously innovate how they communicate their product value to remain relevant in the eyes of consumers. This condition creates a challenging business landscape where customer loyalty becomes a highly contested asset through various conventional and digital marketing channels.

However, a fascinating phenomenon has recently emerged: a shift in consumer preference from market leaders toward challenger brands like Dairy Champ. This behavioral shift is driven by increasing consumer literacy regarding the price-to-benefit ratio. Today's consumers tend to be more pragmatic and are beginning to realize that challenger brands are often capable of offering product functionality and quality on par with market leaders, yet at a much more competitive price (Farunik & Ginny, 2023). This shift signals that the dominance of established brands is no longer absolute, presenting an opportunity for value-tier brands to capture significant market share through precise price penetration strategies.

While economical pricing strategies are effective for attracting new consumers, fresh challenges arise when these brands attempt to build long-term loyalty. A crucial problem has been identified: affordable brands are frequently hindered by the public stigma that correlates low prices with inferior quality. This can backfire on a challenger brand's customer retention efforts, as the perception of low quality can impede the development of an emotional bond between consumers and the brand (Laetitia, 2025). Therefore, a robust re-positioning strategy is required so that the product is not merely viewed as a cheap alternative, but rather as a smart choice with high differentiation value.

Differentiation is not limited to physical product attributes; it also encompasses how a brand consistently delivers a value experience to its users. Through a re-positioning strategy, a brand can reshape negative perceptions into a positive image, thereby strengthening the foundation of brand loyalty (Mere, 2024). Reviewing existing literature becomes imperative to understand the extent to which price variables and product quality can synergize to neutralize the low-quality perception tied to economical products.

Based on this background, the primary objective of this study is to synthesize contemporary literature regarding the effectiveness of pricing strategies and product quality on brand loyalty, specifically within the sweetened condensed milk category. This research seeks to dissect how differentiation strategies can mitigate negative perception risks and reinforce consumer trust toward challenger brands. Ultimately, this literature review is expected to yield a comprehensive conceptual framework for management practitioners to formulate more resilient marketing strategies in facing the increasingly aggressive competition of the SCM industry in Indonesia.

2. LITERATURE REVIEW

2.1 Characteristics of Sweetened Condensed Milk Products

Sweetened Condensed Milk is generally defined as a viscous liquid dairy product obtained by removing a portion of water from a mixture of milk and sugar, or by reconstituting milk components with added sugar until a specific concentration is reached (Laia & Yudiono, 2025). The primary characteristic distinguishing SCM from other dairy products is its high sucrose content, which serves not only as a flavor enhancer but also as a natural preservative. Consequently, SCM has a much longer shelf life compared to regular liquid milk, even after opening, provided it is stored under proper conditions.

According to (Fadhlorrohman & Susanto, 2024), SCM is not merely a milk beverage but has evolved into a multifunctional ingredient across various culinary creations. Its thick texture and intense sweetness make it an ideal topping or core raw material in micro, small, and medium enterprise (MSME) food and beverage sectors, such as *martabak*, milk coffee, and various desserts. This versatility ensures that SCM consumption remains highly stable across different social strata, from households to commercial businesses (Feralta & Murtiningsih, 2024). This characteristic renders market demand for SCM relatively inelastic to short-term health trends.

Visually and physically, consumers evaluate SCM quality primarily through its viscosity, thickness, and mixture homogeneity, ensuring there is no sugar crystallization. According to (Zakariah, 2020), a clean white or slightly cream color also serves as an indicator of freshness for consumers. Manufacturers in this industry strive to maintain these physical traits through advanced processing technologies to ensure product stability during long distribution chains in tropical regions like Indonesia. In a competitive market structure, SCM characteristics are also distinguished by packaging formats, ranging from cans and pouches with screw caps (*spouts*) to economical sachets (Maskur & Ervandi, 2025). This packaging innovation reflects product characteristics that adapt to consumer purchasing power and practical needs. Easy access to products in various sizes solidifies SCM's position as a staple product in the dairy-based sweetener category in the domestic market.

2.2 Price Perception in Product Value Assessment

Price perception is a quality determination process in which consumers do not merely look at the nominal figure but interpret that price as a signal of quality and value. According to (Nurfauzi, 2023), price is often viewed as an indicator of quality; higher prices are perceived as superior quality, whereas low prices often trigger suspicion regarding compromised quality. Within FMCG categories like SCM, consumers are adopting a "value-for-money" perspective, actively comparing financial sacrifice with the functional benefits received. According to (Nurhikmat, 2022), positive price perception is formed when consumers feel that the benefits obtained outweigh the price paid.

For challenger brands, economical pricing strategies are deployed to break through the loyalty barriers of established brands. If a brand can deliver taste and utility on par with the market leader at a lower price point, this price perception turns into a strong competitive advantage rather than being negatively labeled as a "cheap item". The ultimate challenge in price perception lies in overcoming the "low price, low quality" stigma. According to (Sander

& Chan, 2021), providing additional information regarding product attributes and user testimonials can mitigate this negative perception.

When consumers have clear price reference points, they tend to perform comparative evaluations. If the price gap between the market leader and the challenger brand is substantial while the functional quality is deemed identical, consumers are inclined to switch brands for economic efficiency. According to (Nuryani, 2022), price perception has a direct relationship with repurchase intentions. A price perceived as fair increases consumer satisfaction, which subsequently serves as the foundation for loyalty. In the SCM industry, pricing effectiveness is measured not just by a low nominal value but by price consistency in the market. Frequent price fluctuations can distort consumers' value perception and diminish trust in brand credibility.

2.3 Product Quality Dimensions in the SCM Category

According to (Wijaya & Jamil, 2025), product quality in the SCM industry is predominantly evaluated by consumers through taste. The taste dimension encompasses a balanced sweetness, fresh milk aroma, and the absence of an unpleasant aftertaste. Flavor consistency is a primary determinant of whether a consumer will remain loyal to the same brand over the long term, as taste is closely linked to personal sensory experiences.

According to (Novita & Darmawan, 2024), packaging plays an essential role in modern product quality perception. Packaging functions not only to protect the contents but also as a tool for communicating quality through design and functionality. For instance, the use of a screw cap (*spout*) on pouch packaging is seen as enhancing product quality due to hygiene and ease of storage compared to conventional metal cans. Strong and appealing packaging conveys an impression that the manufacturer pays meticulous attention to detail and consumer safety.

Durability or shelf life is also a vital quality dimension for Indonesian consumers. Given that SCM is often consumed gradually, the product's ability to remain fresh and clumping-free after opening is a standard expectation. According to (Ridhani, 2021), products that exhibit changes in texture or color before their expiration date drastically degrade brand credibility, regardless of how affordable they are. When taste, packaging, and durability dimensions are consistently fulfilled, the stigma surrounding low prices naturally dissipates (Budi & Akbar, 2024). Stable product quality acts as tangible proof that validates the consumer's decision to choose a challenger brand. Thus, quality differentiation in physical product aspects is the key to building a compelling argument that budget-friendly products do not automatically equate to low quality.

2.4 Customer Loyalty and Behavioral Indicators

Customer loyalty in the context of FMCG products like SCM is viewed not merely as a positive attitude toward a brand, but as a behavioral commitment to make consistent repeat purchases in the future. According to (Maulyan, 2022), loyal consumers consciously select the same brand despite the abundance of alternatives on store shelves. Robust loyalty is established when consumers feel that the brand has integrated into their routine shopping habits.

According to (A'yunnina & Rofifah, 2024), the most relevant form of promotion in the current information age is a consumer's willingness to provide recommendations to others, or Word of Mouth (WOM). In the SCM industry, oral recommendations particularly within culinary business communities can exert a greater impact than conventional advertising. When a *martabak* vendor recommends a specific brand due to price factors and stable quality, it creates a domino effect that strengthens the brand's position in the wider market.

According to (Sasongko, 2021), customer loyalty is the outcome of synergy between satisfaction with product quality and fairness in price perception. However, loyalty toward challenger brands is often more volatile compared to market leaders. Therefore, fostering loyalty for an economical brand requires a re-positioning strategy capable of engineering psychological bonds, ensuring consumers stay not just for the cheap price, but because they feel like "smart shoppers" who have chosen the best value product. According to (Binendra & Prayoga, 2022), customer loyalty is also marked by resistance to competitors' temptations. Loyal consumers will not easily switch brands simply because of temporary price promotions from rivals. (Rezita, 2025) notes that sustainable loyalty is an asset that enables companies to stabilize revenue and minimize marketing expenses. In the long run, this loyalty determines whether a brand can survive the highly aggressive competition within the Indonesian SCM industry.

3. RESEARCH METHODOLOGY

This study utilizes a literature review method with a descriptive qualitative approach to explore marketing phenomena in the sweetened condensed milk industry. The data used in this research are secondary, obtained through systematic searches of scientific literature across reputable databases such as Google Scholar, Sinta, and other academic journal portals. The data retrieval process was structured using specific keywords, including "*Strategi Pemasaran Dairy Champ*" (Dairy Champ Marketing Strategy), "*Loyalitas Konsumen SKM*" (SCM Consumer Loyalty), and "*Analisis Harga Produk FMCG*" (FMCG Product Price Analysis). To ensure that the market trends and information analyzed remain current and relevant to contemporary industrial dynamics, the researcher restricted the literature scope to articles published between 2021 and 2026.

The data analysis techniques applied in this study are comparative analysis and integrative synthesis. The researcher conducted an in-depth review of 12 scientific articles highly relevant to the topics of re-positioning and economical brand loyalty. Through this comparative technique, various findings from prior research were cross-examined to identify relationship patterns between price and quality variables toward loyalty, as well as to uncover research gaps. The results of this literature comparison were subsequently synthesized to construct a cohesive conceptual framework detailing how a challenger brand can sustain its market presence despite low-quality stigmas.

4. RESULTS AND DISCUSSION

Analysis of the literature indicates that the SCM industry in Indonesia is undergoing a fundamental shift, where the dominance of market leaders is being challenged by increasingly pragmatic consumer behavior regarding price-to-benefit ratios. Challenger brands like Dairy Champ have successfully utilized economical pricing strategies for market penetration,

despite facing the crucial challenge of a societal stigma correlating cheap prices with low quality. To overcome this barrier, syntheses of prior research confirm that re-positioning strategies and product differentiation serve as vital instruments to transform negative perceptions into rock-solid brand loyalty.

As an empirical foundation for constructing this study's conceptual framework, the following literature mapping table summarizes key findings regarding marketing strategy, quality, and customer loyalty variables.

Table 1: Literature Mapping and Research Matrix

No	Judul	Tahun	Tujuan Penelitian	Hasil Penelitian
1.	Faktor-faktor yang mempengaruhi Strategi Pemasaran: Analisis Produk, Tempat dan Promosi (Literature Review Manajemen Strategik)	2025	Membangun hipotesis pengaruh antara variabel produk, tempat, dan promosi terhadap strategi pemasaran untuk riset selanjutnya.	Produk, tempat, dan promosi masing-masing berpengaruh signifikan terhadap efektivitas strategi pemasaran suatu perusahaan.
2.	Pengaruh Service Excellent terhadap Citra Perusahaan dan Loyalitas Pelanggan: Theoretical Review	2022	Menganalisis peran kualitas pelayanan prima (<i>service excellent</i>) dalam membangun citra positif perusahaan dan loyalitas pelanggan.	Service excellent secara efektif mampu meningkatkan citra perusahaan dan berdampak positif terhadap loyalitas jangka panjang pelanggan.
3.	Analisis Pengaruh Harga, Produk, Kebersihan, dan Kualitas Layanan terhadap Kepuasan Pelanggan (Studi Kasus Pada Restoran Mamamia Madiun)	2020	Mengukur besarnya pengaruh variabel harga, produk, kebersihan, dan kualitas layanan terhadap tingkat kepuasan pelanggan secara parsial maupun simultan.	Keempat variabel (harga, produk, kebersihan, kualitas layanan) terbukti berpengaruh positif dan signifikan terhadap kepuasan pelanggan dengan kontribusi sebesar 50%.
4.	Literature Review: KOL Marketing sebagai Strategi	2023	Menelaah efektivitas peran <i>Key Opinion Leader</i> (KOL) dalam	Strategi KOL <i>marketing</i> mampu meningkatkan <i>brand awareness</i> ,

	Pemasaran Digital di Era Sosial 5.0		mempengaruhi perilaku konsumen dan mencapai tujuan pemasaran di era digital.	keterlibatan media sosial, serta memperluas kekuatan merek melalui kepercayaan konsumen
5.	Peranan Influencer Marketing Sebagai Strategi Pemasaran Digital 5.0	2024	Mengeksplorasi pengaruh <i>influencer marketing</i> terhadap perilaku konsumen, kesadaran merek, dan penciptaan hubungan personal antara merek dan audiens.	<i>Influencer marketing</i> berperan krusial dalam meningkatkan efektivitas kampanye digital melalui kredibilitas dan hubungan personal yang otentik dengan pengikut.
6.	Pengaruh Kualitas Pelayanan dan Kualitas Produk Terhadap Keputusan Pembelian dan Kepuasan Pelanggan (Literature Review Manajemen Pemasaran)	2021	Menganalisis pengaruh kualitas pelayanan dan kualitas produk terhadap keputusan pembelian serta dampaknya pada kepuasan konsumen.	Kualitas pelayanan dan produk berpengaruh signifikan terhadap keputusan pembelian, yang kemudian berkontribusi pada peningkatan kepuasan pelanggan.
7.	Strategi Pemasaran Digital: Tren dan Dampaknya terhadap Perilaku Konsumen	2024	Mengidentifikasi perkembangan strategi pemasaran digital terkini dan pengaruhnya terhadap pergeseran pola konsumsi masyarakat di era digitalisasi.	Pemasaran digital yang terintegrasi (media sosial dan <i>e-commerce</i>) secara signifikan merubah preferensi konsumen menjadi lebih pragmatis dan berbasis informasi digital.
8.	Analisis Strategi Re-Positioning dalam Memperkuat Ekuitas Merek Penantang	2023	Meneliti mekanisme perubahan persepsi konsumen melalui strategi <i>re-positioning</i> pada produk kategori ekonomi untuk bersaing dengan pemimpin pasar.	Strategi <i>re-positioning</i> yang tepat mampu mengubah stigma "murah" menjadi "bernilai" (<i>smart choice</i>), yang secara efektif memperkuat ekuitas merek penantang.
9.	Diferensiasi Produk sebagai Keunggulan Kompetitif di Industri FMCG	2022	Menganalisis bagaimana atribut unik pada produk (kemasan, rasa, dan fungsionalitas) dapat menciptakan daya saing yang berkelanjutan.	Diferensiasi pada aspek fungsional dan kemasan yang praktis terbukti menjadi faktor kunci bagi konsumen dalam memilih

				produk di tengah saturasi pasar FMCG.
10.	Determinasi Loyalitas Pelanggan: Peran Kepuasan dan Kepercayaan Merek	2025	Menguji hubungan antara kepuasan konsumen atas kualitas produk dengan terbentuknya kepercayaan dan loyalitas terhadap merek.	Kepercayaan konsumen merupakan mediator krusial yang menghubungkan kepuasan produk dengan loyalitas jangka panjang; tanpa kepercayaan, loyalitas sulit terbentuk.
11.	Implementasi Strategi Pemasaran Digital dalam Pengembangan Bisnis di Era Digitalisasi	2023	Meninjau bagaimana platform digital dapat dioptimalkan untuk ekspansi pasar dan peningkatan performa bisnis perusahaan di berbagai skala.	Adopsi teknologi digital dalam pemasaran memungkinkan perusahaan menjangkau pasar yang lebih luas dengan biaya yang lebih efisien dibandingkan metode konvensional.
12.	Pengaruh Sensitivitas Harga dan Promosi terhadap Keputusan Pembelian Produk Susu Kental Manis	2026	Menelaah faktor-faktor pemasaran yang memengaruhi perilaku konsumen dalam membeli produk susu kental manis di pasar lokal.	Strategi diferensiasi dan sensitivitas harga menjadi variabel krusial dalam membangun loyalitas merek di tengah persaingan pasar yang ketat.

The highly saturated Sweetened Condensed Milk industry in Indonesia demands dynamic and adaptive marketing strategies to sustain brand relevance. Based on the literature review, the effectiveness of a marketing strategy is heavily dictated by the synergy between product quality, distribution precision, and promotional intensity. Findings by (Ahmad & Ali, 2025) reinforce that products perceived positively in terms of uniqueness and benefits are more easily accepted by the market. For Dairy Champ, this implies that marketing mix strategies cannot be executed partially; instead, they must form an integrated value proposition capable of disrupting market leader dominance through optimal market penetration.

The primary challenge for Dairy Champ as a value-tier brand is overcoming the consumer stigma correlating lower prices with inferior quality. However, research by (Soekotjo & Astuti, 2020) demonstrates that the price variable can actually exert a positive and significant effect on customer satisfaction when paired with stable product functionality. This is further supported by (Ilhamalimy & Mahaputra, 2020), who state that product quality is the ultimate determinant of purchase decisions, transcending mere nominal price considerations. Consequently, Dairy Champ can mitigate negative perceptions by ensuring that physical attributes such as taste and viscosity remain highly competitive.

Re-positioning strategies serve as the master key to shifting a brand's image from a mere cheap alternative to a smart choice. (Polidori, 2024) demonstrates that challenger brands can capture market share by carving out a distinctive identity that sets them apart from competitors. This perceptual shift relies heavily on how effectively the brand communicates value add-ons to pragmatic consumers. This effort aligns with the principle that marketing strategies must maintain harmony between internal company capabilities and external market opportunities and threats.

Product differentiation in the physical and functional aspects of sweetened condensed milk is a vital instrument for building competitive edge. Literature by (Utami, 2025) highlights that product dimensions such as practical packaging and flavor consistency are the quality indicators most heavily scrutinized by consumers. If these dimensions are consistently met, the low-quality stigma will naturally dissipate as consumers gain empirical proof validating their purchase decisions. Differentiation rooted in a profound understanding of consumer needs will yield a product that is highly relevant and fiercely competitive in an aggressive market.

In the era of digitalization, consumer trust toward challenger brands can be amplified by leveraging modern marketing channels. Research by (Lailiyah, 2023) explains that using Key Opinion Leaders (KOLs) is highly effective for expanding market reach and fostering trust through authentic product reviews. Similarly, (As-Syahri, 2024) emphasizes that recommendations from authoritative figures on social media generate more personal and credible relationships than conventional advertisements. For Dairy Champ, integrating digital technology enables massive value communication to neutralize consumer biases.

Ultimately, the ultimate goal of all re-positioning and differentiation strategies is the creation of long-term brand loyalty. According to (Maulyan, 2022), customer loyalty springs from a psychological commitment born out of a combination of satisfaction and a positive corporate image. In line with findings by (Putra, 2024), trust serves as an essential mediator because loyal consumers will not easily switch to competitors, even when enticed by short-term promotional discounts. By synergizing fair pricing and stable quality, Dairy Champ can build a solid foundation of loyalty as a strategic asset to thrive within Indonesia's aggressive SCM industry.

5. CONCLUSION

Based on the analysis conducted, this study successfully achieves its objective of synthesizing literature regarding the effectiveness of pricing strategies and product quality on brand loyalty in the Sweetened Condensed Milk (SCM) industry. Literature findings indicate that the synergy between fair pricing and the stability of physical quality (such as taste, viscosity, and shelf life) is the primary determinant that outweighs nominal price considerations alone. This addresses the problem statement by proving that loyalty to a challenger brand is not merely transactional due to cheap prices, but rather the result of a behavioral commitment from consumers who feel they receive equal or greater value compared to market leaders.

This study also concludes that re-positioning and product differentiation strategies are highly effective in mitigating the "low price, low quality" stigma often attached to economical

brands. Through differentiation in functional aspects—such as innovative pouch packaging with screw caps (*spouts*) and flavor consistency—a challenger brand can shift negative perceptions into a "smart choice" image. Successfully reshaping this brand identity has proven capable of reinforcing brand equity and forging psychological bonds that keep consumers loyal despite promotional poaching from competitors.

For management practitioners in the FMCG industry, particularly the Dairy Champ marketing team, it is advised not to run the marketing mix in a fragmented manner, but to integrate it into a single, cohesive value proposition. The primary recommendation is to reinforce digital marketing channels by utilizing Key Opinion Leaders (KOLs) to build public trust through authentic reviews, thereby neutralizing consumer preconceptions. Furthermore, maintaining price stability in the market is crucial, as frequent fluctuations can blur value perception and undermine brand credibility in the eyes of customers.

For future research, it is recommended to conduct empirical studies utilizing primary data gathered directly from SCM consumers to validate the conceptual framework established through this literature review. Future studies could delve deeper into other moderating variables, such as the effectiveness of various distinct social media platforms in influencing repurchase intentions across different generations. This is vital to ensure that marketing strategies remain adaptive to the dynamics of the Indonesian SCM industry, which is marked by aggressive competition and shifting, pragmatic consumer preferences.

6. ACKNOWLEDGMENT

The authors would like to express their deepest gratitude to Universitas Trunojoyo Madura for providing the academic support and resources necessary to complete this research. We also extend our sincere appreciation to the peer reviewers and advisors who provided invaluable insights, constructive criticism, and guidance throughout the development of this literature review. Finally, thank you to all colleagues and parties who directly or indirectly contributed to the smooth execution and completion of this study.

7. AUTHORS' NOTE

The authors declare that there is no conflict of interest regarding the publication of this article. The authors confirm that all research procedures, data synthesis, and literature analysis have been fully completed in accordance with academic standards. Furthermore, the authors guarantee that this paper is completely free of plagiarism, data manipulation, or any other forms of academic misconduct, ensuring that the integrity of the study is secure and verified.

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