

Market Penetration and Branding Strategy as a Basis for Managerial Decision Making to Increase Sales of Prim-A Mineral Water

Muhammad Ammar Faras*, Utomo Sarjono Putro

Institut Teknologi Bandung, Indonesia

Email: ammar280199@gmail.com*, utomo@sbm-itb.ac.id

Keyword:

Prim-A Mineral Water; Branding Strategy; Brand Equity; Distribution Strategy; Customer Engagement

ABSTRACT

The bottled drinking water market in Indonesia is highly competitive, prompting PT Sinar Sosro Gunung Slamet to strengthen Prim-A mineral water as a strategic diversification product amid declining ready-to-drink tea sales. Despite contributing Rp42.7 billion in Bandung in 2025, Prim-A ranked only 30th nationally in bottled water distribution, leading management to target a doubling of sales by 2026. This study aims to formulate an integrated distribution and branding strategy to increase Prim-A sales in Bandung. A qualitative approach was employed using data triangulation through semi-structured interviews with six key informants, observations at 15 retail outlets, and internal distribution data from 1,013 active outlets during January–December 2025. Data were analyzed using Numeric Distribution, All Commodity Value, Keller’s Customer-Based Brand Equity (CBBE) framework, Pareto analysis, and SWOT analysis. The findings reveal two major challenges. First, Prim-A’s Numeric Distribution reached only 3.91%, indicating substantial untapped market potential, while Pareto analysis showed revenue concentration in a limited number of outlets and significant contributions from wholesale channels. Second, the CBBE analysis identified weaknesses across all brand equity dimensions, particularly in the trial stage, as consumers who had never tried Prim-A tended to prefer more established competitors. The association between Prim-A and Sosro was also insufficiently communicated. Based on these findings, an integrated 12-month strategy was developed, focusing on selective retail expansion, food service development, wholesale channel optimization, targeted product sampling, stronger in-store branding, and consistent communication of the Prim-A–Sosro relationship. The projected implementation is expected to achieve 189.2% of the 2025 revenue, exceeding the company’s double-sales target.

INTRODUCTION

In the Fast-Moving Consumer Goods (FMCG) industry, distribution is a key element that determines the success of a product or brand in the market (Ali & Mehmood, 2023; Derqui et al., 2022; Famili Sarvinehbaghi et al., 2025; Holloway, 2024; Kourav & Sharma, 2023; Tsey et al., 2023). Even high-quality products cannot compete effectively if they are not widely and consistently available across various points of sale. Distribution not only functions to move goods from producers to consumers but also shapes perceptions of product availability, which ultimately influence consumer purchasing decisions. Therefore, understanding distribution systems and their measurement is essential in developing effective marketing strategies for FMCG companies (Fareniuk, 2022; Holloway, 2024; Patel et al., n.d.; Stupak, 2024; Tsey et al., 2023).

According to Guissoni, Neves, and Moraes (2020), there are two main distribution indicators commonly used to measure product performance: Numeric Distribution (ND) and Weighted Distribution (WD). Numeric Distribution (ND) measures the percentage of outlets selling a brand compared with the total number of outlets operating within a specific product category. In other words, ND reflects the extent of a product's market presence without considering the size or sales contribution of each outlet. Meanwhile, Weighted Distribution (WD) provides an additional perspective by considering the contribution of outlet sales to the overall product category. WD is generally calculated using two approaches: All Commodity Value (ACV), which is based on total sales of all products within an outlet, and Product Category Value (PCV), which is based on total sales within a specific category (Farris, Bendle, Pfeifer, & Reibstein, 2010). Therefore, WD measures not only the breadth of product distribution but also the strategic quality of distribution through outlets that significantly influence category performance.

The relationship between distribution and market share has been widely demonstrated in academic literature. Products with broader and more strategic distribution networks tend to achieve higher market shares than products with limited availability. Research by Guissoni et al. (2020) found that both ND and WD significantly influence market share achievement, although their relevance varies depending on market structure and distribution channel characteristics. In developing countries with fragmented retail markets, such as Brazil and Indonesia, Numeric Distribution is often more relevant because a large proportion of sales occurs through general trade channels, including traditional stalls, grocery stores, and local markets. Conversely, in developed markets dominated by supermarkets and hypermarkets, Weighted Distribution becomes more representative because a small number of large outlets may contribute substantially to total category sales.

In addition to distribution indicators, Nielsen, as a leading market intelligence provider, emphasizes the importance of evaluating product performance through various dimensions, including market share, sales performance, and Retail & Trade Insights. Market share can be measured through two dimensions: value share (market share based on sales value in currency) and volume share (market share based on the number of units or liters sold). Meanwhile, sales performance includes indicators such as total sales, average sales per outlet, and product sales velocity. Furthermore, Nielsen reports provide Retail & Trade Insights that offer deeper information regarding market dynamics, including distribution channel analysis (differences in product performance between modern trade and general trade), geographic performance, and promotional effectiveness (Nielsen IQ, 2022). This information is essential to understanding not only the extent of product distribution but also how products perform and compete at the point of sale (Purnomo, 2023; Sharabati et al., 2024; Sudirjo, 2023).

Within the Indonesian context, the Bottled Drinking Water (Air Minum Dalam Kemasan or AMDK) market has experienced significant growth. Increasing public awareness of health, urbanization, and demand for practical beverage solutions have contributed to the expansion of this industry. According to a Validnews report (2022), the Indonesian bottled water market reached a value of US\$10.24 billion, equivalent to approximately Rp152 trillion, in 2022 and was projected to grow by 26.5% to reach US\$12.95 billion, or approximately Rp194 trillion, by 2027. This growth positions bottled water as one of the most promising segments within the beverage industry.

However, competition within this category remains highly intense. Major players such as Aqua (Danone) and Le Minerale (Mayora) dominate a significant portion of the market,

while Prim-A, a brand owned by PT Sinar Sosro Gunung Slamet, ranks only 30th in the bottled water industry according to Nielsen research. This ranking is based on Nielsen Retail Audit measurements, which evaluate national brand performance through value share and volume share within the bottled mineral water category across modern trade and general trade channels in 2024. This position is primarily influenced by Prim-A's limited Numeric Distribution, which reached only 5.8% nationally, meaning that only approximately six out of every 100 available outlets sell Prim-A products. In comparison, leading brands achieve Numeric Distribution levels of approximately 85–90%. These conditions indicate substantial market opportunities that have not yet been optimally captured by Prim-A.

Prim-A's relatively weak market performance is primarily driven by two major challenges. First, limited distribution restricts product availability compared with major competitors. As emphasized by Kotler and Keller (2016), effective distribution is a critical component in the consumer goods industry, particularly in Indonesia, where geographical markets are extensive and highly fragmented. Second, insufficient brand differentiation prevents Prim-A from developing a strong value proposition in consumers' minds. Based on Aaker's (1996) brand equity framework, Prim-A has not yet established strong brand associations and perceived quality capable of influencing consumer preferences within this highly competitive category.

The urgency to strengthen Prim-A's performance has increased as PT Sinar Sosro Gunung Slamet's ready-to-drink tea segment has experienced slower growth (Euromonitor, 2023). Under these circumstances, diversification into the bottled water segment represents a strategic opportunity for the company to sustain future growth. However, successful expansion requires the company to address the fundamental challenges of distribution capability and brand differentiation that have constrained Prim-A's performance.

According to Porter (1985), companies can improve their competitive position through generic strategies, including cost leadership and differentiation. In the context of Prim-A, cost leadership can be achieved through production and distribution efficiency, allowing the product to compete more effectively in terms of price. Meanwhile, differentiation can be developed by emphasizing distinctive attributes, such as water quality, environmentally friendly packaging, or health-oriented brand messages aligned with consumer trends.

Furthermore, digital transformation provides additional opportunities for business growth. Chaffey and Ellis-Chadwick (2022) highlight that e-commerce and social media have transformed how consumers interact with brands. With increasing digital penetration among Indonesian consumers, particularly younger generations, Prim-A can utilize digital platforms to enhance brand visibility, strengthen consumer engagement, and expand product accessibility.

PT Sinar Sosro Gunung Slamet faces the challenge of strengthening Prim-A Mineral Water's position as one of its strategic products amid increasingly intense competition in the bottled drinking water market. Therefore, the company prioritizes two main initiatives: optimizing its distribution network to increase market penetration and expand product accessibility across modern and traditional trade channels, and strengthening brand positioning through effective marketing communication strategies to build positive brand associations and clear differentiation from competitors. As part of the Sosro Group, PT Sinar Sosro Gunung Slamet is recognized as a pioneer of ready-to-drink tea beverages in Indonesia through Tehbotol Sosro and carries the philosophy of "Good Intentions Good Results." Beyond tea products, the company continues to develop Prim-A Mineral Water, which still has

considerable growth potential. In 2025, the company's revenue in Bandung reached IDR42.7 billion, with Prim-A contributing 12.97%, while management established a target to double Prim-A sales by 2026. Nevertheless, limited distribution penetration, weak brand positioning compared with competitors, and declining company revenue remain critical issues requiring strategic intervention. This study aims to identify opportunities for distribution expansion, determine effective branding strategies to increase brand awareness, and formulate an integrated distribution and branding strategy capable of increasing Prim-A sales in Bandung. The research scope focuses on Prim-A's distribution and branding strategies in Bandung through sales data analysis, consumer surveys, and marketing strategy evaluation. The study is limited to the Bandung area and does not examine production processes or product innovation aspects.

METHOD

Research Design

The research design served as a systematic roadmap for effectively addressing the research questions posed in this study. It provided a structured framework that guided the research process and facilitated a comprehensive understanding of the study procedures.

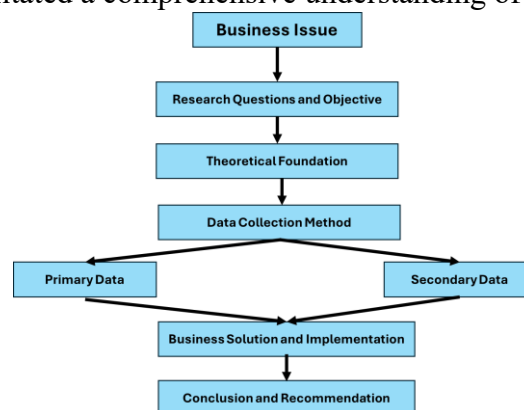


Figure 1. Research Design Framework

The first step was to identify the key business issues faced by the company. The company experienced a 10% decline in ready-to-drink tea sales, while its mineral water product had significant market potential. However, Prim-A faced challenges related to low brand awareness and limited distribution coverage, particularly in Bandung. Management targeted a twofold increase in Prim-A sales compared with the previous year. Based on these issues, the research questions and objectives were formulated to examine distribution strategies, effective branding strategies, and an integrated approach to increase Prim-A mineral water sales.

To address the research questions, a literature review was conducted to support the analysis. The review covered brand equity to evaluate the current product position, All Commodity Value to assess distribution performance, market penetration strategies to develop recommendations, SWOT analysis to identify internal and external factors, customer engagement to examine consumer relationships, and Porter's Generic Strategies to determine appropriate competitive strategies.

The next stage involved data collection using primary and secondary data sources to support the analysis. The collected data were analyzed to generate insights and formulate strategic recommendations. The final stage focused on developing and evaluating strategic recommendations to ensure that the proposed strategies were feasible, evidence-based, and

applicable to the company's objectives. The study concluded with research findings and recommendations for future strategic implementation.

Data Collection Method

Data collection in this research consists of both primary and secondary data to provide a comprehensive understanding of the current branding and distribution strategies.

Primary Data

Primary Data are collected directly from the sources related to the company's operations and market presence. The methods include:

1. Semi-structured interviews: Conducted with 4 company executives (brand manager, sales distribution manager, distributor owners, salesman) and 2 end user. The aim is to understand perceptions about brand positioning, distribution challenges, customer engagement practices, and competitive strategies.
2. Observations: Observations 15 outlet of distribution processes, in-store branding execution, and point-of-sales activities to assess alignment with intended brand strategies

Secondary Data

Secondary data include internal company reports, market analysis reports, sales and distribution performance data, branding campaigns evaluations, competitor analysis reports, and industry publications. These data sources provide quantitative and qualitative evidence to support primary findings and allow for triangulation.

Data Analysis Method

Qualitative data analysis is carried out using thematic analysis to identify recurring patterns and insights. According to Braun and Clarke (2006), thematic analysis involves systematically coding data, identifying themes, and interpreting relationships. The steps include:

1. Transcriptions and Familiarization: Transcribing interview recordings and reading through observation notes to gain familiarity with the data.
2. Coding: Labelling important statement and concepts that relate to branding effectiveness, distribution performance, and strategic fit.
3. Theme development: Grouping codes into broader themes, such as brand equity drivers, distribution challenges, customer engagement gaps, and strategic opportunities.
4. Interpretation and Conceptualization: Interpreting the themes in the context of the research objectives to develop strategic insights and recommendations.
5. Framework development: Developing a conceptual framework or strategic map that links findings to theoretical concepts such as Keller's brand equity pyramid, SWOT matrix, and market penetration strategies.

The integration of both primary and secondary data allows the researchers to draw comprehensive conclusions and ensure that recommendations are relevant, practical, and aligned with market realities.

RESULTS AND DISCUSSION

SWOT Analysis

After an in-depth analysis of Numeric Distribution, Value Per Outlet, and brand equity analysis was carried out using Keller's customer-based brand equity. The analysis is then carried out using SWOT to find out more about the Prim-A brand in terms of its strengths, weaknesses, potentials and threats. The SWOT analysis was conducted using a structured synthesis of three complementary data sources. First, semi-structured interviews with six key

informants were held on April 6-9, 2026. Second, using internal distribution data of PT. Sinar Sosro Gunung Slamet Bandung City for the period of January-December 2025. Third, observations in the field by researchers as many as 15 general trade retail outlets in the city of Bandung. The use of these three data sources allows for triangulation that increases the credibility of the findings, in accordance with the recommendations of Saunders, Lewis and Thornhill (2019) for qualitative research. Each SWOT factor identified is explicitly supported by at least one verifiable data source, which is consistent with the evidence-based SWOT approach according to David and David (2023).

1. Field Observation Findings

Before presenting the SWOT analysis, this study summarizes the findings of field observations at 15 general trade retail outlets in the city of Bandung. This observation was carried out directly by the researcher using a structured observation sheet that included four variables such as the position of Prim-A placement, the presence of in-store branding, competitor dominance, and the distribution status of the outlet. The results of the observations are shown in table 1 below.

Table 1. Results of Field Observations at 15 General Trade Retail Outlets in Bandung City

Outlet Name	Prim-A position	In-Store Branding	Competitor Dominance	Prim-A Distribution Status
Sari-Sari	1 rack (competitors are given 2-3 racks)	None	Competitor A is dominant	Already sell
Warung Nasi Bu Imas	Uniform product positioning	There is a Sosro Showcase	All are equal	Already sell
Kantin SMK 15	Prim-A is more dominant	There is a Sosro Showcase	Prim-A dominan	Already sell
Kios Pa Dadang	Uniform product positioning	There is a Sosro Showcase	All are equal	Already sell
Mie Ayam Cipaganti	1 rack (competitors are given 2-3 racks)	None	Competitor A is dominant	Already sell
Surapati Mart 88	Equal position	There is a Sosro Showcase	All are equal	Already sell
Kupat Tahu Gempol	2 racks (competitors are given 3 racks)	There is a Sosro Showcase	Competitor A is dominant	Already sell
Toko Anta Barokah	Equal position	None	All are equal	Already sell
Toko Suradi	No Prim-A products	None	Two equally dominant competitor brands	Not selling
Toko Shakila	No Prim-A products	There is a competitor showcase	Two equally dominant competitor brands	Not selling
Kantin Abah Ema	1 rack (competitors are given 2-3 racks)	There is a competitor showcase	Competitor A is dominant	Already sell
Toko Sondang	No Prim-A products	There is a competitor showcase	Three brands are equally dominant	Not selling
Toko Laris	No Prim-A products	There is a competitor sticker	Two equally dominant competitor brands	Not selling
Toko Hijrah 09	No Prim-A products	There is a competitor showcase	Four equally dominant brands	Not selling

Toko Barokah	1 rack (competitors are given 2-3 racks)	None	Two brands	competitor	Already sell
--------------	--	------	------------	------------	--------------

The results of observation show that as many as 10 outlets have sold Prim-A products or as much as 67% and 5 outlets have sold Prim-A or 33%. Prim-A's position in outlets that sell Prim-A shows that there is only 1 outlet or 10% where Prim-A products are more dominant. A total of 4 outlets or 40% provide an equal position with competitor products. Meanwhile, there are 5 outlets or 50%, showing that competitor products are more dominant than Prim-A products.

The in-store branding of the 10 outlets that sell Prim-A products shows that only 50% or 5 outlets have in-store branding such as the showcase owned by sosro while as many as the other 50% do not have in-store branding or only competitor branding. This makes it difficult to see the Prim-A product. The dominance of Prim-A in the outlet is only shown by 1 outlet while the rest are in the same or even more dominant position of the competitors.

These results show that actually the market potential is very large, but the coverage from the sales team has not been able to reach all potential outlets. The results of these observations also showed that Prim-A had a shelf disadvantage where only 1-2 shelves were given space while other competitors could get 2-3 shelves which directly reduced the visibility of the product. Outlets that do not sell Prim-A products also show that competitors have in-store branding as many as 4 out of 5 outlets actively encourage promotions at outlets using in-store branding. The observation results also show that the only outlet where Prim-A is dominant is in school canteens, which confirms that the potential of this channel has not been fully exploited.

2. Internal Factor : Strengths & Weaknesses

Table 2. Prim-A Strengths Factor in Bandung City

No	Strengths	Basis Data & Relevant Strategic
S1	Prim-A already has Point-Of-Sale Material	The observation results show that 5 out of 10 active Prim-A outlets have Sosro's showcase as an in-store branding tool. This is an existing investment and can be optimized at other outlets
S2	Full dominance in the school canteen channel	The results of observations in one of the school canteens showed that Prim-A was dominant while the competitors were not. This is consistent with the findings of the interview of Sultan consumers who have known Prim-A since elementary school from the canteen (interview I-06, April 9, 2026)
S3	Trading equity with the Sosro brand is very helpful in the approach to new outlets	Distributor Janny (I-04) said that the Sosro Brand is very helpful for approaching outlets (interview I-04, April 7, 2026). The equity of trade relations built for more than 15 years of distribution of Sosro products in the city of Bandung is an asset that is difficult for new competitors to imitate
S4	Margins for retail stores from Prim-A are competitive based on outlet owners	Sales Rudi Perdianto (I-03) said that retail store owners felt that the price margin obtained from selling Prim-A was quite large (Interview I-03, April 7, 2026). Attractive margins are direct financial incentives that encourage retail stores to actively sell and recommend Prim-A
S5	Pull demand has been formed organically at active outlets	Distributor Janny (I-04) said that outlets that are already actively using Prim-A products automatically ask if the stock is running low without the need to be offered by sales. It is a form of behavioural loyalty at the trade level that is the driving force of sustainable growth

S6	Branding activities offline and online have been running with a clear tagline	Assistant Manager Alberdo (I-01) said that Prim-A was already active on social media and carried out offline branding activities (interview I-01, April 6, 2026). Brand communication structures are already in place so there's no need to start from scratch
S7	There are no obstacles in the delivery of Prim-A products because the delivery of D+1 is a maximum of D+2	Assistant Sales Manager Mamun (I-02) said that the delivery was carried out on D+1 a maximum of D+2 after the order (Interview I-02, April 7, 2026). This result is urgently needed at the retail level which can minimize the risk of stockout at outlets

Table 3. Weaknesses Factor Prim-A Bandung City

No	Weaknesses	Basis Data & Relevance Strategic
W1	Prim-A loses allocation of placement at outlets	The results of field observations showed that Prim-A only got 1-2 racks while competitors were given 2-3 storage racks. Smaller shelf space directly reduces visibility and impulse buying opportunities because consumers tend to pick up the most visible products
W2	The connection between Prim-A and Sosro is not widely known by consumers	Assistant marketing manager alberdo (I-01) said that many people do not know that Prim-A is a brand under the umbrella of Sosro (Interview I-01, April 6, 2026). The potential of this brand's connectedness has not been utilized optimally
W3	Prim-A distribution still depends on other sosro products that cannot stand alone	Distributor Janny (I-04) said that when sales sell products, they must offer Sosro products first and then Prim-A (Interview I-04, April 7, 2026). Assistant sales manager Mamun (I-02) confirmed that the introduction of the Prim-A brand has not been able to stand alone. This dependency limits the scalability of distribution expansion
W4	Packaging is difficult to differentiate from competitors	Sales Rudi Perdianto (I-03) said that Prim-A packaging is considered similar to other mineral waters, making it difficult to distinguish (Interview I-03, April 7, 2026). The weak uniqueness of the packaging reduces visibility in the dense outlets of bottled water products
W5	Retail ND is only 3.91% and as much as 96.09% of the general trade market in the city of Bandung has not been worked on	Internal distribution data shows that only 991 retail outlets are active out of an estimated 25,326 relevant outlets. More than 24,000 potential outlets have not been served. This huge gap limits revenue growth structurally.
W6	Prim-A entered the market late so that the new outlet was already full of competitors	Assistant Sales Manager Mamun (I-02) said that we are among the late to penetrate the market. The new outlets we offer already sell several brands of mineral water (Interview I-02, April 7, 2026). This causes the barrier to enter the outlet higher because the outlet space has been divided.
W7	The border areas of cities and counties have high scepticism of the new brand	Assistant Sales Manager Mamun (I-02) said that under the conditions of the community around the border, they are still quite sceptical of mineral water products that they are not familiar with (Interview I-02, April 7, 2026). Border areas require a different approach from urban areas that are already more exposed to brands.

3. External Factor: Opportunities & Threats

Table 4. Prim-A Opportunities Factor in Bandung City

No	Opportunities	Basis Data & Relevance Strategic
O1	Potential availability-based consumer purchasing decisions to each new outlet directly create sales conversion opportunities	Mahya Consumers (I-05) said that they usually choose products because of the price and also what is in front of them (Interview I-05, April 8, 2026). Consumers of Sultan (I-06) said that they chose products based on availability because they felt that mineral water was the same (Interview I-06, April 9, 2026). This behaviour shows that sales opportunities can occur when there is direct distribution without the need to build consumer preferences first.
O2	Competitive pricing is recognized by consumers as a clear differentiating factor	Consumer Mahya (I-05) said that the price factor makes it possible to prefer Prim-A (Interview I-05, April 8, 2026). Competitive price positioning is a concrete opportunity in a price-sensitive consumer segment.
O3	Prim-A's potential can still compete with other competitors	Observations in the field showed that 6 out of 15 outlets were in the same position as all brands without any dominance of one of the competitors. These outlets can be easier conversion targets because there is no strong brand loyalty.
O4	School canteen channel becomes Prim-A segment to dominate	Observations in one school canteen at SMI showed that Prim-A was dominant without competitors. Sultan Consumer (I-06) has known Prim-A since elementary school from the canteen. This channel is one of the places to increase brand awareness from an early age
O5	Consumers who have tried Prim-A products show active loyalty	Consumer Sultan (I-06) said that Prim-A is already in the top 3 mineral water of his choice because he believes in its quality. This pattern indicates that successful trials consistently generate loyalty
O6	The growth of the Indonesian bottled water market with a CAGR of 6.43% (2025-2031) creates additional demand	Mordor Intelligence (2025) shows that the market value of Indonesia's bottled water of USD 3.92 billion in 2025 can increase to USD 5.7 billion in 2031. The growth of the organic category creates new growth that can be seized by brands that improve distribution and increase awareness in a timely manner
O7	The opportunity for expansion is very large marked by the fact that thousands of outlets in the city of Bandung have not been cultivated.	Internal distribution data shows that there are still 24,000 outlets that have not been worked on. These are expansion opportunities that are not just abstract market estimates but can be specifically identified.

Table 5. Prim-A Threat Factors in the City of Bandung

No	Threats	Basis Data & Relevance Strategic
T1	There are competitors who dominate and have become top-of-mind.	Sales Rudi Perdianto (I-03) said that consumers tend to choose or pronounce brands that are already well-known because they already have a strong enough mindset (Interview I-03, April 7, 2026). This dominance is reinforced by massive advertising and promotional investments
T2	There are competitors who lock outlets with showcase investments or even Point-of-sales (POS) materials so as to create barriers to entry	Field observations show that all outlets that do not sell Prim-A already have showcases or POS materials from competitors. This investment creates visual ownership in the outlet that increases the barrier to entry for Prim-A.
T3	Local bottled water with cheaper prices suppresses lower price segments	Asst. Marketing Manager Alberdo (I-01) said that there are local mineral water brands that have cheaper prices than Prim-A (Interview I-01, April 6, 2026). Pressure from below limits Prim-A's flexibility in using price as the sole differentiator
T4	Competitors' exclusive contracts close access to some food service outlets	Distributor Janny (I-04) said that there are restaurant outlets that are under exclusive contracts by other brands so that products cannot enter (Interview I-04, April 7, 2026). The restaurant segment that has the potential to be partially contracted has become a legal obstacle and cannot be overcome by sales incentives alone

T5	The new outlet is full of existing bottled water brands	Asst Manager Sales Mamun (I-02) said that the new outlets we offer already sell several brands of mineral water, including brands that have become top-of-mind (Interview I-02, April 7, 2026). The more brands in a single outlet, the more difficult it is to get an adequate allocation of positioning space.
----	---	--

4. SWOT Diagram

All the factors that have been identified are summarized in the following SWOT diagram to provide a more comprehensive picture of Prim-A's strategic position.

Table 6. SWOT Diagram of Prim-A in Bandung City

STRENGTHS (S)		WEAKNESSES (W)	
S1: Prim-A already has point-of-sale materials		W1: Prim-A loses allocation of placement at outlets	
S2: Dominance is evident in the school canteen channel		W2: The connection between Prim-A and the Sosro brand is not yet known to consumers	
S3: Sosro trading equity opens potential for new outlets		W3: Distribution still depends on the sales of other sosro products	
S4: Competitive retail store margins drive loyalty		W4: Packaging is difficult to distinguish from competitors	
S5: Organic pull demand has already formed at active outlets		W5: ND retail 3.91% with 96.9% of the market untapped	
S6: Offline & online branding activities are underway		W6: Late entry into the market causes outlets to be full of competitors	
S7: Shipping logistics are good		W7: High scepticism in the city and county border areas	
OPPORTUNITIES (O)		THREATS (T)	
O1: Purchases based on availability		T1: Top-of-mind competitors are hard to beat	
O2: Competitive price is recognized as a differentiator by consumers		T2: Competitors lock outlets with point-of-sale	
O3: Prim-A's potential can still compete with competitors		T3: Cheaper local bottled water which is putting pressure on the lower segment	
O4: School canteen becomes Prim-A segment to dominate		T4: Exclusive Contract Competitor closes one food service outlet	
O5: Sampling & Trial can potentially lead to loyalty		T5: Shelf space is getting narrower due to many brands in new outlets	
O6: National bottled water growth has a CAGR of 6.43% from 2025 to 2031			
O7: More than 24,000 outlets have not sold Prim-A			

5. SWOT Matrix & Strategic Implications

The SWOT matrix was developed by combining internal and external factors to produce four strategic quadrants. David and David (2023) establish that the combination of Strengths & Opportunities (SO) results in aggressive strategies, Weaknesses & Opportunities (WO) results in strategies that overcome weaknesses to capitalize on opportunities. The combination of Strengths & Threats (ST) results in a diversified strategy and the combination of Weaknesses and Threats results in a defensive strategy. The combination of these strategies can be seen in the following table 7.

Table 7. SWOT Matrix & Combination of Prim-A Strategies in Bandung City

SWOT MATRIX	STRENGTHS (S) S1-S7: POS Material, canteen dominance, competitive margins, pull demand, offline & online activation, & delivery logistics	WEAKNESSES (W) W1-W8: Positioning gap, Sosro-Prim-A relationship not yet strong, Sosro Dependency, Packaging, ND 3.91%, Late penetration, & Scepticism
	OPPORTUNITIES Strategy SO: 1. SO1 (S3 + S5 X O7): Utilizing Sosro's brand equity and pulling demand that has been formed to penetrate 24,000 outlets that have not yet been reached. It is done by working on outlets that are in the radius around the active outlet first 2. SO2 (S2 X O4): Prioritizing the school canteen segment by replicating models such as the SMK 15 canteen 3. SO3 (S4+S5 X O5): Take advantage of competitive margins and organic pull demand as the main arguments in a sampling or trial program. The form of an active retailer becomes a sampling location for their consumers 4. SO4 (S6 X O2): Strengthen offline & online branding activities by bringing pricing messages to attract consumers whose purchasing decisions are influenced by price.	Strategy WO: 1. WO1 (W6 X O7): Perform outlet mapping, use the characteristics of the top 10 outlets as criteria for identifying and converting new outlets, and perform distribution penetration in a structured manner 2. WO 2 (W2 X O5): Increase brand awareness of Prim-A Sosro's linkage explicitly digitally and in the sampling program to encourage consumers' first experiments 3. WO3 (W4 X O1): Perform minor revisualizations so that Prim-A is easily visually identifiable on the shelf as consumers choose based on availability so they can find Prim-A quickly
THREATS (T)	Strategy ST: 1. ST1 (S1+S3 X T2): Use the sosro relationship and the point-of-sale material already in place to secure a position in active outlets before competitors expand their in-store branding to the same outlet 2. ST2 (S4 X T3): Maintain competitive retail store margins as a barrier against the onslaught of cheap local bottled water. Retail stores that get competitive margins from Prim-A will find it difficult to replace with other brands 3. ST3 (S2 X T4): Aggressive expansion in the school canteen channel and entered exclusive contracts to lock in from competitors 4. ST4 (S5 X T1): Take advantage of the organic pull demand of active outlets to offer new outlets as evidence to avoid scepticism of brands that aren't yet top-of-mind.	Strategy WT: 1. WT 1 (W1 X T2): Adding more point-of-sale to increase visibility and shelf space at outlets 2. WT2 (W3 X T5): Develop Prim-A to be sold independently without having to be assisted through other Sosro products. This dependence weakens bargaining power as shelf space gets narrower 3. WT3 (W5 X T1+T2): The focus of outlet development is on those that have not been dominated by competitors first. This can provide greater efficiency and transaction opportunities. 4. WT4 (W7 X T1): Use a different approach for border areas by attracting consumers who have influence in the area to become mini brand ambassadors to introduce Prim-A products.

The synthesis of the SWOT matrix results in two mutually reinforcing strategic directions. First, the strategy for distribution must be selective and data-driven to improve the efficiency and effectiveness of distribution. What can be done is expansion to outlets that have the dominance of equivalent competitors instead of those that have been contracted exclusively, the intensification of point-of-sale materials in active outlets, and massive penetration into school canteen channels that have proven to be dominated.

Second, the branding strategy must focus on activating existing but not yet optimal assets, such as utilizing the linkage of the Sosro and Prim-A brands, point-of-sale materials that already exist, and organic demand pull from active outlets. Keller (2013) emphasizes that building effective brand equity does not necessarily require investment from scratch. Enabling and communicating existing assets consistently can result in greater impact than building a new strategy.

Formulation Distribution Strategy

After an in-depth analysis was carried out related to distribution conditions and SWOT analysis of Prim-A products. Then the formulation of the right distribution strategy can be carried out. Management PT. Sinar Sosro Gunung Slamet in the Bandung City area, which sets a target of increasing revenue by two times, covers all sources of data, without distinguishing between retail and wholesale channels. The formulation of this distribution strategy cannot only focus on stalls and grocery stores. The average total monthly revenue is Rp. 706,296,246, 34.5% of which comes from 22 wholesale outlets which on average produce a contribution of 23 times greater than retail outlets per unit. If the wholesale channel is not formulated a strategy, it will improve channel development by one-third of the target achievement.

The formulation of the distribution strategy is arranged into four complementary parts, namely increasing numeric distribution as the main indicator of market expansion, general trade strategy prepared based on the classification of outlet productivity tiers, food service strategy as a potential growth channel, and wholesale development strategy to increase revenue contribution.

1. Increasing Numeric Distribution

The existing condition of Prim-A products has a numeric distribution rate of only 3.91% or only as many as 991 outlets out of a total potential of 25,326 outlets in the city of Bandung. This figure does not describe the proportion of consumers in the city of Bandung who are familiar with Prim-A, but rather as the proportion of outlets that actually sell Prim-A. There are still 96.9% of the total untapped market opportunities.

Based on the market opportunity that is still very large, aggressive expansion within one year allows for an increase in the number of active outlets to double to 1,982 outlets or a growth of 100%. The increase in the number of outlets increased the number of numeric distributions to 7.82%. This increase in ND is not only carried out with the acquisition of new outlets by the sales team, but also the need to improve the branding strategy.

Table 8. Prim-A 12 Distribution Target in Bandung City, 2026

Parameter ND	Existing Outlet Per December 2025	6 Month Target	12 Month Target	12 Months Growth
Number of Active Retail Outlets	991 Outlet	1.541 Outlet	1.982 Outlet	+991 Outlet (+100%)
Numeric Distribution (%)	3,91%	6,08%	7,82%	+3.91 percentage points
Addition of new outlets from the sales team	-	+385 Outlet	+309 Outlet	± 58 Outlets/Month
Addition of New Outlets from Branding Activations	-	+165 Outlet	+132 Outlet	± 25 Outlets/Month

To increase the ND to 7.82%, efforts are needed to add 991 new outlets in a 1-year period which is divided into two phases. The first phase of the 1st to 6th months which targets the addition of 550 new outlets or as many as 92 outlets per month through acquisition strategies from the sales team and organic consumer demand as a result of branding and sampling programs. The second phase of the 7th to 12th months which targets the addition of 441 new outlets by taking advantage of the momentum built in the first phase.

The massive addition of outlets has a great influence on the work patterns of existing salesmen today. The number of existing salesmen in the city of Bandung, currently is seven

salesmen who not only sell Prim-A products but also sell PT. Sinar Sosro Gunung Slamet such as Bottle Tea, Fruit Tea, Tebs, Stee, Pot Tea, Sosro Tea Pack, and Tebs. However, the sale of this product is not restricted, so selling mixed products is allowed.

Based on field confirmation to the assistant sales manager in the city of Bandung, Mr. Mamun Adiyanto, the average number of outlets handled by sales per month is 236 outlets with products distributed in a mixed manner while the target number of outlets handled per month by management is a minimum of 360 outlets per month. The average number of daily visits of salespeople is 20 outlets per day with a minimum visit frequency of 2x per month. Meanwhile, the target set is a minimum of 30 outlets per day.

Meanwhile, for the existing Prim-A outlets, with 991 outlets managed by 7 salesmen, there is an average of 142 outlets per each salesman. If the number of outlets added 991 outlets within 12 months with phase 1 550 outlets and phase 2 as many as 441 outlets, the sales team will each get an additional 13 outlets per month in phase 1 and 11 outlets per month in phase 2. In the first 6 months, the sales team will have an additional 79 outlets per sales and the next 6 months will have an additional 63 outlets per sales, so that in the 12th month there will be a total of 142 additional outlets. This can make the sales team able to reach the target of outlets handled by sales with an average of 376 outlets per month. So that within 12 months the addition of salesman resources is not needed.

2. Retail Outlet Development Strategy Based on Tier Classification

After the classification of Tier outlets into three types, namely Tier A, Tier B, and Tier C for all active retail as many as 991 outlets, a different approach is needed. The same approach to the entire outlet tier will not be effective for increasing revenue because it has different criteria. It can be seen that there is a significant difference in the average monthly revenue of Tier A of Rp. 1,177,928 while Tier C is only Rp. 61,615 per month.

Table 9. Retail Outlet Distribution Strategy Based on Tier Classification

TIER	AVG SALE'S/MONTH	TOTAL OUTLET	TYPE OF STRATEGY	STRATEGY	TARGETED REVENUE/MONTH
A	Rp. 1,177,928	319	Retention & Intensification	1. Increase frequency of sales visit from 2x/month to 1x/week .2. Loyalty Program: Incentive 1%/month when the outlet achieves 20% growth/month . Incentive is given every 3 months.3. Prioritize the POSM (Point-of-Sales Material) in store.4. Make 20% of total outlets exclusive using Prim-A .	Rp. 1,413,514 / OutletRp. 450,910,966 / Month
B	Rp. 198,519	333	Upgrading	1. Bundling program discount 10% : Prim-A + Sosro products valued at Rp. 500,000 contain Prim-A value Rp. 100,000 .2. Deployment of in-store branding	Rp. 400,000 / OutletRp. 133,200,000 / Month

				(sticker, showcase, mini rack display) for 2 months .3. Increase frequency of sales visit from 2x/month to 1x/week .	
C	Rp. 61,615	339	Systematic Evaluation	1. Classificate outlet to 3 line: Potential Growth, Stagnant, Not Viable.2. Increase frequency of sales visit for potential growth outlet.3. Use active program for stagnant outlet.4. Give direction to wholesaler for not viable outlet.	Rp. 120,000 / OutletRp. 40,680,000 / Month
New Outlet	Rp. 175,950 (Median)	991	Targeted Expansion	1. Program introduction: Bonus product 12 bottle for minimum purchase Rp. 175,000 for 3 months.2. Introduce competitive margin from Prim-A.3. Educate sales to highlight Prim-A's proven sales as a record to counter outlet skepticism toward new brands.4. Monitoring intensive new acquisition outlet to reduce churn rate.	Rp. 175,950 / OutletRp. 174,366,450 / Month
TOTAL POTENTIAL REVENUE/MONTH					Rp. 403,208 / OutletRp. 799,157,416 / Month

The formulation of retail outlet distribution strategies based on Tier classification is carried out using a realistic scenario where the growth rate is not too large for Tier A outlets is only 20%, growth increase of 101% for Tier B outlets, Tier C outlet growth increase by 100% by focusing on outlet potential and having to replace outlets with unproductive outlets. Furthermore, the growth of new outlets is 991 outlets using the average revenue from the median of existing outlets so that the total potential for new monthly revenue will be obtained in the 12th month of Rp. 799,157,416 or with an average increase in monthly revenue of 73%.

3. Food Service Channel Distribution Strategy

Based on internal data, there is one outlet with a restaurant type that has Prim-A transactions with a monthly revenue of Rp. 17,190,875. This revenue is equivalent to 97 retail outlets that transact with a median value of Rp. 175,950. This outlet shows that there is potential in the food service channel to drive significant revenue growth. The results of observations in the field in the school canteen of SMK 15 show that Prim-A products have managed to dominate compared to other bottled water products. These results are also supported by the results of an interview with one of the consumers who has known Prim-A since elementary school. The existence of this potential has given rise to four strategies for distribution in the food service channel, namely:

- The placement of one dedicated Prim-A salesperson but can sell other Sosro products is also specialized in working on food service channels with a target number of active outlets

of 360 with a revenue target of Rp. 180,000,000 per month. Assuming the monthly salary is Rp. 5,000,000, then the cost ratio incurred for sales investment is 3%.

- b. The channel of school canteen and campus canteen can be done by approaching the canteen manager. Providing programs with product bonuses will increase the drop size at the outlet, borrowing showcase facilities needs to be done, and ensuring scheduled delivery, especially in the morning. The target number of outlets for 12 months is as many as 60 outlets looking at the potential of school outlets in the city of Bandung there are 550 outlets.
- c. Restaurant and food stall channels, focus on outlets that are not bound by exclusive contracts with competitors. Make an exclusive contract with outlets that have a minimum revenue potential of Rp. 3,000,000 per month. Outlets that are contracted need to be compensated with a maximum cost ratio of 10%. Do it to at least 10 restaurant outlets. For the development of other restaurant channels, it is carried out by penetrating 270 new outlets, seeing the potential of restaurant outlets in the city of Bandung, there are 3,080 outlets. The program that can be given is a purchase with a product bonus.
- d. The office canteen channel is carried out by penetrating buildings or office areas where there are canteens in the city of Bandung. The volume of consumption per outlet is high due to the daily consumption of employees. It is necessary to take a regular approach because the deal process cannot happen immediately. The target that can be pursued is as many as 20 outlets within a period of 12 months.

The financial justification of the results of this strategy if it can be achieved by using dedicated sales for food service channels, then within 12 months there are 360 active outlets with an average transaction of Rp. 569,444 per month, then the contribution of this channel can reach Rp. 205,000,000 per month.

4. Wholesale Channel Expansion Strategy

Data internal PT. Sinar Sosro Gunung Slamet Bandung City shows that there are 22 active wholesale outlets that contribute an average revenue of Rp. 243,742,944 per month or 34.5% of the total revenue of Prim-A. The average contribution per outlet is Rp. 11,079,225 per month which shows almost 24 times the average retail outlet. The existence of this revenue potential shows the need for a strategy for expansion in the wholesale channel formulated into the following four strategies:

Table 10. Expansion Strategic Wholesale Channel Prim-A, Kota Bandung

No	Strategic Initiation	Mechanism	Target & Justification
1	Wholesale mapping of bottled water of potential competitors	Conducting wholesale surveys of bottled water that have a large sales value of competitor products.	Minimum of 30 potential wholesalers mapping in the first 3 months
2	Wholesale Acquisition Special PIC	The wholesale negotiation process differs from retail in that it includes specific prices to the purchase volume, program scheme, and program. This requires 1 sales supervisor to negotiate and deal with the new wholesaler	1 PIC dedicated wholesale with a target of adding 8 new wholesalers in 12 months
3	Incentive scheme for new wholesalers	Mineral water wholesalers who have routinely sold competitor products will find it difficult to accept new products. It is necessary to take advantage of endorsements from retail stores that state that the selling price of Prim-A is competitive. So it is necessary to make a special tiered wholesale price scheme for new wholesalers in the first 3 months. Providing incentives	At least 25% conversion from 30 leads or as many as 8 new wholesale outlets

		to distribute to the children of the wholesale customers.	
4	Wholesale as an indirect distribution channel	Any successfully acquired wholesaler can unlock indirect access to Prim-A distribution. It can also be done to provide tier C retail outlets that are not viable by the company to be covered by wholesalers so as to reduce the operational burden on the sales team.	The target of 160 small retail is reached by 8 new wholesalers.

The addition of 8 new wholesalers with an average revenue of Rp. 11,079,225 per month resulted in an additional contribution of around Rp. 88,633,800 per month so that the average revenue generated in the 12th month was Rp. 332,376,744 per month.

Integration Distribution & Branding Strategy & Implementation Roadmap

After the formulation of the distribution strategy and also the branding strategy, these two strategies cannot be carried out separately. These strategies have dependences on each other. The right distribution strategy will determine the visibility of consumers to find Prim-A products, while branding strategies will determine whether consumers will choose Prim-A when they find their products. If the two strategies do not synergize, there is a risk of failure, namely massive distribution without branding support will make visibility not valid in outlets because the product will not be chosen by consumers. Meanwhile, strong branding without adequate distribution will result in brand awareness that cannot be converted into sales.

The results of the interview with the distributor owner's informant, Janny, described the real conditions in the field, namely:

“If consumers have asked the store about Prim-A, then half of our work is done. The store will definitely repeat orders because they already know that there are consumers who buy. The obstacle is if we have to convince the store that there will be consumers who buy, even though they have never seen the demand” (Distributor Janny, I-04, Interview 7 April 2026)

The statement confirms that effective branding by conducting direct activation and sampling will accelerate the conversion of new outlets by the sales team, so that the two distribution and branding strategies are complementary and must be executed in a coordinated manner.

1. Distribution and Branding Integration Strategy

Based on the formulation of the distribution strategy and the branding strategy that has been formulated previously, there are three main integration paths that connect distribution strategy and branding initiatives. These three pathways have direct implications for the order of execution and prioritization in the strategy implementation plan as follows:

- a. Activation of Prim-A and Sosro brand linkages strengthens distribution acquisition □ The first branding strategy that standardizes Sosro's 'Prim-A' narrative across all direct communication materials will strengthen the expansion strategy of increasing numeric distribution and acquiring new wholesalers. This approach does not require changes to the packaging but only standardizes the narrative and consistency of Sosro's identity across all Point-of-Sale materials and introductory materials for wholesalers. The impact of this strategy is that the entire sales team must know and use the narrative material before expanding.
- b. Targeted sampling creates pull demand for distribution □ Branding strategies regarding sampling programs that are integrated with distribution activities can contribute directly to the target of 297 new outlets on the branding activation path. Sampling was carried out at three points, namely school canteens, crowd points, and supporting at concert and sports

events. The impact of this strategy is that the sales team and the marketing team must coordinate the sampling point targets, not independently determined by the marketing team.

- c. School canteens create long-term loyalty through an integrated dealing program □ Each potential school newly acquired as a Sosro outlet must be equipped with point-of-sale materials, introductory sampling at the beginning of the transaction, and education of the canteen manager on how to recommend Prim-A. The impact of this strategy is that every school canteen that is successfully acquired must be equipped with these three components.

David and David (2023) call this interconnection called strategic fit which is a condition where each initiative strengthens each other so that the combined value exceeds the sum of the individual values of each component.

2. Integrated Revenue Projections

The formulation of the projection of the achievement of the revenue target is based on the potential contribution of three distribution channels, namely the retail channel, the food service channel and the wholesale channel. This three-channel approach provides a diversified growth structure so that deviations in one channel can be detected and compensated through penetration in other channels.

Table 11. Projection of Three-Channel Integrated Revenue, Prim-A in the City of Bandung in the 12th month

No	Distribution Channel	Revenue Existing Per December 2025	Projection Bulan Ke-12	Projection Based
1	General Retail Channel Based on Tier Classification	Rp. 462,553,302	Rp. 799,157,416	Tier A growth of 20%, Tier B 101%, & Tier C 100% with unproductive outlet substitution, coupled with 991 new outlets assuming median value
2	Channel Food Service	-(not yet focused on coverage)	Rp. 205,000,000	1 dedicated sales, 360 active outlets, average revenue Rp. 569,444/outlet/month
3	Channel Wholesale	Rp. 243,792,944	Rp. 332,376,744	22 existing wholesalers & addition of 8 new wholesalers with an average revenue of Rp. 11,079,225/outlet/month
TOTAL REVENUE		Rp. 706,296,246	Rp. 1,336,534,160	Growth of Rp. 630,237,914 or 189.2% of existing revenue

The revenue projection formulated resulted in a figure of Rp. 1,336,534,160 per month equivalent to an increase of 189.2% from the existing revenue. This result is approaching and has the potential to exceed the management target by doubling or Rp. 1,412,592,492 per month. The difference of Rp. 76 million between the projection and the target is equivalent to the acquisition of approximately 7 additional wholesale outlets or 134 new retail outlets at the median value. The shortcomings of these projections are within a realistic range of achievement if there is organic growth beyond the conservative assumptions used in this projection.

The strength of three-channel-based projections lies in the diversification of their growth sources. Retail channels make up the largest portion but also depend the most on the expansion capacity of outlets. The food service channel is the most efficient channel because with a projection of a total of 360 active outlets, it generates Rp. 205,000,000 per month, equivalent to more than 1,100 retail outlets at the median value. Meanwhile, the wholesale channel is the most measurable channel because it shows the addition of 8 outlets out of 30 outlets that have been mapped is a high-precision target. With this diversification, the failure of one channel

does not automatically derail the achievement of the overall target, as long as deviations are detected early enough through the monitoring system.

3. Four-Phase Implementation Plan in Twelve Months

The results of the distribution strategy, branding strategy, and integration strategy of these two resulted in an implementation plan. This implementation plan integrates the entire strategy to move in harmony within a single time frame. There are four phases in this implementation plan, namely the first phase of the 1st to 3rd months as the foundation, the second phase of the 4th to 6th months as expansion, the third phase of the 7th to 9th months as strengthening, and the fourth phase of the 10th to 12th months as optimization. This implementation plan is formulated in the following table.

Table 12. Implementation Plan Integration Strategy Prim-A in Bandung City

Phase	Description of Implementation Plan	
Phase 1 1st to 3rd Months (Foundation)	1.	Retail Channels: Evaluation of 399 Tier C outlets into three pathways (intensification, substitute, & remove); Activate Tier A retention programs with consistent visits and sales loyalty incentives
	2.	Food Service & Wholesale Channel: Deployment of dedicated sales food service target deal 91 new outlets; Mapping of 30 potential wholesalers; Appointment of 1 Sales Supervisor dedicated for dealing new wholesale
	3.	Branding: Standardization of the 'Prim-A of Sosro's narrative; Deploy point-of-sale focus materials in Tier A; Revision of the direction of digital content; Launching introductory materials for Prim-A
Phase 2: 4th to 6th months (Expansion)	1.	Channel Retail: Massive outlet penetration with a cumulative target of 385 new outlets; Tier B outlet intensification program; Monitoring of new outlets in a period of 2-5 months to prevent churn rate
	2.	Food Service & Wholesale Channel: Prospect 30 wholesale outlets; Addition of 91 new food service channel outlets
	3.	Branding: Targeted sampling at crowd points and foodservice channels; deploy point-of-sale materials to Tier B outlets; Launching program 'Mitra Super'
Phase 3 7th to 9th Months (Strengthen)	1.	Retail Channels: Cumulative penetration of 694 new outlets; 50% of Tier B outlets reach the Tier A threshold; ND retail reached 6.08%
	2.	Food Service & Wholesale Channel: Dealing 8 new wholesalers achieved; The addition of ND in 160 small stalls indirectly by wholesalers; Addition of 91 new food service channel outlets
	3.	Branding: Brand tracking in the 6th month by measuring the percentage of consumers who associate Prim-A with Sosro; Evaluation of sampling conversion against new outlets
Phase 4 10th to 12th Months (Optimization)	1.	Retail Channels: A total of 1,982 active outlets with an ND of 7.82%; Re-classification of new outlets to Tier based on the actual performance of the last three months; The target was achieved at Rp. 799,157,416/month
	2.	Food Service & Wholesale Channels: Total 30 active wholesale outlets; review of restaurant exclusivity that generates revenue above Rp. 5 million/month; The target of food service is reached at Rp. 205,000,000/month; The wholesale target was reached at Rp. 332,376,744/month.
	3.	Branding: Brand tracking in the 12th month; Re-evaluation of the CBBE dimensions; Appreciation of the best 'Super Partners' per quarter; review the engagement rate of digital content.
	4.	The target total revenue was reached at Rp. 1,336,534,160/month or 189.2% of existing revenue

4. Monitoring & Evaluation System

The implementation plan of the strategy formulation that has been made needs to be monitored and evaluated periodically. Three monitoring systems are recommended based on the data-driven measurement principles put forward by Farris, Bendle, Pfeifer, and Reibstein (2010), with the frequency adjusted to the rate of change of each dimension measured. Monitoring and evaluation are formulated in the following table

Table 13. Prim-A Integrated Strategy Monitoring System in Bandung City

No	Monitoring & Evaluation Scheme	Monitored indicators	Frequency	PIC
1	Distribution Performance Report	1. New outlets active per channel (retail, food service, wholesale) 2. Outlet churn 3. Stockout 4. Offtake per Tier 5. ND actual vs target	Weekly (Every Monday)	Asst. Manager Sales
2	Brand Tracking Survei	1. Percentage of Consumers who associate Prim-A with Sosro 2. Aided brand recall 3. Net Promoter Score Active Outlet 4. Repeat purchase rate from trial consumers	6th Month & 12th Month	Brand/Marketing Manager
3	Review Profit, & Loss Per Channel	1. Revenue actual vs projection per channel 2. Each channel's contribution to the total 3. Cost per outlet acquired 4. Progress towards the target of Rp. 1,336,534,160/month	Monthly	Management PT. Holiday rentals in West Java

The point of concern in the first monitoring is the newly acquired outlet entering the 2nd to 5th month period since it was first activated. Early detection in this period allows for retention interventions before outlets fall into the churn category, ultimately improving the overall cost efficiency of acquisition.

In the third monitoring point, if the realization of one of the three channels experiences a significant deviation from the projection, for example, the achievement of the food service channel target only reaches 60% of the target in the 6th month. Management still has six months left to penetrate other channels. This review of contribution per channel can only be used if the profit & loss review is carried out on a monthly basis.

5. Strategy Formulation Summary

The overall strategy from distribution strategy, branding strategy, and integration strategy has both been formulated. Therefore, a summary of the overall strategy formulation is made in the following table.

Table 14. Summary of Formulation of Prim-A Integrated Strategy in the City of Bandung

Strategy Components	Data-Driven Justification	Projection Result
Increase in Numeric Distribution from 3.91% to 7.82% through two acquisition channels	1. As many as 96.09% of the market potential has not been worked on 2. Availability-based purchasing decisions 3. Each new outlet creates direct sales conversion opportunities	The addition of 991 outlets with 694 outlets through the sales acquisition channel and 297 outlets through the branding channel. ND reached 7.82%
Tier Differentiation Strategy: Tier A Retention, Tier B Upgrade, Tier C Restructuring	1. A total of 319 Tier A outlets accounted for 81.2% of retail revenue 2. A total of 339 Tier C outlets consume sales efficiency without a proportionate contribution	Target channel retail Rp. 799,157,416/month. Tier A growth of at least 20%; 50% of Tier B up to Tier A
Food Service Channel Expansion through the addition of 1 dedicated sales	1. One restaurant outlet generates revenue of Rp. 17.19 million/month 2. The SMK 15 canteen was successfully dominated by Prim-A products	Target food service channel Rp. 205,000,000/month with 360 active outlets
Wholesale Channel expansion with the addition of 8 new wholesale outlets	1. A total of 22 existing wholesale outlets contributed 34.5% of revenue 2. Wholesale acquisition has been passive so far	Wholesale channel target Rp. 332,376,744/month with a reach of 160 customer outlets from wholesale
Activation of Prim-A's brand	1. Many consumers do not know that Prim-	The percentage of consumers who

attachment with Sosro through narrative and communication materials	A is a Sosro product 2. Sosro brand proven to open new outlets	associate Prim-A with Sosro is increasing
Directional sampling is integrated with distribution activities	1. Trial rate is a critical variable 2. Consumers who have tried Prim-A give a positive impression of the product 3. Sampling in crowded areas creates pull demand	A total of 297 new outlets have pulled demand. Repeat purchase rate of at least 30% of sampling
TOTAL PROJECTIONS	REVENUE Revenue Existing Rp. 706,296,246/month	Target Revenue Rp. 1,336,534,160/month (189.2% of existing revenue)

The overall strategy that has been formulated with a projected revenue target of Rp. 1,336,543,160/month in the 12th month needs to be monitored strictly to prevent a shortage of potential revenue. In addition, the entire sales and marketing team must carry out a strong synergy and not run individually.

CONCLUSION

This research addressed three research questions related to distribution strategies, branding strategies, and the integration of both approaches in increasing Prim-A sales in Bandung. The findings revealed that the main challenge was the low Numeric Distribution (3.91%), indicating substantial untapped market potential. Meanwhile, Pareto analysis showed that most revenue was generated from a limited number of high-performing outlets, with wholesale channels making a significant contribution despite their relatively limited number of outlets. The Customer-Based Brand Equity (CBBE) analysis also identified weaknesses across all dimensions of brand equity, particularly the low level of product trial and insufficient communication of the relationship between the Prim-A and Sosro brands. Based on these findings, an integrated 12-month strategy was formulated, including selective retail expansion, food service and wholesale channel development, brand strengthening through activation of the Prim-A–Sosro relationship, targeted sampling programs, in-store branding optimization, and periodic performance monitoring. The projected implementation of this strategy indicated a potential revenue increase of up to 189.2% compared with 2025, bringing Prim-A closer to the company’s target of doubling sales. This study confirmed that distribution and branding strategies are mutually reinforcing factors in increasing market penetration and sales performance. However, the research was limited to the Bandung area, relied on internal company data, and did not include direct comparisons with competitors’ distribution performance. Therefore, future research is recommended to expand the geographical scope, incorporate third-party retail audit data, and conduct quantitative evaluations of strategy implementation and changes in brand equity after program execution.

REFERENCES

- Ali, W., & Mehmood, A. (2023). Consumer behavior and brand loyalty in the fast-moving consumer goods (FMCG) industry. *Competitive Research Journal Archive*, 1(1), 119–129.
- Chaffey, D., & Ellis-Chadwick, F. (2022). *Digital marketing* (8th ed.). Pearson.
- David, F. R. (2015). *Strategic management: Concepts and cases*. Pearson.
- Derqui, B., Fayos, T., & Occhiocupo, N. (2022). The virtuous cycle of trust: Unveiling clues to successful innovation in the fast-moving consumer goods industry. *European Journal*

- of Innovation Management*, 25(6), 1036–1056.
- Euromonitor International. (2023). *Beverage in Indonesia: Packaged water market analysis*. Euromonitor International.
- Famili Sarvinehbaghi, M., Imankhan, N., Fattahi, M., & Zameni, F. (2025). Designing a successful launch process model for innovative fast-moving consumer goods (FMCG) in the dairy industries of Iran: A mathematical approach. *International Journal of Nonlinear Analysis and Applications*, 16(4), 181–197.
- Fareniuk, Y. (2022). Marketing strategy optimisation in the FMCG market. *Bulletin of Taras Shevchenko National University of Kyiv: Economics*, 2(219), 49–57.
- Farris, P. W., Bendle, N. T., Pfeifer, P. E., & Reibstein, D. J. (2010). *Marketing metrics: The definitive guide to measuring marketing performance*. Pearson Education.
- Guissoni, L. N. (2020). Numeric or weighted distribution? The effect of different channel performance metrics on market share. *Journal of Marketing Channels*, 161–179.
- Holloway, S. (2024). *The impact of supply chain visibility on marketing strategies in the fast-moving consumer goods (FMCG) industry*.
- Keller, K. L. (2013). *Strategic brand management: Building, measuring, and managing brand equity* (4th ed.). Pearson.
- Kourav, V., & Sharma, A. (2023). Exploring success factors for new product selling in fast-moving consumer goods. *Indian Journal of Marketing*, 8–25.
- Mordor Intelligence. (2025). *Indonesia bottled water market: Size, share, and industry analysis 2025–2031*.
- Nielsen. (2023). *Retail measurement matrix: All commodity value explained (ACV)*.
- Patel, V. M., Vasava, B., & Gaikwad, H. (n.d.). *Analysing the efficiency of distribution channels in the FMCG sector for primary market research*.
- Purnomo, Y. J. (2023). Digital marketing strategy to increase sales conversion on e-commerce platforms. *Journal of Contemporary Administration and Management (ADMAN)*, 1(2), 54–62.
- Sharabati, A.-A. A., Ali, A. A. A., Allahham, M. I., Hussein, A. A., Alheet, A. F., & Mohammad, A. S. (2024). The impact of digital marketing on the performance of SMEs: An analytical study in light of modern digital transformations. *Sustainability*, 16(19), 8667.
- Stupak, K. (2024). *Management and information support of new product development in the FMCG sector (Based on the QualQuant Signals case)*. Private Higher Educational Establishment–Institute “Ukrainian-American University.”
- Sudirjo, F. (2023). Marketing strategy in improving product competitiveness in the global market. *Journal of Contemporary Administration and Management (ADMAN)*, 1(2), 63–69.
- Tsey, S. K., Boachie-Mensah, F., & Agyapong, G. (2023). Distribution channel strategies and customer choice in the fast-moving consumer goods industry: A case study in the Upper East Region, Ghana. In Bode, Umuerrri (Eds.), *Universities, entrepreneurship and enterprise development in Africa: Conference Proceedings 2022* (pp. 42–69).